

# RESUME

**RICHARD M. HEATH**

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## SUMMARY

A senior manager and corporate officer with extensive experience in strategic planning, creation and implementation of annual and five year budgets, customer service, labor relations, human resources, contract negotiations and management and regulatory compliance at the Federal, State and local levels. Effective in establishing excellent corporate citizenship within the communities served. Experienced in taking on under-performing operations and implementing appropriate measures to bring them up to high performance levels.

## EXPERIENCE

### **CAPITAL REGIONAL DEVELOPMENT COUNCIL**

**2004 - 2005**

#### **Deputy Director**

Accountable to the Vice President / Executive Director for operational matters related to the successful achievement of performance goals established by the Executive Director and Board of Directors. The Deputy Director will assist, recommend and implement programs consistent with the CRDC mission, and good business practices.

### **UNITIL SERVICE CORP., HAMPTON, NH**

**1999 - 2003**

#### **Vice President, New Hampshire Operations**

Managed two New Hampshire electric utility Distribution Operations Centers located in the seacoast and capitol regions of the state. Ensured reliable, efficient, cost effective and safe distribution electric energy service to approximately 65,000 customers. Represented the organization within the communities served and reported directly to the President. The combined annual revenue of the distribution centers was \$100,000,000, with annual budgets of \$20,000,000. Of the one hundred employees, 50% were union workers represented by the International Brotherhood of Electrical Workers, IBEW.

- Developed and implemented a strategic alliance between Unitil and a supplier of electric distribution construction materials, reducing costs by \$80,000 annually.
- Achieved a zero lost time accident record for seven consecutive years resulting in special recognition by the Governor and the New Hampshire Safety Council.
- Exceeded established goals for customer relations, community participation and service reliability resulting in recognition by Business NH Magazine as the New Hampshire Business of the Year.
- Consistently achieved or exceeded budget goals while meeting construction schedules for customer and company driven projects.

**CONCORD ELECTRIC COMPANY, CONCORD, NH**  
**Vice President and General Manager****1990 - 1999**

Managed an electric utility Distribution Company located in the capitol region of the state. Ensured reliable, efficient, cost effective and safe distribution electric energy service to approximately 27,000 customers. Represented the organization within the communities we served. The annual revenue of the company was \$50,000,000 annually, with annual budgets of \$8,000,000. Of the fifty employees, 30% were union workers represented by the International Brotherhood of Electrical Workers, IBEW.

- Systematized purchasing procedures, standardized materials and negotiated a strategic alliance for purchasing construction materials at an annual savings of \$50,000.
- Negotiated, at a savings of \$25,000, a damage settlement with another utility company while preserving a positive working relationship and eliminating a legal confrontation.
- Collaborated with corporate offices for the centralization of general accounting, technical and engineering, and safety services.
- Implemented the consolidation of company functional areas to provide space within facility for a centralized customer service center, providing service to 100,000 customers, saving the costs associated with constructing a new facility.
- Maintained high-level community relations.
- Achieved consistent performance meeting or exceeding established corporate goals by controlling costs, providing reliable electric energy, quality customer service, superior employee performance and award winning safety record.

**CONCORD ELECTRIC COMPANY, CONCORD, NH**  
**Vice President, Operations****1986 - 1990**

Assumed full responsibility for managing an operating division charged with the creation and implementation of construction and maintenance budgets, fleet management, procurement and inventory management, personnel, and plant accounting. Served as a company ambassador and had responsibility for customer and community relations.

- Introduced a systematized business approach and developed business process improvements for conducting business that resulting in holding expense costs flat for four years.
- Standardized work practices for the operating division.
- Reorganized offices to better meet business needs and improve the working environment for employees.
- Successfully negotiated labor contract between the company and represented employees. Issues involved working conditions, salary and benefits changes requiring employees to begin participating in medical insurance costs, co-payments

**EDUCATION**

Southern New Hampshire University, BS, Business Management  
New Hampshire Technical Institute, AS, Electronic Engineering Technology

## COMMUNITY INVOLVEMENT

Town of Exeter Sewer Commission

Tow of Exeter Budget Committee member / chair

Town of Exeter Selectman and Board Chair

Greater Concord Area Chamber of Commerce, Active Member / Chairman of the Board 2003-2004

Capital Region Development Council, First Vice President 2003-2004

Rotary Club of Concord New Hampshire, Active Member / Past President

New Hampshire Fire Marshall's Office, Board of Fire Control Chair 2003-

New Hampshire Technical Institute, Advisory Board Chair 2005-

Capital Center for the Arts, Incorporator

Town of Bow Business Development Commission 2006-

Town of Bow Economic Development Corporation