



## STATE REGULATION OF PUBLIC UTILITIES REVIEW COMMITTEE

### CANDIDATES FOR THE SOUTH CAROLINA PUBLIC SERVICE COMMISSION EDITED PERSONAL DATA QUESTIONNAIRE

**NOTICE:** The information requested herein is needed to assist the Committee in its investigation of candidates for the Public Service Commission. This questionnaire is the initial step in the investigation of your candidacy. A completed questionnaire should be returned to the Committee as soon as possible, but in any event no later than noon, 12:00 p.m., on Friday, October 11, 2019. (Use and attach separate sheets, if necessary.)

PLEASE SPECIFY THE SEAT FOR WHICH YOU ARE APPLYING (THE CONGRESSIONAL DISTRICT IN WHICH YOU RESIDE; YOU MAY ONLY APPLY FOR ONE SEAT): **7<sup>th</sup> CONGRESSIONAL DISTRICT**

1. Full Name: **Mr. THOMAS GOUDELOCK MILLER JR.**

Home Address: **409 MEETING STREET  
GEORGETOWN, SC 29440**

Business Address: **709 FRONT STREET  
GEORGETOWN, SC 29440**

6. List each institution of higher learning you attended, including dates of attendance and degrees awarded. Please provide an official transcript prior to your screening hearing. If you left any institution without receiving a degree, state the reason for leaving.

**UNIVERSITY OF SOUTH CAROLINA (COLUMBIA, SC)  
MASTER OF BUSINESS ADMINISTRATION (MBA)  
AUG 1995 TO DEC 1996**

**UNIVERSITY OF TENNESSEE (KNOXVILLE, TN)  
MASTER OF SCIENCE IN COMMUNICATIONS  
AUG 1991 TO DEC 1992.**

**UNIVERSITY OF SOUTH CAROLINA (COLUMBIA, SC)  
BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION  
AUG 1987 TO MAY 1991**

**UNIVERSITY OF VIRGINIA (CHARLOTTESVILLE, VA)  
JUNE 1986 TO AUG 1986  
NON-DEGREE STUDENT/SUMMER SCHOOL**

7. List any continuing education courses or other professional education or training programs that you have attended in the past five years.

**NONE**

8. Have you been employed or held any position in any of the following areas?

<u>  X  </u>	(a) energy issues
<u>  X  </u>	(b) telecommunications issues
<u>      </u>	(c) consumer protection and advocacy issues
<u>  X  </u>	(d) water and wastewater issues
<u>  X  </u>	(e) finance, economics, and statistics
<u>      </u>	(f) accounting
<u>      </u>	(g) engineering
<u>      </u>	(h) law

*Please provide the duration of your employment or service and details about the nature of the work or the position.*

### **(a) Energy Issues**

As the USDA Rural Development State Director [Jul '05 – Jan '09], I administered the Rural Utilities Services (RUS) programs to South Carolina. This included financing infrastructure for most of the electric cooperatives in the state through RUS's Electric Programs. While I was the State Director, Rural Development provided \$605,135,000 in funding to electric cooperatives in South Carolina.

Also during my tenure, an added emphasis was given to renewable and energy efficiency programs created in the 2002 Farm Bill. At the time, the White House had implemented new initiatives to provide significant new funding for energy innovation projects and mandates to guarantee markets in an effort to diversify the country's energy supply. This resulted in an inrush of concepts, proposals, and applications for Rural Development programs. I received regular training through our National Office on renewable technologies and administering programs. I was actively involved with the initial SC Biomass Council, assembled by the SC Energy Office in 2006. I was also regularly engaged with the Palmetto Agribusiness Council, the Palmetto Institute, and Clemson University on initiatives to develop renewable energy opportunities for the state. I worked directly with projects for biofuels, woody biomass, cellulosic ethanol, solar, anaerobic digesters, offshore wind, and algae. Most of Rural Development's programs required U.S. commercially demonstrated technologies, which put me in the awkward position deny funding to projects that may have already gained significant local support. I was more successful finding opportunities with energy efficiency improvement projects for rural businesses. In my four years, we awarded \$275,635 for renewable energy projects in South Carolina.

### **(b) Telecommunications Issues**

I gained extensive experience in telecommunications in my position at Motient Corporation in Reston, VA. [Feb '99 – Feb '02] Motient provided mobile satellite and terrestrial wireless solutions throughout North America. As the Senior Market Planning & Strategy Analyst, I worked directly with executive management to provide competitive research and analysis for developing new products and markets. This required me to quickly learn, analyze and report on nascent technologies, applications and integrated solutions that were rapidly emerging during this pioneering period of wireless telecom.

I completed several professional programs for advanced learning in telecommunications, satellite and software development. I also regularly attended many of the leading

industry conferences like Cellular Telecommunications & Internet Association (CTIA) and Consumer Electronics (CES). This provided me with a keen understanding of product needs, capabilities and limitations, as well as the regulatory environment. I was responsible for evaluating partnerships, including strategic relationships with companies like Microsoft, AOL, RIM Blackberry and Accenture. I also assisted in developing prospectus market data for the IPO of XM Satellite Radio, which was initially part of the Company's holdings. Motient was one of only two network carriers for Research-In-Motion's (RIM) Blackberry device during my three-year tenure.

I continued to be involved with telecommunications issues with my appointments during the George W. Bush Administration. While at US Department of Agriculture, I represented the Secretary for the Rural Development and Renewable Energy titles during the drafting and implementation of the 2002 Farm Bill. [Feb '02 – Jun '03] This included the RUS Telecommunications Infrastructure Program, which is the lifeblood for financing rural telephone cooperatives throughout the U.S. The 2002 Farm Bill created the Rural Broadband program, which attracted significant telecommunications sector interests to try to influence the program's design. My telecommunications background was helpful for evaluating all the information and options being presented. And the lawmaking process provided me experience on developing rules and regulations that follow the legislative intent, while being company/technology neutral. As the Rural Development State Director for SC [Jul '05 – Jan '09], I was responsible for administering these programs to the state. I received periodic training on these programs that included technology solutions, financing and feasibility. During my tenure as the State Director, USDA funded \$97,820,651 in telecommunications projects for South Carolina.

#### **(d) Water and Wastewater Issues**

My USDA positions provided direct experience with water and wastewater issues. While serving as a Congressional Liaison in Washington [Feb '02 – Jun '03], Rural Development's Water & Environmental Programs (WEP) received a lot of attention because there was so much demand from borrowers, but limited program funding. In my position, I regularly worked with Members of Congress on issues with water and sewer projects in their district.

My direct involvement with the issue increased significantly when I became the Rural Development State Director in Columbia [Jul '05 – Jan '09]. During my tenure as State Director, South Carolina funded about \$34 million in WEP projects each year. The backlog of eligible projects during this period usually exceeded \$100 million. Ultimately, I was responsible for selecting the projects to be funded, which could get political when applicants disagreed with decisions. This obviously required me to have a good working relationship with the state's Congressional delegation as well as with the State Legislators in the General Assembly.

It was important for me to have a firm understanding of the WEP applications to be able to guide staff and defend the project selection to state and community leaders. In my experience with W&WW projects, there were a lot of factors that had to be considered for prioritizing limited funds. This included input from staff engineers in Columbia and

Washington that evaluated the applicant's project needs and design. It also incorporated SC DHEC imminent health data, service area demographics, consideration for growth and an analysis to make sure user rates were reasonable. We regularly coordinated with other state funding sources to ensure our efforts were not duplicated and we considered timing to keep multi-phased projects on schedule. All told, I feel I developed a pretty good trust with our rural partners because the program administration was fair. I was a regular speaker each year at the SC Rural Water Association (SCRWA) Annual Conference. USDA Rural Development funded \$115,221,040 in loans and \$51,912,175 in grants for Water and Environmental Programs while I was State Director.

**(e) Finance, Economics, and Statistics**

Finance, economic and statistics has been a common denominator throughout my career. My undergraduate, graduate and MBA work provided me a solid foundation of the subjects that I have regularly used in my more analytical approach to evaluating and solving problems.

Early in my career I worked in Advertising as a Media & Strategic Planner for Goudelock Advertising in Greenville, which required extensive statistical understanding. My experience at Charter-Capital in Greenville as an analyst for venture capital projects regularly required pro-forma financial modeling and market research for potential investments. I later worked on a project for the National Association of Children's Hospitals in Alexandria, VA that solely involved survey analysis and reporting to develop key ratios and valid operating metrics for hospitals. And my experience at Motient Corp. in Reston, VA regularly required financial modeling, market penetration analysis, and pricing studies that included demand elasticity. I supported the executive team at Motient Corp. and the underwriter Bear-Stearns to build the forecast model that was used to set the IPO for XM Satellite Radio.

USDA Rural Development's \$216 billion portfolio of loans makes it the 5<sup>th</sup> largest bank in the U.S., so my experiences at the agency included most of the financial elements of banking. In addition, I was responsible for a \$20 million annual operating budget for USDA Rural Development in SC.

9. *Have you served in the military? If so, give the dates of service, branch of service, highest rank, serial number, present status, and the character of your discharge or release. Please provide a copy of your DD-214 prior to your screening hearing.*

**NO**

10. *Have you ever held public office? If so, provide details, including the office, whether elected or appointed, the length and dates of your service. Also, state whether or not you timely filed reports with the State Ethics Commission during the period you held public office. If not, were you ever subject to a penalty. If so, provide details, including dates.*

**NO**

11. *Have you ever been an unsuccessful candidate for elective, judicial, or other public office? If so, provide details, including dates.*

**NO**

12. Please list in chronological order any employment of you by any governmental agency (whether full time or part time, contractual or at will, consulting or otherwise). Provide dates of employment, name of employer, name of supervisor, and major job responsibilities.

**City of Georgetown. - Georgetown, SC**

**MAY 13 – OCT 16**

***Planning & Economic Development Director***

- As the City's first economic development director, position required creating an understanding of urban planning and development with the community and leadership. Developed strategies that addressed the City's deficiencies to mesh with a revitalization plan that leveraged Georgetown historic downtown, improved quality of life, to attract investment.
- Led the local community through planning process using the Urban Land Institute's Advisory Panel Service for the 150-acre steel mill and port properties on the City's downtown waterfront. Created broad community engagement that aligned citizens and stakeholders to a shared vision. Produced extensive briefing and scope of work document for the panelists, which the ULI staff is adopting as a model for other communities to follow.  
[Supervisor: Jack Scoville, Mayor]

**U.S. Department of Agriculture - Columbia, SC**

**JUL 05 – JAN 09**

***State Director for Rural Development***

- Responsible for administering the USDA's Rural Development programs to South Carolina communities.
- Led a staff of more than 130 employees and 16 offices around the state to deliver more than \$1.2 billion in financial assistance for housing, education, healthcare, childcare, business and other community infrastructure projects. Managed an operating budget of about \$20 million annually. Experience with the USDA budget process, including contracting, purchasing, and procurement guidelines.
- Increased program delivery each year and led agency through a required cost-cutting reorganization that reduced the staff by 20 people and 5 offices. Achieved efficiencies that resulted in increased production while reducing operating costs by streamlining procedures, reprioritizing resources and motivating employees.  
[Supervisor: Tom Dorr, Under Secretary for Rural Development (*Presidential Appointment*)]

**U.S. Department of Commerce - Washington, DC**

**JUN 03 – JUL 05**

***Deputy Director for the Office of Business Liaison***

- Represented the Secretary of Commerce to the business community including business associations like the U.S. Chamber of Commerce, Business Roundtable, National Federation of Independent Businesses (NFIB), and National Association of Manufacturers (NAM).
- Developed briefings and roundtable events with industry leaders, and assisted with producing official U.S. Trade Missions abroad.
- Created and managed multi-agency events that coordinated the resources of other Federal agencies, including the White House, USTR, and Departments of Labor, State, Treasury and Agriculture.  
[Supervisor: Dan McCardell, Director. Office of Business Liaison (*Presidential Appointment*)]

**U.S. Department of Agriculture - Washington, DC**

**FEB 02 – JUN 03**

***Congressional Liaison***

- Represented the Secretary and Administration on agricultural and rural issues to Congress.
- Experience included properly disseminating sensitive information of livestock disease outbreaks, food safety recalls, and other potential national security related situations.

- Worked as part of the Department's team to evaluate risk probabilities, crisis action plans, and communication channels.
- Represented the Office of the Secretary for the Rural Development, Rural Broadband, and Renewable Energy titles with the drafting and implementation of the 2002 Farm Bill.  
[Supervisor: Mary Waters, Assistant Secretary for Office of Congressional Relations  
(*Presidential Appointment*)]

**Greenville County School District – Greenville, SC**

SEP 96 – MAY 98

***Substitute Teacher***

- Worked as substitute teach at different schools in the district, mostly at the high school level.

**SC Legislative Council - Washington, DC**

JAN 88 – MAY 91

***Legislative Page (part-time)***

- Assisted the Legislative Council staff as needed.
- Received position with the support of my home representative David Wilkins, who was Chairman of the House Judiciary Committee at the time.  
[Supervisors: Thomas L. Linton. *Director and Code Commissioner* ('88-'90)  
Peden B. McLeod. *Director and Code Commissioner* ('91)]

**SC Department of Natural Resources - Charleston**

MAY 88 – AUG 88

***Summer Worker***

- Assisted the marine biologists with the Marine Resources Monitoring, Assessment, and Prediction (MARMAP) program at Fort Johnson with South Atlantic fish reef surveys.

**U.S. Senate - Washington, DC**

FEB 86

***Senate Page***

- Worked as a Senate Page for Senator Strom Thurmond during my junior year of high school.

13. *Please list in chronological order any occupation, business, or profession in which you have been engaged or employed (other than serving in a public office or being employed by a governmental agency). Please briefly note the nature of your work during each period.*

**Black Mingo Outfitters (Black Mingo LLC) - Georgetown, SC**

APR 12 - CURRENT

***Retail Business***

- Developer/Owner/Operating Manager of retail store located on Front Street in Georgetown's Historic District.
- Responsible for all aspects of the business including finance, purchasing, marketing, human resources, government compliance, and other operations management.  
[Supervisor: Self]

**Black Mingo, LLC. - Georgetown, SC**

JAN 09 – CURRENT

***Economic Development and Business Strategy Consultant***

- Produced a comprehensive economic development strategic plan for a multicounty region in South Carolina that repositioned the area for ecotourism opportunities.
- Mapped agriculture and agribusiness related assets for a private foundation to execute a strategy for fostering agriculture in the Lowcountry and Pee Dee regions of South Carolina.
- Worked with non-profit organization to develop South Carolina's first local food hub. The project created a central agriculture distribution center that connected area restaurants and grocers to regional farms. Project began as a feasibility study for real estate purchase that



later evolved into the responsibility for concept development, business planning, financial modeling, capital development strategy, and project management.

- Worked community group to get scenic byway designation from SC General Assembly to promote, preserve and protect an historical, cultural and ecological significant corridor in a rural area of Georgetown County.

**Motient Corp./ (formerly American Mobile Satellite) - Reston, Virginia**

FEB 99 – FEB 02

***Sr. Marketing Analyst - Market Planning & Strategy***

- Performed competitive research and analysis and strategic marketing initiatives for executive management of a national wireless data company.
  - Worked with nascent technologies that required the ability to quickly learn, analyze, and report on an ever-changing market of products, technologies and integrated solutions.
  - Required deep knowledge of various information technology uses, capabilities, limitations and the government regulatory environment.
  - Responsible for evaluating partnerships and products for new markets, including strategic relationships with companies like Microsoft, Yahoo!, AOL, RIM Blackberry and Accenture.
  - Involved in determining product and service pricing.
  - Assisted in the IPO of XM Satellite Radio, which was initially part of the Company's holdings.
- [Supervisor: Paul Bonner]

**National Association of Children's Hospitals - Alexandria, Virginia**

SEPT 98 - JAN 99

***Research Consultant (contractual)***

- Assisted with survey analysis and reporting for a national research grant measuring children hospitals' financial key ratios and best practice measures.
- Compiled and produced N.A.C.H.'s annual report on the NIH grants to children's hospitals and pediatric departments within medical universities.

**McFadyen's Market, LLC. - Greenville, South Carolina**

MAR 96 - JUL 98

***Business Analyst, Project Manager & CEO for a Business Start-Up***

Developed a concept for a gourmet food market with another partner. Personally responsible for research and writing of the strategic business plan, market study, pro forma forecast, private placement memorandum that capitalized the \$1.5m project. Served as the project manager that negotiated the lease, supervised construction, procured equipment, established vendor relationships and developed operating procedures. Later served as the chief executive for business operations. Facilitated sale of business to large out-of-state competitor that wanted to enter the Greenville market.

[Supervisor: Self]

**Charter•Capital Corp. - Greenville, South Carolina & Atlanta, Georgia**

JAN 95 - MAR 96

***Venture Analyst***

Coordinated and produced business plan components for new venture investments. Researched feasibility, market & industry characteristics, and assisted in the positioning strategy of the concept. Managed relationships with strategic partners, consultants and investors.

[Supervisor: Dan Bruce]

**Goudelock Advertising & Public Relations - Greenville, South Carolina**

MAY 92 - JAN 95

***Media & Strategic Planner***

Planned, negotiated, scheduled, and purchased media at optimal results for clients. Researched industry and competitive intelligence for clients and prospective clients. Conducted survey research with statistical analysis. Wrote and produced strategic marketing and communications

plans for clients.  
[Supervisor: Goudy Miller]

14. *Are you now an officer or director or involved in the management of any business enterprise? Explain.*

**YES. I am the owner and operating manager for Black Mingo LLC.**

15. *Describe any financial arrangements or business relationships that you currently have or have had in the past that could pose a conflict of interest in the position you seek. Explain how you would resolve any potential conflict of interest.*

**NONE**

20. *Have you ever been a named party in a lawsuit, either personally or professionally? If so, provide details.*

**NO**

22. *Are you now or have you ever been employed as a "lobbyist," as defined by S.C. Code Section 2-17-10(13), or have you acted in the capacity of a "lobbyist's principal," as defined by S.C. Code Section 2-17-10(14)? If so, please provide the dates of your employment or activity in such capacity and specify by whom you were directed or employed.*

**NO**

23. *Since your decision to seek a position on the Public Service Commission, have you accepted lodging, transportation, entertainment, food, meals, beverages, money, or any other thing of value, as defined by S.C. Code Section 2-17-10(1), from a lobbyist or lobbyist's principal? If so, please specify the item(s) received, date of receipt, and the lobbyist or lobbyist's principal providing the item(s).*

**NO**

26. *Other than expenditures for travel or room and board, please itemize all expenditures (by amount, type, and date) by you, or on your behalf, in seeking the office of Public Service Commissioner.*

**NONE (\$0.00)**

27. *Please list the amount and recipient of all contributions made to members of the General Assembly within six months of filing this questionnaire.*

**NONE (\$0.00)**

28. *Have you directly or indirectly requested a pledge of any member of the General Assembly as to your election for the position for which you are being screened? Have you received the assurance of any public official or public employee that they will seek the pledge of any member of the General Assembly as to your election for the position for which you are being screened?*

**NO TO BOTH PARTS OF THIS QUESTION**

29. *Have you or has anyone on your behalf solicited or collected funds to aid in the promotion of your candidacy for the position of Public Service Commissioner? If so, please specify the amount, solicitor (if applicable), donor, and date of solicitation and/or receipt.*

**NO**

30. *List all professional organizations of which you are a member and give the titles and dates of any offices that you have held in such groups.*

**NATIONAL FEDERATION OF INDEPENDENT BUSINESSES (NFIB)**

31. *List all civic, charitable, religious, educational, social, and fraternal organizations of which you are or have been a member during the past five (5) years.*



**PRINCE GEORGE WINYAH EPISCOPAL CHURCH  
LEADERSHIP SOUTH CAROLINA – CLASS OF 2016  
CONSERVATIVES FOR CLEAN ENERGY – SOUTH CAROLINA. ADVISORY BOARD  
HARBOR HISTORICAL ASSOCIATION (Board 2010-2018)  
UNIVERSITY OF SOUTH CAROLINA ALUMNI ASSOCIATION (LIFE MEMBER)  
GEORGETOWN COUNTY CHAMBER OF COMMERCE  
THE GEORGETOWN PARTNERSHIP  
GEORGETOWN COTILLION CLUB  
GEORGETOWN BUSINESS ASSOCIATION**

32. *State any other information which may reflect positively or negatively on you, or which you believe should be disclosed in connection with consideration of you for a position on the Public Service Commission.*

I believe that the knowledge and experience from my diverse professional career provides an accomplished background to serve our State as Commissioner on the Public Service Commission. I have a demonstrated aptitude working with complex and highly technical issues from the competitive business perspective. I have experience adhering to statutes and regulations in order to make reasonable and judicious decisions to best serve the public good. I also believe the insight I've gained working in municipal economic development and operating a retail store in a relatively small community, typical of many in South Carolina, has significant value for understanding needs, concerns, and impacts from the end-user perspective. Altogether, this provides me some unique qualifications that should be valuable to service on the commission.

33. *List the names, addresses, and telephone numbers of five (5) persons, including your banker, from whom references could be required. Also, provide this Committee with original letters of recommendation from each person listed herein, including their signature. A photocopy, facsimile, or electronic submission of a letter of recommendation will not be accepted.*

Original Response:

- 1) Laura Evans**

Amended Response (11/20/19):

- 1) Luke Byars  
2) Benjamin T. Zeigler  
3) Hayne Hipp  
4) Harry A. Oxner  
5) Banker Letter**

YOUR SIGNATURE WILL BE HELD TO CONSTITUTE A WAIVER OF THE CONFIDENTIALITY OF ANY PROCEEDING BEFORE A GRIEVANCE COMMITTEE OR ANY RECORD INFORMATION CONCERNING YOUR CREDIT.

I HEREBY CERTIFY THAT THE ANSWERS TO THE ABOVE QUESTIONS ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

***PLEASE NOTE: S.C. CODE SECTIONS REFERRED TO IN THIS DOCUMENT ARE CONTAINED IN THE PDQ CODE REFERENCES DOCUMENT.***

**I ACKNOWLEDGE, AS A CANDIDATE, THAT I AM RESPONSIBLE FOR REVIEWING THE FOLLOWING DOCUMENTS. THESE DOCUMENTS ARE PROVIDED ON THE USB FLASH DRIVE WITH THE PUBLIC SERVICE COMMISSION APPLICATION MATERIALS AND ARE ACCESSIBLE ON THE PUBLIC UTILITY REVIEW COMMITTEE'S WEBSITE:**

- (1) An Introduction to the Public Service Commission;**
- (2) The press release issued by the Committee announcing the start of its application process;**
- (3) An Advisory Opinion relating to attendance by candidates for the Public Service Commission at legislative receptions;**
- (4) An Advisory Opinion relating to attendance by candidates for the Public Service Commission at legislative caucus meetings;**
- (5) The Judicial Code of Conduct;**
- (6) Statutory definitions and statute concerning pledges; and**
- (7) Information regarding accessing your credit report.**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_