

William Steven Wolff

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SENIOR EXECUTIVE OFFICER

Innovative leader who has increased revenue, profits and shareholder value by utilizing strong interpersonal communication, people development and operations management skills.

Demonstrated success in leadership roles, which generated top performing teams and increased organizational effectiveness. Strengths include leading and developing people, managing complex platforms and processes, and revitalizing operations. Solid operational, financial, environmental, regulatory, and safety management experience. Driven, competitive yet compassionate and results oriented. Relevant skills include:

- Strategic Planning
- Financial Management
- Leadership
- Communication
- Consensus Building
- Operations Management

PROFESSIONAL EXPERIENCE

DAYTON POWER AND LIGHT COMPANY, Dayton, OH

President, Power Production (2003 - 2007)

Provided leadership for over 4400 MW of electricity generation and all corporate information technology, purchasing and environmental compliance areas. Led over 550 employees and had full P&L responsibility for an annual gross margin in excess of \$700M.

- Achieved the top four power generation years in company history and a ranking among the top energy companies in generation efficiency and productivity.
- Instituted employee run process improvement program that generated over 1200 ideas that have been implemented to date. Achieved \$11M in annual savings.
- Improved safety performance at DP&L by over 60% during current tenure.
- Led development and implementation of over \$500M environmental compliance program for DP&L operated electric generation portfolio.
- Planned and successfully implemented annual O&M budget exceeding \$90M and capital plan exceeding \$270M. All programs executed on or under plan while meeting all corporate objectives.
- Introduced management tools and benchmarking initiatives that enabled increased monitoring and management of crucial performance metrics on a real time basis.
- Transitioned DP&L power production from a regulated mindset utility to a deregulated competitive entity.
- Successfully coordinated operations between three large utilities that co-own several generation plants.
- Integrally involved in corporate financial reporting and Sarbanes Oxley compliance.
- Improved information transfer, generated credibility and inspired employees to change by instituting a variety of communication initiatives including intranet websites, site specific CCTV capabilities, and general leadership training and employee meetings.

Vice President, Power Production (2002 - 2003)

Led operation, maintenance, asset preservation, safety and environmental compliance of DP&L's total electricity generation portfolio.

Director, Power Production (2002)

Directed operation, maintenance, asset preservation, safety and environmental compliance of DP&L's 2800 MW of coal-fired electricity generation.

Plant Manager, O.H. Hutchings Station (2001-2002)

Managed six unit 360 MW coal-fired generating station. Responsible for all operations, maintenance and safety.

RENSELAER POLYTECHNIC INSTITUTE and UNION COLLEGE, Troy, NY

Professor and Chair of the Naval Science Department / Commanding Officer of the Naval Reserve Officer Training Unit (1998 - 2001)

Delivered education, training, and oversaw the morale and welfare of 120 midshipmen and a staff of nine. Managed an annual budget of over \$2.5M. Taught leadership, management and ethics and naval history courses.

Adjunct Professor, Lally School of Management (1999 - 2001)

Taught graduate level course. Participated in program and curriculum development for Environmental Management and Policy program.

AMERICAN HAZARD CONTROL GROUP, Saratoga Springs, NY

VP for Client Services (1999 - 2000)

Provided tailored environmental management advice for several clients. Supervised a small staff and developed new or expanded work for the group.

UNITED STATES NAVY

Director Enlisted Plans and Career Management Division (1995 - 1998)

Directed all human resource strategies, goals, objectives and programs for the U.S. Navy enlisted force consisting of over 300,000 Sailors.

- Directed 50-person team that planned and executed the completion of the largest personnel reduction for the Navy since WWII.
- Delivered the highest personnel readiness levels on Navy ships in 10 years.
- Developed and defended at the Congressional level an annual naval personnel budget exceeding \$17B.
 - Executed program within budget for three consecutive years.
 - Saved \$52M to assist other priority programs when met with short-term program adjustment during execution year.
- Coordinated establishment of Navy-wide strategic plan for future housing infrastructure requirements for Navy personnel.
- Coordinated implementation of first navy training management office involving three separate divisions including recruiting, education and training, and human resources.
 - Saved over \$10M and many thousand man-day savings by increasing efficiency of training scheduling and reduction in the number of people awaiting training.

Action Officer for Director of Navy Staff (1994 - 1995)

Articulated and developed briefs and briefing plans for various programmatic issues at highest levels of Navy and Congress, resulting in full Congressional funding in each case.

- Originated a tailored Navy outreach program and delivered hundreds of informative briefings to civic leaders.

Commanding Officer, USS Pittsburgh (SSN 720) (1991 - 1993)

Commanded a nuclear-powered attack submarine, with complete responsibility and accountability for personnel development, ship operations and maintenance.

Previous experience included leadership positions of increasing responsibility within the Naval Officer Corps.

EDUCATION

MS Environmental Management and Policy, Rensselaer Polytechnic Institute, Troy, NY

MSE Engineering Management, The Catholic University of America, Washington, DC

MA National Security and Strategic Studies, Naval War College, Newport, RI

- Graduated with distinction

BSME Mechanical Engineering, US Naval Academy, Annapolis, MD