

TIFFANY J. MITTAL, MSGL

760.803.7514 | tiffanymittal@gmail.com
www.linkedin.com/in/tiffanymittal

SENIOR EXECUTIVE—STRATEGIC LEADER UTILITIES | ENERGY | PRIVATE EQUITY | CONSULTING | REAL ESTATE

Strategic Talents Offered

EXECUTIVE LEADERSHIP:	IMPROVES PORTFOLIO PERFORMANCE EXPONENTIALLY
STRATEGIC INFLUENCE:	MOTIVATES PEOPLE INTO HIGH-PERFORMING TEAMS
INDUSTRY EXPERTISE:	DEMONSTRATES DEEP AND BROAD UTILITIES EXPERIENCE
GOAL ATTAINMENT:	COMMITTS FULLY TO SUCCESS IN EVERY SITUATION
PUBLIC SERVICE:	LEADS PRESTIGIOUS UTILITY DEPARTMENT OVERSIGHT BOARD

Executive Experience Delivered

Executive Vice President | Director of Sales and Marketing | 2011–Present *Multifamily Utility Company, San Diego, CA*

Recruited as employee #4 to provoke exponential growth in water, gas, and electric submetering and billing industry; was rapidly promoted to executive vice president with full leadership and P&L authority. Drove 13200% revenue growth in 5 years. Charged by CEO to deliver strategic direction and strong leadership for rapid growth and industry influence. Determined and established corporate culture, aligning growing team to vision, mission, and values for effective business growth.

As acting senior operations leader, systematically piloted daily and long-range strategy:

- Maximized operating performance to achieve elevated financial goals.
- Analyzed competitive environment and delivered strategic roadmaps to succeed in complex marketplace.
- Coached team to understand bigger picture and provided high degree of ownership in process.
- Earned #56 (2014), #280 (2015), and #454 (2016) among Inc. 500 Fastest Growing Private Companies.
- Placed #2 (2015), and #47 (2016) among San Diego Business Journal's Fastest Growing Private Companies.

Built Company from Fledgling Organization to Profitable Brand Powerhouse

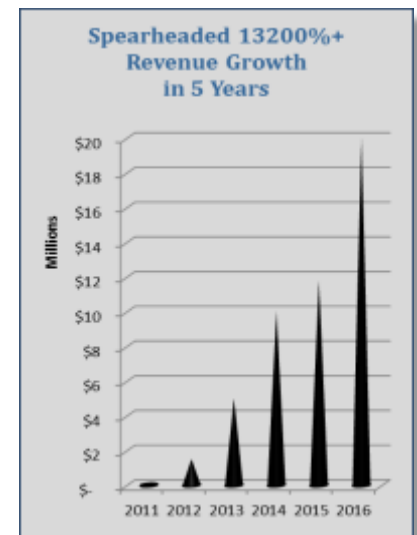
- ▶ Earned coveted positions on Inc. 500 and San Diego's Fastest Growing Private Companies in 2014, 2015, and 2016.
- ▶ Opened opportunity to support underserved niche, coaching internal operations team to provide concierge-level attention unheard of in industry.
- ▶ Professionalized company with virtual customer contact center providing accountability, feedback, and communications.
- ▶ Shifted brand value to emotional focus, optimizing customer journey.
- ▶ Expanded nationally to tap into regional customer needs and profitable markets.
- ▶ Attended Harvard Business School, General Management Program (2015); identified vision and tactics for success, specifically hub-and-spoke model to employ peer influence around customer decisions to charge tenants for utilities.

Handpicked Cross-Functional Team

- ▶ Recruited, hired, and trained national sales team of 5, catapulting company to growth-focused successful organization doing business in 48 states.
- ▶ Hired sales manager then installed account management strategy to care for existing customers, freeing sales team to grow business.
- ▶ Recruited CFO to ensure soundness of financial structures while contributing strict budgeting focus and strategic insight for investments into company.

Delivered on Novel and Effective Profit Model

- ▶ Improved revenue model, expanding on willingness-to-pay and volume discount strategy to ensure maximal margins with improved commission model expected to yield significant results by Q4 2016.
- ▶ Increased customer sales 157% while decreasing customer utility consumption by 25% with new Resident Expense Management product.
- ▶ Established company marketing plan, including branding, public relations strategy, and strategic leadership.



~~Strong ethics, disruptive entrepreneurship, and empowering leadership~~

Demonstrated Cost Reductions for Customers

- ▶ Increased customer property portfolio value of apartment buildings by 10%, resulting in additional loan dollars for customer investment in properties and portfolio growth.
- ▶ Organized audit of customer utility accounts and worked with utility providers place client into proper rate structure while converting utility provider's unit allocation to accurate reflection of the property's tenancy (2-6 / unit), saving \$6K/month in overage fees.
- ▶ For customer apartment building converted from historic schoolhouse, saved \$6/CCF from tier-3 rates of \$12/CCF; negotiated with provider to correct rate structure to reflect 150-unit multifamily property and backdate change by 20 years; revision and cost-saving process was similarly imposed on 4 additional properties.

Vice Chair, Independent Rates Oversight Committee (IROC) of Public Utilities Department | 2016-Present **Mayoral Appointee | 2014-Present** *City of San Diego, San Diego, CA*

Voted as vice chair in Q3 2016 to lead membership of 14, representing wide variety of perspectives of all aspects of customer base within utilities industry. Independent Rates Oversight Committee (IROC) serves as official advisory body to mayor and city council on policy issues relating to oversight of city's public utilities department operation.

Contributed strategically to utilities oversight group as multifamily property owner and utilities industry expert:

Represented multifamily rate payers to ensure equity of utility costs within customer types.
Served as voice of strategy and influence within group, with specific expertise in submetering.

Improved Water Utility Oversight at City Leadership Level

- ▶ Influenced public utilities department re-evaluate multifamily water rate structure, then set at flat rates to consider moving to tiered rates by customer class.
- ▶ Brought unique expertise in submetering, now required in all new San Diego construction with >3 units, improving water conservation and ensuring equitable water pricing for owners and tenants.
- ▶ Contributed strategically as owner in family business with 3000 apartment units in southern California.

Director of Operations, Property Management | 2005-2011 *Montezuma Equities, San Diego, CA*

Initially charged with reducing expenses and developing revenue-generating marketing strategy; strategic insights resulted in cash flow growth. Served as integral member of cross-functional management team. Collaborated with parent company Swami International on larger strategic goals.

Devised specific programs and strategies that cut costs, improved customer service, and increased occupancy rates:

Analyzed and rebuilt financial strategies to achieve near-100% occupancy and to improve cash flows.
Evaluated and enacted acquisitions in San Diego market.
Branded locations online and offline within regional communities.
Directed remodel and rebuilding of units as they became vacant with supplies sourced from Chinese vendors.

Transformed Choice Properties into Flagship Representations of Company Brand

- ▶ Identified vendors and brokers, sourcing proper materials internationally for redevelopment and remodels.
- ▶ Networked with local low-income housing organizations to achieve 100% occupancy.
- ▶ Collaborated with maintenance and onsite managers, helping them promote consistent service to tenants.

Education and Certifications

Graduate, General Management Program, Harvard Business School, Cambridge, MA.

Graduate, Public Leadership Institute, San Diego, CA.

Master of Science, Global Leadership, University of San Diego, San Diego, CA.

Certificate, Project Management, University of San Diego, San Diego, CA.

Certificate, Small Business Success, University of San Diego, San Diego, CA.

Bachelor of Science, Business Management National University, San Diego, CA.

Certificate, Community Leadership, California State Board of Equalization, CA.

~~Strong ethics, disruptive entrepreneurship, and empowering leadership~~