



Director, Electric Production

CONFIDENTIAL

POSITION DESCRIPTION & OPPORTUNITY OVERVIEW

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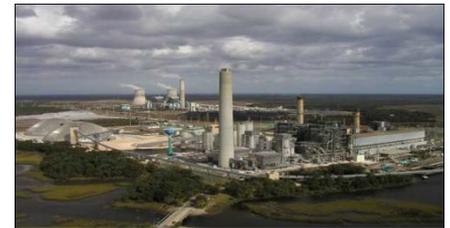
CLIENT: JEA
ROLE: Director, Electric Production
LOCATION: Jacksonville, Florida
REPORTS TO: Vice President & General Manager, Electric Systems
WEBSITE: www.jea.com



18-4912

ABOUT JEA

JEA is the eighth-largest community-owned electric utility in the United States and one of the largest water and sewer utilities in the nation providing electric, water, and sewer service to residents and businesses in northeast Florida. JEA serves over 458,000 electric customers, 341,000 water customers, and 264,000 wastewater customers. JEA's water customers span a four-county service territory including Clay, Duval, Nassau, and St. Johns counties.



JEA meets its approximately 3,000 MW peak load resource requirements through JEA owned and operated generation assets. The utility's electric generation fleet contains a diverse resource mix, with more than half of its requirements fueled by natural gas. The remaining generation comes from coal, petroleum coke, and renewables such as solar and methane gas. JEA's transmission and distribution assets total 7,505 miles of both high voltage and retail distribution line.

JEA has annual operating revenues of \$1.3 billion across the utility supported by an employee team of 2,200. JEA is a member of the Large Public Power Council and the Florida Reliability Coordinating Council. Additional information regarding JEA may be found at www.jea.com.

OVERVIEW

The successful **Director, Electric Production** will be responsible and accountable for all operations and maintenance processes for JEA's Northside Generating Station (NSG). Key responsibilities include operation and maintenance processes for all NGS electric assets, along with engineering and construction management processes associated with the existing and potential new production infrastructure. He/she will be challenged with leading the operation of the station's 1,300 MW production facilities in an efficient, safe and reliable manner. Charged with managing a large team (200+), the Director, Electric Production will be on the front line – managing the JEA production facility providing the single largest source of power to the Jacksonville community.

The Northside Generating Station uses natural gas, fuel oil, coal and petroleum coke in three (3) large steam units and four (4) small diesel-powered peaking units to produce more than 1,300 MW of peak electric capacity. Additionally, NGS boasts two (2) of the largest Circulating Fluidized Bed Combustors (CFBs) in the world that are both clean and fuel-diverse, affording JEA the flexibility to utilize the most economic fuel choices while maintaining exceptional emission levels. Originally placed into service in 1966 and among the cleanest solid fuel plants in the world, NGS' oldest unit currently operating (Unit 3) was completed in 1977.

Northside Generating Station Operational Details:

- ▶ Unit 1 was commissioned in 1966 (fueled with oil and natural gas) and repowered in 2000;
- ▶ Unit 2 was commissioned in 1972 (fueled with oil and natural gas), decommissioned in 1984 and repowered in 2000;
- ▶ Four simple cycle combustion turbines were commissioned in 1975 (fueled with diesel oil);
- ▶ Unit 3 was commissioned in 1977 (fueled with oil and, later, natural gas) and is scheduled to be retired after 2026.

Units 1 and 2 were awarded the Top Plant Award in 2012 from Power Magazine for ten years of continuous improvement to top tier performance.

The need to improve combustion efficiency and the desire to burn a wider range of fuels along with the need for additional base load capacity, led to the repowering of Units 1 and 2 in 2000 with two of the largest Circulating Fluidized Bed Combustors (CFBs) in the world at that time. Both Units are clean and fuel-diverse, affording JEA the flexibility to utilize the most economic fuel choices while still achieving exceptional emission levels. The CFBs have in-cycle sulfur capture (SO₂) with limestone injection and Spray Dryer Absorber along with low temperature operations resulting in NO_x reduction making them among the cleanest solid fuel plants in the world.

POSITION

Reporting to the VP/GM Electric Systems, the **Director, Electric Production** will manage an employee team of 200 through three (3) direct reports. Budget responsibilities encompass the management of an Operations and Maintenance budget of \$40 million, as well as a Capital budget ranging from \$10 - \$20 million. Additionally, the incumbent will oversee the work of onsite contractors, which can add up to 100 people to the team complement.



Direct Reports to the Director, Electric Production include:

- ▶ Senior Manager, Electric Production Operations;
- ▶ Senior Manager, Electric Production Maintenance;
- ▶ Senior Manager, Northside Generating Station Bulk Material Handling.

Important peer relationships include JEA Directors managing electric production at auxiliary JEA plants; the 24/7 Operations team; the Planning Director, Generation; and the Fuels Procurement/The Energy Authority (TEA) team. Additionally, the Director, Electric Production will be charged with maintaining important external relationships, to include a positive working rapport with Duke, NextEra, and various vendors and community stakeholders. He/she will also represent JEA within the industry at large, contributing to the efforts of the Large Public Power Council (LPPC), the American Public Power Association (APPA), and the Association of Edison Illuminating Companies (AEIC).

POSITION DESCRIPTION

The **Director, Electric Production** will provide ongoing direction and leadership in the best-in-class operation of JEA's Northside Generating Station. He/she will be charged with continuously optimizing technologies and processes to improve upon plant efficiencies, all with an eye toward the safe and economical production of power for JEA customers.

The successful candidate will provide direction and leadership from the following perspectives:

Operations leadership:

- ▶ Continuous improvement of the safety, reliability, efficiency and environmental performance of the electric production systems;
- ▶ Operations research and analysis of fluidized bed and oil/gas fire boilers, combined cycle plants and associated turbine-generator sets and balance of plant systems;
- ▶ Improvement of reliability and efficiency of JEA's electric production fleet;
- ▶ Maintenance, operation and technical support of all JEA fossil fuel fired steam and combustion turbine units;
- ▶ Installation, maintenance, repair, calibration, inspection and testing of bulk, stationary and mobile material handling equipment, as well as electrical, electronic and hydraulic control systems;
- ▶ Handling, storage and disposition of by-products of electric generation process;

- ▶ Planning and execution of planned and unplanned unit outages;
- ▶ Development, implementation and maintenance of a predictive strategy to rebuild or replace unit equipment before forced failure.

Business and people leadership:

- ▶ Develop, implement, and monitor annual business plans and accompanying annual master schedule to achieve organizational mission, goals and performance measures;
- ▶ Plan, organize, train, coach, direct, and evaluate the performance of assigned managers, supervisors and staff, establishing performance requirements and personal development targets, monitoring performance, and providing executive direction for performance improvement and development;
- ▶ Develop, implement, and maintain practices, policies and procedures to provide immediate reaction to differing levels of energy demand;
- ▶ Forecast, develop and administer the Capital and O&M budgets for assigned processes;
- ▶ Participate in the short range tactical and strategic decisions to optimize the annual fuel expense budget;
- ▶ Represent JEA in local, state, federal, and global on important issues and activities;
- ▶ Provide leadership and example in meeting JEA's safety goals.

First year success will be defined by the candidate's progress in the following three areas:

1. Continued improvement in system reliability, with a commensurate decrease in forced outages;
2. Mindful cost control - balancing reliability with safety, productivity, and human capital;
3. Step-change improvement in culture - creating and building a culture of collaboration, operations excellence, and safety.

QUALIFICATIONS

JEA's **Director, Electric Production** will be an accomplished and approachable industry leader, possessing an impressive track record of safe operations excellence and human capital leadership. He/she will have a reputation comprised of superior technical acumen, astute business and commercial sensibilities, combined with the ability to inspire and lead a large team through rapid industry shifts in operational requirements and paradigms.

It is likely that the successful candidate will have grown his/her career within the context of an investor owned or public power utility, focused on progressively responsible roles in the operations, maintenance and/or engineering processes. Additional career paths might include work with merchant generators or original equipment manufacturers. An undergraduate degree in Engineering is a must; a PE license as well as an MBA are both strongly desired.

Specific experience and knowledge requirements include:

- ▶ Planning, design, construction, maintenance (both preventive and predictive), and efficient operation of power plants;
- ▶ Fossil fuel fired steam production units and combustion turbines;
- ▶ Bulk material handling and associated equipment;
- ▶ By-Product handling and disposition best practices;
- ▶ Project management best practices;
- ▶ Federal, state and local laws, regulations and court decisions affecting the utility industry, such as environmental, compliance and reliability;
- ▶ Capital, fuel and other cost components for producing and delivering energy and capacity, including risk factors;

- ▶ Organizational structure, functions, program mandates and interrelationships with other organizations and agencies;
- ▶ Operational and capital expense budgeting;
- ▶ Financial tools and concepts;
- ▶ Related electric industry organizations, policy-setting boards and committees;
- ▶ Collective bargaining agreements;
- ▶ 15 years professional experience, to include a substantive people leadership track record.

Ability to:

- ▶ Analyze difficult and complex issues and strategies, reach sound, logical fact-based conclusions and recommendations;
- ▶ Understand, interpret, explain and apply local, state and federal policy, law, regulation and court decisions as they relate to JEA operations;
- ▶ Lead, facilitate and/or participate in the strategic planning, organization design, implementation and monitoring of comprehensive programs;
- ▶ Evaluate departmental practices and make sound recommendations for improvement and develop and implement appropriate procedures and controls;
- ▶ Exercise sound, expert independent judgment and political acumen within general policy guidelines;
- ▶ Establish and maintain effective working relationships with all levels of JEA employees, elected officials, business and community leaders, media representatives and the public;
- ▶ Read and interpret technically complex documents, drawings and engineering specifications;
- ▶ Communicate and respond to inquiries or complaints from employees, customers, regulatory agencies or members of the community.

In summary, the successful candidate will be a substantive and approachable leader who understands the implications of each and every operations decision. Driven by operational excellence, appropriate candidates can be described as bright, strategic leaders who are conditioned to integrate reliability and safety with operations efficiencies and commercial judgment. A principled and ethical leader, JEA's Director, Electric Production must have a reputation for integrity and sound business judgment.

SENIOR MANAGEMENT



Mike Brost
Vice President/General Manager Electric Systems

Mike Brost has lead responsibility for producing and delivering electricity to JEA's 462,000 electric customers in a safe, reliable and cost-competitive manner, and in full compliance with regulatory objectives. In this role, Mr. Brost and his team are responsible for planning, constructing, operating and maintaining JEA's electric system – the generation plants and the transmission, substations and distribution systems.

Mr. Brost joined JEA in 1983 as an electrical engineer in System Operations. In 1993, he was appointed Division Chief of Distribution Engineering and was soon promoted to Vice President of the Distribution Group. He is a founding member of JEA's Corporate Strategy Team and has held vice president positions in the areas of Organizational Development and Organizational Services. He also served as the President and CEO at Colectric Partners in 2007 and 2008. Mr. Brost is a licensed Professional Engineer in the state of Florida. He holds an M.S. degree in Engineering and an MBA. He also serves on several local nonprofit boards.

ABOUT ZRG PARTNERS

ZRG Partners, LLC is the leading global executive search firm that uses a proven, data-driven approach. For over 19 years, clients have trusted ZRG Partners to recruit top talent around the world. With offices throughout the US, Canada, Brazil, Europe, and Asia Pacific, our deep market knowledge coupled with our fact-based results driven approach is grounded in integrity.

The ZRG team working on this project for our client will include:



LESLIE SHARP
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Leslie joined ZRG Partners in January 2016, after serving six (6) years as Utility Practice Leader for Preng & Associates. Leslie began her search career in 2000 with Spencer Stuart, later joining Korn/Ferry's Industrial Practice.

Before entering the executive search profession, Leslie worked in various capacities within energy-focused corporations and consulting firms. Hands-on utility work includes marketing and engineering responsibilities with Columbia Gas of New York (now New York State Electric & Gas/Avangrid) as well as managing the customer group for the California Power Exchange. Leslie also served as a Principal Consultant with PricewaterhouseCoopers' energy practice in Houston.

Leslie's executive search practice, supported by her direct industry work experience, focuses on guiding her clients through the process of recruiting top executive talent for their organizations. Candidate cultural fit and leadership sustainability attributes are woven into the candidate assessment process. Leslie's goal with each search is to develop a diverse slate of qualified, recruitable candidates, poised to make a long-term impact within her client organizations.

Leslie Sharp holds a BS Civil Engineering degree from the University of Toledo, Toledo, Ohio.