



# Vice President & General Manager, Electric Systems

CONFIDENTIAL

## POSITION DESCRIPTION & OPPORTUNITY OVERVIEW

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**CLIENT:** JEA  
**ROLE:** Vice President & General Manager, Electric Systems  
**LOCATION:** Jacksonville, Florida  
**REPORTS TO:** President & Chief Operating Officer  
**WEBSITE:** [www.jea.com](http://www.jea.com)



18-4911

## 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. The utility's largest customers include various government entities (the City of Jacksonville, Duval County Public Schools, the United States Navy); large commercial enterprises (Publix, Winn-Dixie, the new Amazon fulfillment facility); as well as industrial manufacturing plants (Anchor Glass, Johnson & Johnson, Anheuser-Busch).



JEA meets its approximately 2,750 MW peak load resource requirements through JEA owned and operated generation assets. The utility's electric generation fleet contains a diverse resource mix, with approximately 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 7,576 miles of both high voltage and retail distribution line.

JEA has annual operating revenues of \$1.8 billion (\$1.3 billion – electric operations; \$500 million – water and wastewater) supported by an employee team of nearly 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](http://www.jea.com).

## OVERVIEW

The **Vice President & General Manager, Electric Systems** will serve as the top executive for JEA's Electric Business. The incumbent is ultimately responsible and accountable for the production, delivery, and reliability of electricity in the most cost-effective manner, in compliance with regulatory requirements and with an eye toward ensuring future sustainability of operations. Specific areas of responsibility include: Electric System Planning; Electric System Projects; System Operations; Transmission, Substation & Distribution Construction & Maintenance; Electric Production; Fuels, Purchased Power, and Byproduct Services.

### JEA Operating Metrics:

Plant	MW	Fuel
Brandy Branch Generating Station	640 MW – summer 760 MW – winter	Natural gas
Northside Generating Station	1,300 MW	Natural gas, fuel oil, coal, petroleum coke
Kennedy Generating Station	300 MW	Natural gas, diesel fuel
Greenland Energy Center	300 MW	Natural gas, diesel fuel
Plant Scherer (Georgia Power – operator)	200 MW (JEA portion)	Coal

## Solar

JEA purchases energy from several solar sites located across the service territory including Jacksonville Solar, a 15 MW DC solar photovoltaic (PV) facility. Located on a 100-acre site on the west side of town, Jacksonville Solar utilizes 200,000 solar panels. In addition, JEA is contracting for up to 250 MW utility scale solar additions.

## Nuclear

JEA added power from nuclear sources to its portfolio as part of a strategy to diversify and reduce the utility's carbon footprint. The utility has entered into a 20-year contract to purchase 206 MW of power from the Municipal Electric Authority of Georgia (MEAG) from new nuclear units to be constructed at the existing Plant Vogtle. The plant is slated to be operational in 2021.

## Transmission and Distribution

High voltage - 230 kV - 745 miles

Distribution - 26 kV - 6,760 miles

## Smart Meter installation

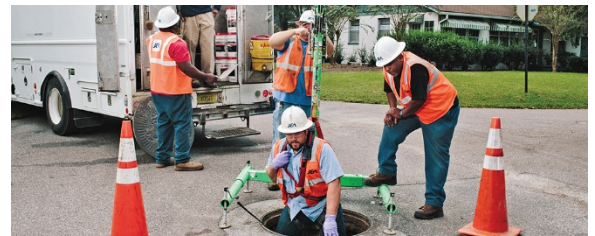
2018 - 56% coverage

2020 - 100% coverage target

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## POSITION

Reporting to the President & Chief Operating Officer, the **Vice President & General Manager Electric Systems** manages a team of 1,000 through nine (9) direct reports. Responsible for JEA's entire electric system (generation, transmission, distribution), the successful candidate will be charged with maintaining reliability, improving efficiencies and lowering costs, all with an eye toward the requisite system expansion requirements to support regional economic growth.



### Direct reports to the VP/GM Electric Systems include:

- ▶ Director, Electric System Planning;
- ▶ Director, Electric T&D Projects;
- ▶ Director, System Operations;
- ▶ Director, Electric T&S Maintenance;
- ▶ Director, Electric Distribution Construction & Maintenance;
- ▶ Director, Electric Production - NS;
- ▶ Director, Electric Production - CC/CTs;
- ▶ Director, Joint Owned Electric Assets;
- ▶ Director, Enterprise Asset Management - Electric Systems.

From a granular perspective, the VP/GM Electric Systems maintains ultimate responsibility for the overall system production, delivery, and reliability as well as all relative planning, construction, operations and support functions. Financial responsibilities include the management of the Electric System's budgets: \$2 billion capital; \$300 million operations and maintenance. The VP/GM is also charged with developing JEA's Integrated Resource Plan, as well as the group's strategic and long-term plans. In addition to working closely with JEA's Board of Directors and Senior Leadership Team, the VP/GM will proactively engage with public officials, industry leaders, suppliers, regulators, environmental groups, and customers to ensure JEA continues to meet and/or exceed its objectives.

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## POSITION DESCRIPTION

The **VP/GM Electric Systems** will provide ongoing direction and leadership for JEA's best-in-class electric operations. He/she will be charged with continuously optimizing technologies and processes to improve upon system efficiencies, all with an eye toward safe and economical system operations.

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

### **Corporate Leadership:**

- ▶ Plan, organize, control, integrate and evaluate the work of the assigned operational group;
- ▶ Develop, implement and monitor work plans to achieve organizational mission, goals and performance measures;
- ▶ Initiate and monitor implementation of appropriate safety and environmental safeguards in accordance with applicable regulations and prudent professional practice to ensure that employee, citizen and environmental hazards and impacts of operational activities are eliminated or reduced to acceptable risk levels;
- ▶ Establish strategic working relationships with community partners, governmental officials and regional agencies;
- ▶ Direct the preparation of annual operational and multi-year capital improvement program budgets, establishing budgetary control measures, allocating resources and personnel and monitoring diverse work programs for compliance with budget guidelines;
- ▶ Plan, organize, 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.

### **Operations leadership:**

- ▶ Production, delivery and reliability of electricity;
- ▶ Long-range planning for electric system assets;
- ▶ Operation, control and maintenance of transmission, substation and distribution systems to include facilities and lines;
- ▶ Efficient and reliable real-time operation of generating facilities, grids and other related facilities;
- ▶ Operation of electric systems in compliance with applicable regulatory requirements, to include environmental and NERC reliability standards;
- ▶ Management of revenues that support debt service coverage and capital expenditure "pay-go" objectives;
- ▶ Construction of new and rehabilitation of existing electrical infrastructure;
- ▶ Integration of acquired territory into existing utility systems;
- ▶ Analysis of electric system reliability;
- ▶ Procurement of fuel;
- ▶ Storage, sale and use of production byproduct;
- ▶ Management of JEA purchased power agreements.

**Eighteen (18) month success will be defined by the candidate's progress in the following three areas:**

1. Improvements in JEA's power quality and reliability metrics;
2. Full engagement in shaping JEA's strategy;
3. Integration into the fabric of JEA's human capital culture. The successful candidate will have established and developed substantive working relationships with JEA peers and staff, and will have begun implementing culture changes where needed to enhance JEA's culture of safety, accountability, and innovation.

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## QUALIFICATIONS

JEA's **VP/GM Electric Systems** 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 contemplated that the successful candidate will bring to the endeavor fifteen (15) years of progressively responsible experience in the electric utility industry, to include at least ten (10) years of management experience. Further required are five (5) years' experience as the head of an organizational unit with responsibility in any one or combination of the following areas: generation planning, operations, construction and maintenance; transmission and distribution planning, operation, construction and maintenance; fuel and wholesale energy procurement and management. It is important that he/she will have had leadership responsibility for systems that touch the retail customer. An undergraduate degree in Engineering is a must; a PE license as well as an MBA are both strongly desired.

### **Specific knowledge and experience requirements include:**

- ▶ Advanced administrative principles and methods, including goal setting, organizational analysis, program development and implementation;
- ▶ Organizational structure, functions, program mandates and interrelationships with other organizations and agencies;
- ▶ Federal, state and local laws, regulations and court decisions affecting the utility industry such as environmental compliance and reliability;
- ▶ Operational and capital expense budgeting;
- ▶ Wholesale electric market;
- ▶ Electric utility design, engineering, system planning and operations and maintenance practices;
- ▶ Engineering and construction best practices;
- ▶ Reliability performance monitoring;
- ▶ Contracting management practices, performance standards and contract modification;
- ▶ Related electric industry organizations, policy-setting boards and committees.

### **Ability to:**

- ▶ Analyze difficult and complex issues and strategies, reach sound and 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 improvements; 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;
- ▶ Efficiently operate power plants taking into consideration capital, fuel and other cost components, to include risk factors;
- ▶ 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 systems implications of each and every initiative and 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 VP/GM Electric Systems will have an industry reputation for integrity and sound business judgment.

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## SENIOR MANAGEMENT



**Melissa Dykes**  
**President and Chief Operating Officer**

Melissa Dykes serves as JEA's President and Chief Operating Officer. She leads the operation of the utility, responsible for providing reliable, affordable, safe utility services to more than one million people across four counties. Her team of more than 1,900 employees includes electric, water, wastewater, customer experience, human resources, environmental services, compliance, technology, supply chain and legal. She is responsible for nearly all of JEA's \$2 billion budget and management of assets of \$8.8 billion.

Ms. Dykes served as JEA's Chief Financial Officer for nearly six years prior to her current role. As CFO, she provided leadership to ensure the financial health of JEA, resulting in access to capital at low cost on behalf of JEA's customers. Her efforts as CFO helped JEA deliver more than \$1 billion in cost savings to the community, including savings from refundings, a rate restructuring, and savings from the shutdown of the St. Johns River Power Park earlier this year. She was responsible for all aspects of JEA's finances, including treasury, financial reporting, budgeting, supply chain management, and shared services, and had lead responsibility for ensuring compliance with all reporting, regulatory and tax requirements for JEA.

Prior to joining JEA, Ms. Dykes was CFO at a portfolio company of a large energy private equity firm and a principal in a renewable energy development company, where she was responsible for origination, commercial structuring, development and capital raising for renewable energy projects. She also was Vice President of Investment Banking at JPMorgan, where she was responsible for providing capital solutions for clients, including more than \$26 billion in financings for many municipal electric and water systems across the country, risk management product delivery, and mergers and acquisitions. Prior to joining JPMorgan, Ms. Dykes worked for The World Bank Group, where she researched and published on private participation in infrastructure industries in developing countries. She is a graduate of the University of Florida and holds a certificate in Advanced Management from the Tuck School of Business at Dartmouth.

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## 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**  
**Managing Director**  
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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.



**JIM ASLAKSEN**  
**Managing Director**  
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Jim Aslaksen is a Managing Director at ZRG Partners. Jim has significant experience in leading assignments for CEOs, Board Directors and other senior level executives for global industrial organizations, frequently working within the chemical and process industries markets. Additionally, Jim has broad experience working in Asia, Europe and the Middle East for both local and multi-national enterprises.

With some two decades of executive recruitment experience, Jim has led more than 600 search and talent management assignments on behalf of clients across a range of financial structures, from Fortune 500 companies to venture capital backed start-ups. He has engaged with senior management and the Board to facilitate cultural and operational change within organizations. His hands-on approach and depth of understanding for industrial markets globally are uniquely suited to today's challenging business climate.

Jim was formerly the co-head of the Global Industrial Practice at CT Partners, and prior he had spent 17 years as the Global Sector Leader Chemical/Process Industries at Korn Ferry and as a consultant with Spencer Stuart. Prior to entering the executive search field, Jim held positions in engineering, sales, and management with industry leaders in the refining, chemical and industrial gas businesses.

Jim earned a Bachelor of Science degree in Chemical Engineering from the University of Illinois, Urbana.



**JENNIFER GETTLESON**  
**Senior Associate**  
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Jennifer Gettleson brings more than 15 years of experience in retained executive search recruiting across multiple industries and functional areas. She has partnered with clients ranging from the Fortune 100 to private-equity backed organizations. Jennifer has an impressive track record of search management and execution and has extensive experience conducting complex searches for Board, C-level, Vice President, and other functional roles such as Sales, Marketing, Operations, and Finance.

Prior to joining ZRG, Jennifer was a Senior Director with a national boutique retained executive search firm and earlier in her career was a Research Consultant with Russell Reynolds Associates. Jennifer holds a Bachelor's degree from Boston University.