
From: Charleroy, Melissa M. - Executive Assistant <charmm@jea.com>
Sent: Thursday, November 15, 2018 10:22 AM
To: Boyce, Gerri M. - Director Media Relations
Subject: Fwd: meetings with shortlist candidates on Tuesday, November 13

Sent from my iPhone
Melissa Charleroy

Begin forwarded message:

From: "Fuhrman, Kay" <kfuhrman@heidrick.com>
To: "Charleroy, Melissa M. - Executive Assistant" <charmm@jea.com>
Subject: Fwd: meetings with shortlist candidates on Tuesday, November 13

[External Email - Exercise caution. DO NOT open attachments or click links from unknown senders or unexpected email.]

Kay Fuhrman
Heidrick & Struggles
(214)868-6526

Begin forwarded message:

From: "Fuhrman, Kay" <kfuhrman@heidrick.com>
To: "Flanagan, Kelly" <flanagank@nfl.jaguars.com>
Subject: RE: meetings with shortlist candidates on Tuesday, November 13

Hi Kelly,

They were attached to my first email below and I have included them here as well for your easy reference.

Thanks for making the meetings work. I know your day is busy. The candidates will really value getting to know you.

Best,
Kay

From: Flanagan, Kelly [<mailto:flanagank@nfl.jaguars.com>]
Sent: Monday, November 12, 2018 1:28 PM

To: Fuhrman, Kay <kfuhrman@heidrick.com>

Subject: RE: meetings with shortlist candidates on Tuesday, November 13

Thanks very much Kay. Have the resumes/profiles been circulated?



Kelly Flanagan | Senior Vice President, Chief Financial Officer

Jacksonville Jaguars, LLC

1 TIAA Bank Field Drive | Jacksonville, FL 32202

(904) 633-6332 | flanagank@nfl.jaguars.com



GAME DAY STARTS WITH YOU!

GET TICKETS »

From: Fuhrman, Kay <kfuhrman@heidrick.com>

Sent: Thursday, November 8, 2018 6:00 PM

To: 'Alan Howard' <ahoward@milamhoward.com>; 'Cumber, Husein' <Husein.Cumber@feci.com>; 'Frederick Newbill' <newbill32218@yahoo.com>; Flanagan, Kelly <flanagank@nfl.jaguars.com>; 'april.green@bethelite.org' <april.green@bethelite.org>; Camille Lee-Johnson <camille@leewesley.com>; 'Campion, John' <John.Campion@cjjholdings.com>

Cc: Sheehan, Janet <JSheehan@heidrick.com>; Brooks, Jody L. - VP & Chief Legal Officer <broojl@jea.com>; Charleroy, Melissa M. - Executive Assistant <charmm@jea.com>

Subject: RE: meetings with shortlist candidates on Tuesday, November 13

Sorry – all that detail and no schedule was attached 😊

Here is the schedule.

From: Fuhrman, Kay

Sent: Thursday, November 08, 2018 4:50 PM

To: 'Alan Howard' <ahoward@milamhoward.com>; 'Cumber, Husein' <Husein.Cumber@feci.com>; 'Frederick Newbill' <newbill32218@yahoo.com>; 'flanagank@jaguars.nfl.com' <flanagank@jaguars.nfl.com>; 'april.green@bethelite.org' <april.green@bethelite.org>; Camille Lee-Johnson <camille@leewesley.com>; 'Campion, John' <John.Campion@cjjholdings.com>

Cc: Sheehan, Janet <JSheehan@heidrick.com>; Brooks, Jody L. - VP & Chief Legal Officer <broojl@jea.com>; 'Charleroy, Melissa M. - Executive Assistant' <charmm@jea.com>

Subject: meetings with shortlist candidates on Tuesday, November 13

Hello everyone,

In preparation for your meetings with the shortlist candidates, I have included in this email the schedule for your meetings as well as a few recommendations relative to your role in making this successful. In any CEO search process, the role of the members of the board of directors is critical. This role is not only to select the preferred candidate, but also to help recruit the best candidate. The meetings on the 13th are an important opportunity for you to get to know the candidates in order to inform your vote/selection on the 27th, and also for the candidate to get to know you as a member of the board of directors to which he/she will report, so the dialogue is valuable. Ideally, all four candidates leave the meetings on the 13th more engaged than when they arrived about the opportunity to make an impact in the company and with the employees, the

stakeholders and the community. Your interactions with these candidates on Tuesday will help make that happen.

A few details for the day:

- The meetings with each of the four short list candidates are scheduled for 45 minutes; we do need to stay on schedule to allow for all of the candidates to meet with each of you and enable candidates who are flying out that evening to make their flights.
- You will meet with candidates in your respective offices at JEA.
- Camille will be meeting candidates via video meeting on Zoom. My assistant, Janet Sheehan, will send individual calendar invitations with Zoom information for connection with each of the candidates. It is a simple web-enabled tool that is intuitive and easy to access. A computer will be set up in your JEA office for the candidates to meet with you. I will be onsite to support should there be any problem.
- Attached to this email are the candidate profiles including resume and assessment notes.
- Sandwiches and refreshments will be available for lunch.

Please let me know if you have any questions. I look forward to seeing you Tuesday.

Best regards,
Kay

Kay Fuhrman
Partner

Heidrick & Struggles

5949 Sherry Lane | Suite 1200 | Dallas, Texas | 75225
T: +1 (214) 706-7781 | M: +1 (214) 868-6526 | E: kfuhrman@heidrick.com

Executive Assistant: Janet Sheehan | T: +1 (214) 706-7774 | E: jsheehan@heidrick.com

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From: Charleroy, Melissa M. - Executive Assistant [<mailto:charmme@jea.com>]
Sent: Tuesday, November 06, 2018 12:13 PM
Subject: JEA CEO Search

This email is forwarded on behalf and at the request of the Chairman of the Board.

My Fellow Board Members:

As Board members, choosing the next Managing Director/CEO of JEA is perhaps our most important decision. I have been informed that all four of the candidates selected by the Search Committee will be in Jacksonville on November 13th and available for interviews by members of the Board. These interviews are especially important for the Board members who did not serve on the Search Committee and have not yet had an opportunity to meet the candidates. For the Board members who have already met the

candidates, this is a further opportunity to have questions answered and get to know them a little better.

Our next Board meeting is scheduled for Tuesday, November 27th from 12 p.m. until 3 p.m. The agenda for this meeting is dedicated to the CEO search process and selection. Each candidate will be afforded an opportunity to address the Board with a time for questions and answers to that candidate to follow. This will be the only meeting where the public will be able to assess the candidates. Following those full Board interviews, we will vote to narrow the list of candidates from four to two, then vote on the CEO from those two finalists.

Melissa C. will reach out to you to schedule your November 13 meetings with the candidates. Your offices at JEA are available for these meetings. She will also provide you with the detailed candidate resume and assessment form for each of the short list candidates.

Thank you,
G. Alan Howard
Chairman of the Board

This email is being sent to provide unilateral process information only and is not to be construed to be an exchange or discussion of ideas that will come before this Board.

Florida has a very broad Public Records Law. Virtually all written communications to or from State and Local Officials and employees are public records available to the public and media upon request. Any email sent to or from JEA's system may be considered a public record and subject to disclosure under Florida's Public Records Laws. Any information deemed confidential and exempt from Florida's Public Records Laws should be clearly marked. Under Florida law, e-mail addresses are public records. If you do not want your e-mail address released in response to a public-records request, do not send electronic mail to this entity. Instead, contact JEA by phone or in writing.

Aaron Zahn

JEA

Chief Executive Officer

Generated on November 8, 2018

This report has been prepared for your exclusive use. Its distribution should be controlled and limited to individuals concerned with the selection of the candidate and under no circumstances should the evaluation contained herein be transmitted to the candidate. The candidate has agreed to discuss this opportunity on a completely confidential basis. Therefore it is imperative that no references be checked by any member of your organization without Heidrick & Struggles' prior consent.

The evaluation contained in this report represents a composite of information furnished by the candidate for discussion purposes. It should be used in conjunction with other sources, including consultation and commentary provided by Heidrick & Struggles.

Personal

Aaron Zahn

Managing Director and Interim Chief Executive Officer
JEA

Education & Certifications

B.A., Philosophy and Psychology
Yale University

2001
Unverified

Career Summary

2018 - Current	JEA Managing Director and Interim Chief Executive Officer
2017 - 2018	Pascal Partners Managing Partner and Chief Executive Officer
2009 - 2017	BCR Environmental, LLC Chairman and Chief Executive Officer
2007 - 2008	Garrison Investment Group LP Vice President
2005 - 2007	Sandelman Partners Portfolio Manager
2003 - 2005	General Growth Properties, Inc. Senior Manager, Capital Markets and Treasury
2000 - 2003	Baring Asset Management/Babson Associate Director



Pivotal Experience & Expertise

Organization Leadership / Scale	Electric / Natural Gas / Water / Telecom Industry	Innovation / Revenue Growth / Products & Services	Operational Excellence	Financial Acumen	Stakeholder Management	Interpersonal skills / Influence / Gravitas
M	M	H	M	H	M	M/H

Organization Leadership / Scale



- Interim experience as CEO of major municipally owned utility accountable for managing significant organizational and culture change and strategic alignment.
- Prior experience as CEO of a small, lean, private equity backed clean-technology company accountable for growing and building the business from pre-revenue to commercial viability and annual revenue.
- Early career in individual contributor or project-centric roles in investment banking and financial services.

Electric / Natural Gas / Water / Telecom Industry



- Interim experience in the electric sector.
- Ten years of experience building patented technology and solutions leveraged in the water, wastewater and waste markets.

Innovation / Revenue Growth / Products & Services



- In prior role, served as CEO for a market leading patented technology delivered in an innovative public-private partnership model.
- Executive sponsor for community focused innovation summit to drive awareness and engagement on leveraging technologies and innovative thinking to improve infrastructure as well as fuel economic growth.

Operational Excellence



- Led, championed and sponsored innovative technology that treats the byproduct of water and wastewater processing to deliver reusable products. In addition, this solution is deployed in a shared value commercial model. The company operates at a relatively small scale in a highly focused, specialized area of operations.

Financial Acumen



- Strong progressive foundation in financial services, investment banking and real estate investment firms; significant experience with investment analysis, financial due diligence, financial structuring and M&A.
- Gained experience with financing for growth, debt and capital market management and full P&L accountability.

Stakeholder Management



- Interim experience in complex stakeholder community, initiating and facilitating alignment on key strategic priorities.
- Effective relationship building within the internal and external stakeholder community.

Interpersonal skills / Influence / Gravitas



- Highly strategic thinker
- Measured, thoughtful communicator
- Serious and impact focused
- Fact based and direct
- Confident and poised

Candidate Provided Information

AARON F. ZAHN

MANAGING DIRECTOR - CHIEF EXECUTIVE OFFICER

Strategic and visionary senior executive with consistent track record delivering operational and financial results through strategic planning and a focus on execution. Diverse leadership experience within public, private and government organizations.

- **Operational Experience:** Start-ups, High-Growth, Mature Companies, Joint Ventures and Business Turnarounds
- **Industry Experience:** Energy, Water, Telecommunications, Real Estate, Finance, Infrastructure, Government
- **Investment & Capital Markets Experience:** Venture / Growth Equity Capital, Mid and Large Cap Equity and Credit, Infrastructure and Asset Backed Securities, Derivatives
- **Areas of Expertise:** Corporate Strategy Development & Execution, Business Development, Public Policy, Talent Recruitment & Team Development, Sales Management, Theory of Constraints (TOC), Investment Analysis & Management, Platform Speaker, Merger & Acquisitions Execution and Integration, R&D Management, Strategic Partnership Development

PROFESSIONAL EXPERIENCE

JEA, Jacksonville, FL

2018 - Present

Power, water and wastewater utility for Jacksonville and Northeast Florida. JEA is the eighth largest public power company in the US and one of the Top 20 water and wastewater companies in the US. As one of the largest utilities in the United States, JEA proudly serves an estimated ~475,000 electric, ~350,000 water and ~275,000 sewer customers.

Interim Managing Director and Chief Executive Officer

Primary Responsibilities:

General Business: Board, City Council and Mayoral Alignment; Strategic Business Planning and Execution; Performance Management; Strategic Partnerships

Financial: Strategic Financial Planning; Enterprise Value Improvement; Rating Agency Relationship Management; Revenue Enhancement; Profitability Improvement

Operational: Management Transition; Organizational & Culture Change; Business Process Engineering; Productivity Enhancement; Change Management Programs

Significant Accomplishments:

- Designed and executed an organizationally and situationally complex CEO transition with key external and internal stakeholders while maintaining exceptional utility operating performance.
- Established alignment around corporate direction and valuation methods for JEA with Board of Directors, City Council, Mayor, Executive Team as well as other internal and external stakeholders within 4 months.
- Established and coordinated JEA's commercial, political, public relations and legal approach to managing financial and operational risks associated with Plant Vogtle nuclear project.
- Designed Board meeting structure to establish transparency and empower Board to discuss strategic and sensitive corporate initiatives with public oversight.
- Initiated, led and built consensus around strategic plan foundation for Vision, Mission, Key Metrics, Cultural Values and Core Competencies to drive corporate strategy and focus to a customer, profitability and value-based model.
- Established corporate innovation process to evaluate, plan and launch corporate growth initiatives including: (1) JEA telecom and dark fiber; (2) integrated distributed energy resources; (3) electrification programs (e.g. electric vehicles, demand response, etc.); (4) non-core real estate asset monetization; and (5) an innovation hub for evaluating new systems and tools to drive value in JEA's core electric and water business.
- Launched "Management Listening Tour" with employee feedback tools to enable cultural change / improvements, as well as to set foundation for JEA's next strategic planning process.
- Implemented operational and financial reporting and forecasting standards (Dashboard and consolidated FASB financial reporting) to enable executive management to make data driven decisions around profitability, as well as to clearly communicate JEA's performance and direction to Board, employees and key stakeholders.
- Initiated new integrated fuel strategy including gas pre-pays, hedging and 250MW fixed price 20+ year solar PPA.
- Designed and implemented a corporate performance and objectives management system with key metrics / results aligned from top to bottom of organization to ensure clarity of purpose for the Board and all employees.
- Drove ~\$8M in annualized operating cost savings within 1 month of assuming role.
- Closed \$18.8M divestiture of non-core real estate asset to generate proceeds for water and wastewater expansion.
- Negotiated City contribution agreement extension to provide stable capital policy for JEA through 2023.
- Established JEA as regional thought leader in solving City of Jacksonville's \$2.5B septic tank problem.

Candidate Provided Information (Cont.)

Aaron F. Zahn

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BCR Environmental Corporation, Jacksonville, FL

2009 – 2017

U.S. based clean-technology company focused on the water, wastewater and waste markets. BCR develops, patents and deploys industry-revolutionizing solutions that treat the primary output streams from water and wastewater plants into reusable products.

Chairman and Chief Executive Officer

Primary Responsibilities:

General Business: Strategic Business Planning and Execution; Executive Team Development and Recruitment; New Business Development and Sales; Strategic Partnerships; Emerging & Advanced Technologies Development and Commercialization; Corporate Development

Financial: Strategic Financial Planning; Equity and Debt Capital Markets Management; Banking Relationship Management; Revenue Enhancement; Capital Profitability Improvement; Mergers and Acquisitions

Operational: Organizational Change; Infrastructure Development; Business Process Reengineering; Productivity Enhancement; Cost Control Programs; Change Management Programs; Project Management; Quality Control Management

Significant Accomplishments:

- Grew business from pre-revenue to ~\$18M in annual sales within 5 years.
- Expanded company from 1 installation in Clay County, FL to >40 technology installations throughout United States.
- Implemented corporate strategy to obtain long-term recurring revenue contracts with 3 x industry standard durations and built contracted revenue backlog from \$0 to >\$150M.
- Drove gross profit margins to 2 x industry standards by deploying technology advantage in a solution sale model.
- Attracted >\$20M of private equity capital to fund corporate growth.
- Developed owned waste recycling facilities in Florida with annual capacity of 200,000+ tons / year.
- Successfully implemented ~\$200M of public-private-partnerships.
- Led efforts to become only company in the world to ever achieve nationwide approval from U.S. Environmental Protection Agency for 2 new technologies for treatment of human waste to recycled materials.
- Led research and development around global patent portfolio and trade secrets while commercializing 4 separate product lines.
- Executed 2 technology licenses to deploy BCR technology in tangential and international markets.
- Recruited, trained and managed Board of Directors, Science Advisory Board and executive team, including a replacement Chairman and replacement CEO in 2017 when company pivoted from utility operations platform to a technology and equipment supply firm.

Garrison Investment Group, LP, New York, NY

2007 – 2008

Credit opportunity investment fund focused on middle market corporate, real estate and structured finance investments.

Vice President

Primary Responsibilities: Investment Analysis & Execution; Underwriting & Due Diligence; Documentation & Structuring; Investment Monitoring & Management; Investment Origination

Significant Accomplishments:

- Negotiated and structured acquisition of a \$50M middle market consumer finance company.
- Negotiated and structured a \$150M revolving and term corporate credit facility for a transaction processing company.
- Negotiated and executed primary and secondary market transactions for middle market corporate credit facilities.

Sandelman Partners, LP, New York, NY

2005 – 2007

Multi-strategy investment management firm with \$4.0B+ of equity under management. Member of the Private Finance team since the inception of the fund in 2005 and developed initial strategy for corporate credit and real estate portfolio at inception.

Portfolio Manager – Private Finance

Primary Responsibilities: Portfolio Management; Investment Analysis & Execution; Underwriting & Due Diligence; Documentation & Structuring; Investment Monitoring & Management; Investment Origination

Significant Accomplishments:

- Managed >\$1.8B portfolio of 100+ corporate and real estate debt and equity investments.
- Significant contributor to fund performance with a managed portfolio generating high-teens annual returns with low single digit volatility and low S&P 500 correlation.

Candidate Provided Information (Cont.)

Aaron F. Zahn

Page 3

- Negotiated and provided initial seed capital investment in 3rd party collateral manager that grew to manage >\$2B of assets. Managed a 144A offering for the collateral manager to establish permanent investment capital for the platform and monetize the initial investment.
- Managed amendment and restructuring process for distressed credits.
- Negotiated, marketed and closed an array of financing vehicles to optimize fund leverage.
- Developed and expanded trading platform for corporate and real estate credit. Identified and recruited front and middle office staff.

General Growth Properties, Chicago, IL

2003 – 2005

General Growth Properties, Inc. was a publicly traded Real Estate Investment Trust (REIT), and listed on the NYSE under the ticker symbol GGP.

Senior Manager – Capital Markets

Primary Responsibilities: Equity and Debt Capital Markets; Investor Relations; Mergers and Acquisitions; Commercial Real Estate Development; Risk Management

Significant Accomplishments:

- Member of team responsible for executing The Rouse Company acquisition (approximately \$13.6B and, at the time, one of the largest real estate corporate transaction in history)
- Managed >\$3B in Bridge, Acquisition, First Lien Mortgage, and Mezzanine Loan Transactions.
- Participant on a team that closed >\$10B of debt and equity transactions over 2-year period. Managed restructuring >\$1B corporate debt obligations. Coordinated and negotiated with Rating Agencies, Trustee, Servicer, and Lenders.
- Led a team of 10 Financial Analysts who performed development and leasing analysis.
- Developed foreign currency hedging strategies on equity investments in Europe and Central America.
- Managed financial projections and feasibility analyses of >\$200M in regional mall re-developments.

Baring Asset Management / Babson (BAM), Charlotte, NC

2000 – 2003

Global financial services firm with \$288B+ of assets under management and 600+ investment professionals.

Associate Director – Portfolio Management

Primary Responsibilities: Equity and Debt Capital Markets; Portfolio Management; Investment Analysis & Execution

Significant Accomplishments:

- Part of initial 20-person team to grow assets under management from >\$1B to >\$6.4B.

PUBLIC POLICY & BOARD EXPERIENCE

University of Florida, Gainesville, Florida

2015 - Present

Member, Board of Advisors for Bob Graham Center for Public Service

Bob Graham Center for Public Service is a community of students, scholars and citizens who share a commitment to training the next generation of public and private sector leaders for Florida, the United States and the international community.

Young Presidents Organization (YPO)

2014 - Present

Member and Board Member of YPO Florida Chapter

YPO is the world's premier peer network of chief executives and business leaders. Founded in 1950, YPO connects 22,000 business leaders in more than 125 countries around a shared mission: Better Leaders Through Education and Idea Exchange.

Essentia

2016 - 2017

Member of Board of Directors

Essentia is an advanced telecommunications development company focused on small cell and fiberoptic solutions.

City of Jacksonville Mayor Lenny Curry Transition Team, Jacksonville, Florida

2015

Member, Committee for Economic Development

Committee for Economic Development with specific focus on economic expansion and a specific focus to: 1) Establish an "accountability matrix" for recipients of public funding to grow jobs or expand businesses, 2) Process map the relationships

Candidate Provided Information (Cont.)

Aaron F. Zahn

Page 4

between city agencies and independent authorities, JAXPORT, JAX Chamber, Visit Jacksonville and the Jacksonville Sports Council to eliminate redundancies and evaluate priorities of agency initiatives, and 3) Evaluate necessary human resources to ensure appropriate staffing levels and expertise exist throughout the impacted agencies.

Connect Florida Statewide Leadership Institute, Florida

2013 – 2014

Member, Class IV

Leadership Florida is an organization that takes a statewide view of the conditions and challenges that face our great state. Leadership Florida offers a leadership continuum that expands the impact of community leaders across the state. Leadership Florida builds a sense of statewide community by identifying and training individuals.

Florida Governor Rick Scott Transition Team, Florida

2010

Member, Committee for Economic Development

Committee for Economic Development of the State of Florida with focus on economic expansion around: 1) emerging technologies, 2) infrastructure (water / energy), 3) capital markets, 4) higher market-based education, and 5) R&D.

EDUCATION

Bachelor of Arts (B.A.), Philosophy and Psychology, focus in Philosophy of Law, Yale University, New Haven, CT, 2001

AWARDS

2016 Florida Governor's Business Ambassador Award - Award given to individuals for their efforts in creating jobs and opportunities for Florida families.

2016 Jacksonville 40 Under 40 - Jacksonville Business Journal honors 40 of the city's up-and-coming leaders under the age of 40.

2015 University of Florida Bob Graham Center Young Floridian Award – Award presented to an individual that has used their professional expertise and leadership to help improve the quality of life in State of Florida

2015 Environmental Excellence Award - Award honoring the 1 company in Florida leading in the following categories: 1) innovation of environmental technologies to address current and future headline issues facing the State's environmental and water resources, 2) regulatory compliance and practices, and 3) positive impact on the State's environmental resources.

2013 Biosolids Excellence Program Award – Florida Water Association's Biosolids / Residuals Program Excellence Award recognizes excellence in all areas of biosolids management including programs with sound management, effective communication to stakeholders and community-friendly practices.

Cristopher Eugster

JEA

Chief Executive Officer

Generated on November 8, 2018

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Personal

Cristopher Eugster

Chief Operating Officer

CPS Energy

Education & Certifications

Ph.D., Electrical Engineering and Computer Science

Massachusetts Institute of Technology

1993

Verified

M.S., Electrical Engineering

Massachusetts Institute of Technology

1989

Verified

B.S., Electrical Engineering

The Texas A&M University System

1987

Verified

Career Summary

2009 - Current	CPS Energy
2016 - Current	Chief Operating Officer
2013 - 2016	Group Executive Vice President and Chief Generation and Strategy Officer
2012 - 2013	Executive Vice President, Chief Strategy and Technology Officer
2009 - 2012	Executive Vice President and Chief Sustainability Officer
2007 - 2009	City of Houston
	Chief Officer, Sustainable Growth, Mayor’s Office
2002 - 2007	Self Employed
	Entrepreneur and Investor
2002 - 2002	Koch Industries, Inc.
	Vice President, Koch Capital Markets
1993 - 2002	McKinsey & Company
1998 - 2002	Partner
1993 - 1998	Associate



Pivotal Experience & Expertise

Organization Leadership / Scale	Electric / Natural Gas / Water / Telecom Industry	Innovation / Revenue Growth / Products & Services	Operational Excellence	Financial Acumen	Stakeholder Management	Interpersonal skills / Influence / Gravitas
H	H	H	H	H	H	M/H

Organization Leadership / Scale



- As Chief Operating Officer for a regulated, public power company, oversees a \$901M budget including \$454M in O&M and \$447M in Capital as well as \$740M in fuel procurement including coal, natural gas, nuclear, and renewables. Manages a total spend is \$1.64B.
- Earned \$125M in margin in the company’s wholesale business selling excess generation into the market. This margin is well over the target of \$51M and is a result of excellent power plant performance and solid trading strategies and capabilities.

Electric / Natural Gas / Water / Telecom Industry



- Direct experience in electric, natural gas, waste and renewables.

Innovation / Revenue Growth / Products & Services



- Comprehensive energy efficiency and demand response program (771MW Save for Tomorrow Energy Plan).
- 1500MW of renewable energy capacity including both wind and solar.
- Advanced meter technology and communications.
- Electric Vehicles: over 130 electric charging stations with fast charging capabilities.
- Electrification: electrifying fleets, off-road equipment, airport operations, and industrial co-generation needs.
- Resiliency Services: distributed generation capabilities.
- Demand Response: 135,000 customers participating in branded demand response programs including thermostats, home energy management systems, C&I load reduction programs.
- Rooftop solar: Leasing rooftop space to provide utility scale power driving adoption and revenue.
- Key levers in developing these capabilities include new product strategies, new tariff and pricing strategies, regulatory approvals, innovative partnership models, new organizational capabilities.

Operational Excellence



- Has driven is the transformation to excellence for significant municipal utility. Passionate about striving for being the best, doing the right thing for our community, and being a leader in the transformation of the utility sector. Focused on making the company a leader in clean energy, new products & services, a technology-driven dynamic grid; all of which is based on a foundation of top quartile and top decile performance in safety, reliability, affordability, and environmental leadership.

Financial Acumen



- PhD in Electrical Engineering at MIT with a minor in Finance at the MIT Sloan Business school; course work included economics, accounting, strategy.
- Nine years with McKinsey including 3.5 years as a Partner provided excellent training and real world client work to hone business acumen. This included doing a Mini MBA as part of McKinsey's on-boarding of PhDs and non-MBA hires.
- Tenure at Koch Industries provided insight and training on how to evaluate investments and trading strategies.
- Keen interest in economics, markets, strategic thinking.



Stakeholder Management

- Integral part of the team supporting the Board with extensive preparations for monthly meeting including Board walkthroughs and follow-up actions from previous meetings. Established relationships with Board members.
- Leads the Operations Oversight Board meetings with the two board members on this subcommittee.
- Work closely with regulatory team in developing positions on specific issues and approving comments and public filings. Meet regularly with City Council members, state legislatures, and PUC commissioners to ensure strong working relationships. Experience testifying before State Legislative Committees on important topics.
- Member of the senior leadership team to ensure strong working relationship with credit agencies and bond investors. This activity includes participation in investor meetings, trips to meet with the Standard & Poor's, Moody's, and Fitch, and overall support & engagement with Financial Services team.



Interpersonal skills / Influence / Gravitas

- Authentic communicator with credible presence in the sector
- Personable and engaging
- Forward-thinking and grounded in science

Candidate Provided Information

Cris Eugster, PhD

Forward-thinking utility industry executive grounded in science, with experience in both the private and public sectors, and a track record of improving financial/operational performance and core business transformation through the integration of clean energy solutions and new, sustainable technologies. Strengths include the ability to bring a high-tech culture to the utilities sector and drive change; outstanding communication and analytics-based/pragmatic decision-making skills; uncompromised personal integrity; thought leadership, and Board experience. Seeking to lead a utility on a path of transformation and innovation to fundamentally improve the community and the environment it serves. Utilities can and should be a positive force.

Work History

CPS Energy, San Antonio, TX

May 2009 – Present

Largest municipally-owned electric and gas utility in the US with over 820,000 electric customers and 340,000 gas customers. Revenue of \$2.4 billion, \$11 billion in assets, AA+ credit rating, and 3200 employees. Over the past 7 years, instrumental in leading the transformation of CPS Energy from a fossil-fuel focused, traditional utility into a leading, cutting edge “utility of the future” while maintaining among the lowest rates in the top 20 largest US cities. CPS has deployed 500MW+ of solar, 1000MW+ of wind, 200MW of demand response while standing up a New Energy Economy with 600+ new jobs and \$100M+ in capital invested by partner companies, leading to \$1B+ of annual economic impact for the community it serves.

Chief Operating Officer

Aug 2016 – Present

Responsible for operations and strategy across the company with oversight of Power Generation, Electric Delivery, Gas Delivery, Trading Operations, Corporate Strategy, New Products and Services, Technology and Innovation, Environmental & Climate Action. Oversee ~\$1.6B budget including O&M, Capital, Fuels and 2000 employees.

- Key areas of focus
 - Striving for excellence in Safety, Reliability, and Environmental leadership
 - Grid of the Future roll-out with benefit realization for customer and utility
 - New products and services including innovative roof-top solar, community solar, electric vehicles, resiliency services, energy efficiency and demand response
 - Driving the transition to a low carbon future for our community

Group Executive Vice President, Chief Generation & Strategy Officer

Aug 2013 – Aug 2016

Responsible for 7500MW of generation assets including nuclear, natural gas, coal, renewables (\$500M+ annual budget, 820 employees, 8 executive direct reports). Oversee power generation, trading operations, corporate strategy, the gas business, and environmental, nuclear, and regulatory policy.

- Successfully led group to achieve strong performance including
 - Record safety achievement (recordable injury rate reduced from 1.67 to 0.19)
 - Record wholesale margin (\$140M+ achieved in soft ERCOT market)
 - Leaning of nuclear asset (achieved significant cost savings, maintained safety/reliability standards)
 - Rebalanced generation mix to low-carbon (retiring 2 coal units 15 years early, replacing with gas and renewables)
 - Deployment of AMI network, bringing 21st century distribution grid to San Antonio
 - New innovative products including roof-top solar, battery storage, home energy management services.

Candidate Provided Information (Cont.)

Cris Eugster

Executive Vice President, Chief Strategy & Technology Officer

Sep 2012 – Jul 2013

Responsible for overall corporate strategy and technology development. Oversaw strategic energy plan, new programs and services, business development and partnerships, and new technology deployment and integration.

- Led development and execution of largest solar deal for 400MW with significant economic development component that has brought multiple companies and jobs to San Antonio
- Developed innovative, new products and services including residential and commercial demand response programs with 100,000 participating customers.

Executive Vice President, Chief Sustainability Officer

May 2009 – Aug 2012

Developed CPS Energy's overall strategy to transform it into a sustainable, clean energy utility focused on creating and delivering value to customers.

- Strategy included establishing Vision 2020 goals to have 1500MW or 20% of capacity from renewables, a comprehensive energy efficiency program saving 771MW equivalent to not having to build a power plant, and a goal of 65% low carbon generation
- Vision 2020 served as the launch pad to transition utility from fossil fuel focus and position it as a major player in solar, wind, energy efficiency, and demand response.

City of Houston, Houston, TX

Feb 2007 – Apr 2009

Chief Officer for Sustainable Growth, Mayor's Office

Appointed by Mayor Bill White to newly-created position, led energy policy and sustainability initiatives.

- Working closely with General Services, Public Works, Solid Waste departments and others, stood up innovative programs:
 - Renewable energy purchases that supported city facilities (EPA ranked City #1 in renewables)
 - Performance based contracts for large scale energy efficiency retrofits at city facilities
 - Weatherization program for low-income neighborhoods (5000+ homes weatherized)
 - Single stream recycling (successful early pilots have resulted in city-wide service)
 - Clean air initiatives (voluntary Benzene reduction program for Houston Ship Channel participants)
- Received DOE Solar America City designation (solar deployed at the convention center, code enforcement building, City Hall Annex).

Entrepreneur and Investor, Houston, TX

Dec 2002 – Jan 2007

Parlayed newly-learned investment skills acquired at Koch into starting own investment consulting company.

Investor in/executive for several high tech early stage companies with technologies that included algorithmic optimization for workforce deployment (based on skill set, preferences, and demand profiles); and internet-based architecture for remote monitoring of field assets. Actively managed investments in equity, debt, and real estate with successful multi-year portfolio returns.

Koch Industries, Houston, TX

Jul 2002 – Nov 2002

Second-largest US private company and also a conglomerate.

Vice President of Koch Capital Markets

Recruited to be part of newly formed billion dollar internal investment group. Brought into sharper focus Company's risk tolerance.

McKinsey and Company, Houston, TX

Jul 1993 – Jun 2002

\$10B leading management consulting firm with 20,000 employees in 105 offices, 55 countries, providing strategic and operational counsel to top management of diverse global corporations and institutions.

Partner

Dec 1998 – Jun 2002

Candidate Provided Information (Cont.)

Cris Eugster

Senior counselor to CEOs and other C-level executives at Fortune 100 companies in the high tech, energy and waste management industries. Helped build clients into dominant companies in the marketplace by creating significant shareholder value through growth and innovation.

- Established financial trading and risk management capabilities for utilities (start of power trading)
- Provided comprehensive organizational, strategy, M&A and LOB services, growing with clients and eventually becoming part of the client leadership team.
 - Established new products/lines of business for small computing company that became a major industry player, resulting in multiple billion dollar businesses. Company was acquired for \$25B in 1999.
 - Transitioned waste management company into major recycling line of business (largest in the country)
- Part of leadership team:
 - For recruiting/developing talent for TX Office talent (Firm is often cited as best future CEO leadership pipeline)
 - In the Technology and Telecom industry practices.

Associate

Jul 1993 – Dec 1998

- Helped build the Texas office into the largest technology practice within the Firm.
- Provided counsel to senior executives for Fortune 100 in technology, telecom and financial services sectors.
- Worked with a dynamic high tech company to grow it into one of the world's largest computing companies.

Education

- **Massachusetts Institute of Technology**
 - PhD in Electrical Engineering with Minor in Finance, May 1993.
 - Thesis work studied quantum effects of electron transport in semiconductor nanostructures. Received patent for first quantum semiconductor transistor. Published 15+ papers in refereed journals, presented at 20+ international conferences, including several invited talks.
 - MS in Electrical Engineering
 - Thesis work studied a novel x-ray imaging device using quantum well structures in semiconductors. Received patent for x-ray imaging device.
- **Texas A&M University**, BS in Electrical Engineering, *Magna cum Laude*, Sep 1983 – May 1987.

Boards and Professional Organizations

Current Boards

Smart Electric Power Association SEPA (Chairman of the Board) | Puerto Rico Transformation Advisory Council (Co-Chair) | EPICenter Innovation Center (Chairman of the Board) | South Texas Nuclear Project Owners Committee (Chairman) | United Way of San Antonio (Board Member) | Association of Edison Illuminating Companies | Trinity University Business School Advisory Council (Executive Committee)

Past Boards

Texas Renewable Energy Industry Association | Solar San Antonio | Build San Antonio Green | DOE Energy Advisory Board | EPRI Research Advisory Council | Mission Verde Alliance | NREL EE Advisory Board | AIA Houston Chapter

Task Force

Selected to be on the Southern States Energy Board (SSEB) Blue Ribbon Task Force in partnership with the DOE to advise on the evaluation of energy public policy and the regulatory framework to transform the energy system in Puerto Rico.

Frankie McDermott

JEA

Chief Executive Officer

Generated on November 8, 2018

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Personal

Frankie McDermott

Chief Energy Delivery Officer
Sacramento Municipal Utility District

Education & Certifications

M.B.A.	2003
Golden Gate University	Verified
National Certificate in Engineering, Electronics	1981
Dundalk Institute of Technology	Verified

Career Summary

2003 - Current	Sacramento Municipal Utility District
2016 - Current	Chief Energy Delivery Officer
2014 - 2016	Chief Customer Officer
2003 - 2014	Director, Customer Services/Manager, Enterprise Performance/Manager, General Services and Supply Chain
1981 - 2003	NEC Electronics
2000 - 2003	Director, Operations Engineering and Purchasing, NEC Electronics America
1995 - 2000	Department Manager, Equipment Operations and Purchasing, NEC Electronics America
1993 - 1995	Manager, Equipment Operations and Engineering, NEC Electronics America
1989 - 1993	Supervisor, Fab Operations/Equipment Engineering, NEC Electronics America
1981 - 1989	Associate, NEC Electronics Ireland



Pivotal Experience & Expertise

Organization Leadership / Scale	Electric / Natural Gas / Water / Telecom Industry	Innovation / Revenue Growth / Products & Services	Operational Excellence	Financial Acumen	Stakeholder Management	Interpersonal skills / Influence / Gravitas
M/H	H	H	M/H	H	H	H



Organization Leadership / Scale

- Full accountability for electric generation, transmission and distribution operations with an O&M budget accountability of \$450M.
- Prior responsibility for all retail sales to customers generating approximately \$1.4B in revenues and overseeing a budget of \$160M.



Electric / Natural Gas / Water / Telecom Industry

- Has spent 15 years in one of the ten largest municipally owned electric utilities in the country serving in progressively responsible roles overseeing all elements of operations, customer, supply chain and enterprise performance.



Innovation / Revenue Growth / Products & Services

- Created the “Innovation Generator” to introduce new technologies, products or systems often co-developed with the utility. Set up a fund to provide seed dollars for smaller partners and positioned the utility to provide a customer base where new technologies could be piloted. Utility receives a stream of revenues tied to sales achieved. Focused on local and global emerging technology companies that are aligned with the utility’s mission. Also co-developing a future Distributed Energy Management System (DERMS) with OSI and will share in the success of future sales.
- Leveraging the utility’s highly effective internal training programs, converted internal training facility and resources into a “Power Academy” as a for-profit operation as well as a recruiting vehicle to prepare the community for careers in the utility industry. The Academy’s apprentice programs are state and federally certified. Testified to a congressional panel focusing on the importance of careers in the trades.



Operational Excellence

- Aligned leaders to focus on operational excellence, leading to reduction of \$42M in operations budget, while increasing output on most major maintenance categories by 10% to 20%.
- Led cultural realignment in employee engagement, increasing participation from 50% to 91% and engagement by 78% to 91% in three years.
- Created a “Channel Excellence” initiative to move customer interactions from high cost channels (call center) to digital channels. Resulted in lowering costs by more than \$1 million annually while improving our metric “Value for what you pay”.



Financial Acumen

- Has been responsible for very large groups with varying very large retail, operational and capital budgets. In operations roles was able to dramatically reduce operations cost while improving safety and quality. In customer service roles, was able to establish a more targeted product/program approach for customers through improved segmentation and reducing the cost to serve. In Director, Enterprise Performance at reporting directly to the utility’s CFO, established a line of sight between the Board’s Strategic Directives and business plans and metrics to achieve those directives. Also created a clear dashboard to monitor the utility’s progress towards these goals.



Stakeholder Management

- Regularly interact with seven member elected Board. Also very active in the local small business community and working the various Chambers of Commerce in the area. Key contact and technical resource for Board members.
 - Worked directly with leaders and staff at the PUC on various issues related to energy efficiency programs and standards.
 - Serve as the company’s LRP (Legally responsible Person) for the company’s gas pipeline, spent nuclear fuel storage, eleven hydropower dams and powerhouses, vegetation management program and various other utility compliance programs. Interact and deal with numerous federal, state and local government agencies in this capacity.
 - Extensive experience interacting with local elected officials, leaders of local chambers of commerce, leaders of Property-based Business Improvement Districts (PBIDs), regulatory agencies such as the public utility commission, state and local government officials and the Department of Energy (DOE).
-



Interpersonal skills / Influence / Gravitas

- Engaging and forward-thinking with a track record of relationship building.
 - Direct leadership style focused on achieving results in challenging situations while also building consensus and buy-in from both internal and external customers.
 - Strong people/career development/mentoring capabilities. Persuasive communicator with highly developed negotiation skills.
-

Candidate Provided Information

Frankie McDermott

PROFESSIONAL SUMMARY

An engaging and forward-thinking leader with a track record of relationship building, creative problem solving and implementing visionary solutions to complex business and technical challenges, applied to large organizations in the areas of organizational development, customer service, process reengineering, lean operations and strategic planning. Demonstrated results developing, facilitating and implementing solutions while building and leading diverse organizations. Direct leadership style focused on achieving results in challenging situations while also building consensus and buy-in from both internal and external customers. Strong people/career development/mentoring capabilities. Persuasive communicator with highly developed negotiation skills.

CAREER EXPERIENCE

SACRAMENTO MUNICIPAL UTILITY DISTRICT (SMUD) Sacramento, CA 2003 – present
Sixth largest publicly owned utility in the country.

Chief Energy Delivery Officer

The Chief Energy Delivery Officer oversees Power Generation, Grid Assets (transmission and distribution), the Sacramento Power Academy and Commercial Development. Focus on achieving SMUD's core mission – generating and delivering reliable and affordable electricity to customers, with a focus on safety and environmental responsibility. SMUD's power generation facilities include hydroelectric, thermal and renewable energy assets. SMUD's Transmission and Distribution grid assets include substations, telecommunications and metering, line assets, line crews and troubleshooters. This position is also the face of SMUD in the local development community through SMUD's Commercial Development team.

Selected accomplishments:

- Aligned leaders to focus on operational excellence, leading to reduction of \$42 million in operations budget, while increasing output on most major maintenance categories by 10-20%.
- Led cultural realignment in employee engagement, increasing participation from 50% to 91% and engagement by 78% to 91% in three years.
- Created and built a Commercial Development team, dedicated to driving economic development efforts and customer satisfaction with our development community. Digitized/automated the application process and improved developer satisfaction to 95%.

Chief Customer Officer

The Chief Customer Officer is responsible for the Sacramento Municipal Utility District's overall retail strategy and overall direction to achieve customer satisfaction, loyalty and revenue performance as well as protecting and advancing SMUD's public reputation. Head's SMUD's Customer and Community Services business unit. Leads SMUD's \$1.4 billion retail electric business, including customer operations, services, and programs such as energy efficiency, renewables and advanced energy solutions. In addition, this role includes corporate strategy, brand, marketing, communications and economic and community development.

- Transformed organizational culture to view our services "Through the eyes of the customer" resulting in a revamp of our program and services to better meet our customer's needs. Resulted in redirecting more than \$10 million to more effective program offerings.
- Created a "Channel Excellence" initiative to move customer interactions from high cost channels (call center) to digital channels. Resulted in lowering costs by more than \$1 million annually while improving our metric "Value for what you pay".

Candidate Provided Information (Cont.)

Senior Director, Customer Services

Oversee all customer-related operations, programs and services, including the contact center, billing and credit, field services, along with energy efficiency and renewable energy programs. Managing changing relationships with customers as SMUD moved forward with its smart meter and smart grid projects, as well as meeting its commitments for increased energy efficiency and reducing its carbon footprint. Responsible for an Operations and Capital budget of approx \$300 million annually (~500 employees).

- Transitioned SMUD's 620,000 customers to digital smart meters while changing more than 87 processes. The transition was accomplished on-time and on budget.

Director, Enterprise Performance

Responsible for analyzing SMUD's business performance and managing performance measures. Working with business units to develop metrics and appropriate targets that will be used throughout the Company to track performance and identify improvement opportunities. As process measurement is strengthened, the link between business initiatives and metrics will be made stronger. Also responsible for reviewing current performance metrics and improving data collections processes. The Enterprise Performance process is critical to our ability to measure SMUD's effectiveness and achieve the benefits planned from implementing our strategy.

- Created an executive dashboard including clear company-wide initiatives and line-of-sight to operational metrics while improving alignment to the strategic directives of SMUD's Board of Directors.

Director, General Services and Supply Chain

Leadership of and responsibility for all major workplace processes including the SMUD's General Services and Supply Chain functions including facilities planning and utilization, building & grounds maintenance (to include substations), vehicle transportation and fleet operations, the planning, sourcing and ordering, logistics, and payment for materials, equipment, services and contracts, and the SMUD's graphic design, mailroom, printing and reproduction services. Processes also include the SMUD's supplier diversity program and environmentally preferable purchasing. Manage a supply base of 4000 vendors balancing cost reduction, competition and inclusiveness. Responsibility for a company-wide annual spend rate of ~\$400 million. Responsible for an Operations budget of \$30 million and a Capital budget of approx \$20 million annually.

- Leadership of company-wide strategic sourcing initiatives resulting in reductions in total cost of ownership.
- Leadership of community outreach supplier programs with specific annual goals for inclusiveness. Received partnership awards from all local major Chambers of Commerce.
- Led the replacement and upgrade of the Electronic Bid Solicitation resulting in greatly expanded functionality including electronic response capability and intuitive ease of use features.
- Restructured the Facilities non-craft (Utility, Grounds and Custodial) groups to increase service and reduce cost. Resulted in higher customer satisfaction and a reduction of five staff and one supervisor.
- Introduced advanced inventory management techniques in Logistics resulting in better alignment between consumption and demand with zero stock outs in 18 months.
- Lead the company's effort to move its Corporation Yard. This included the need to collaborate with all stakeholders to facilitate the best decision for the SMUD's future. Acquired a new 50 acre site and led the planning for a design/build concept for the construction phase.

NEC ELECTRONICS AMERICA Roseville, CA
U.S. semiconductor manufacturing for NEC Electronics. Investment \$1.4B, Employees: 2200.

1989 - 2003

Director, Operations Engineering and Purchasing (2000 - 2003)

Leadership of the Manufacturing Operations Equipment Engineering, Facilities Engineering/Operations and the Purchasing/ Material Planning Departments. Organization: 455 employees, multi-level, multi-shift, multi-location, seven days per week. Managed organizational objectives through department heads. P&L responsibility: \$400MM/yr operations and capital budget.

Candidate Provided Information (Cont.)

- Track record of creative resource allocation while improving output, quality and safety metrics.
- Increased manufacturing capacity 17% over five years by improving equipment productivity and reducing variability.
- Introduced and led the "Total Productive Manufacturing (TPM)" concept to NEC Roseville fabrication resulting in a 40% reduction in equipment downtime, 30% improvement in quality indices and 10% increase in availability.
- Leader of company-wide cost reduction activity. Includes usage reduction through lifetime extensions, waste reduction, process efficiency improvements, global sourcing, supplier collaboration and system refinement. Results: 18% reduction in absolute cost and 32% in unit cost.
- Introduced and led the expansion of Supply Chain Management methodologies to NEC Roseville. Led strategic opportunity assessment (2000) with supply chain integrator (i2) identifying \$23MM in potential value creation over 3 years. Phased implementation ongoing.
- Managed the outsourcing of non-core functions representing \$3MM/yr in labor expense.
- Reconstructed the Equipment Manufacturing Operations and Purchasing departments as NEC moved from memory to automotive semiconductors over 3 years (included 5 reductions in force).

Department Manager, Equipment Operations and Purchasing	(1995 – 2000)
Manager, Equipment Operations and Engineering	(1993 – 1995)
Supervisor, Fab Operations/Equipment Engineering	(1989 – 1993)
NEC Semiconductors Ireland Ltd., Ballivor, Co. Meath, Ireland.	(1981 – 1989)

EDUCATION

Masters of Business Administration, Highest Honors.
Golden Gate University, San Francisco.

Berkeley Advanced Management Program (BAMP),
Center for Executive Development
Haas School of Business, UC Berkeley, Berkeley, CA.

Electronic Engineering,
Dundalk Institute of Technology, Dundalk, Co. Louth, Ireland.

American Leadership Forum (Mountain Valley Chapter)
Senior Fellow

BOARD MEMBERSHIPS AND AFFILIATIONS

National Hydropower Association (NHA)	Board member
Northern California World Trade Center (NCWTC)	Board member
Downtown Sacramento Partnership (DSP)	Board member
Utility Analytics Institute (UAI)	Executive Advisory Council member
March of Dimes (Sacramento Market)	Board Chair, Board of Directors
Sacramento Ballet Company	past Board Vice President
North Ridge Country Club	past Board President

Pamela Hill

JEA

Chief Executive Officer

Generated on November 8, 2018

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Personal

Pamela Hill

Senior Vice President, PowerSecure International/Chief Executive Officer, Bahamas Power and Light
PowerSecure, Inc.

Education & Certifications

Master in Public Policy

Harvard University

1989

Verified

B.A., Sociology

Dartmouth College

1986

Verified

Career Summary

2016 - Current	PowerSecure, Inc. Senior Vice President, PowerSecure International/Chief Executive Officer, Bahamas Power and Light
2007 - 2016	Exelon Corporation
2013 - 2016	Vice President, Retail Sales and Services, Wholesale Business Operations and Systems, Constellation Energy
2010 - 2013	Chief of Staff, President, Exelon Generation
2009 - 2010	Director, Structured Transactions, C&I Sales, Constellation Energy
2007 - 2009	Director, Financial Evaluation, Capital Projects, Exelon Generation
2006 - 2007	Self Employed Independent Consultant
2003 - 2006	Jamaica Public Service Company, Ltd Chief Financial Officer
1993 - 2003	Southern Company
2001 - 2003	Manager, Rate Design, Marketing Strategy, Georgia Power
1998 - 2001	Director, Regulatory Affairs, Mirant
1996 - 1998	Manager, Competitive Sales, Georgia Power
1993 - 1996	Project Finance Manager, Latin America, Mirant
1989 - 1993	U.S. Federal Government Finance Officer, Overseas Private Investment Corporation/Fellow, The U.S. Presidential Management Fellowship Program



Pivotal Experience & Expertise

Organization Leadership / Scale	Electric / Natural Gas / Water / Telecom Industry	Innovation / Revenue Growth / Products & Services	Operational Excellence	Financial Acumen	Stakeholder Management	Interpersonal skills / Influence / Gravitas
H	H	H	M/H	H	H	H

Organization Leadership / Scale



- CEO of a government owned utility with \$450M in revenue
- CFO of a government owned utility with \$700M in revenue
- Has led teams of ~1,000 employees.

Electric / Natural Gas / Water / Telecom Industry



- Direct experience in regulated and unregulated electric generation, transmission, and distribution at large scale as well as at municipal scale, both domestically and internationally.

Innovation / Revenue Growth / Products & Services



- Led the development and implementation of a solar strategy at a government owned utility to grow and diversify capacity, strengthen reliability for remote customers, and lower cost of production.
- Developed and implemented utility pole attachment strategy and commission approved tariff to enable the company to collect revenues for cable devices attached to company poles.
- Developed utility renewable energy tariff and shape the marketing plan to communicate and gain adoption by residential customers, enabling the company to capture incremental renewable energy charge beyond its base tariff rate.

Operational Excellence



- Led two utilities through hurricanes and recovery.
- Led “boots-on-the-ground” duty for ~six weeks leading a 200-man crew supporting a peer utility’s response to a major hurricane.

Financial Acumen



- Served as CFO of a government owned utility leading all budgeting/planning, accounting, treasury and SOX compliance. Led all board discussions on financial direction, compliance and controls.
- As Project Finance Manager, structured financing, led financial modeling and directed financial team including investment banks, tax, accounting and financial consultants for energy acquisition and development projects in multiple regions domestically and internationally.
- As Director of Financial Evaluation for a major energy company, led financial strategy, modeling, and analysis of 30+ new build, capital optimization and shut-down projects in the gas, hydro, coal, wind and nuclear sectors.

Stakeholder Management



- CEO of one government-owned utility and CFO for another that was still heavily tied to government through history and mindset. Both positions required a near-daily regimen of managing, cajoling, mediating and leading conflicting internal stakeholders including unions, regulators, the Board, environmentalists, the media and customers towards a common goal of improved reliability, affordability and service.
- As Director of Regulatory Affairs for a major energy company, presented to FERC, DOE, PSCs, and ISOs. As CFO, extensive experience working with banks and credit agencies.
- Extensive experience partnering with the board of directors driving operational improvements and charting the course for growth.
- Served as CFO for a Caribbean utility through the privatization process and led the cultural transformation, employee engagement, and union relationships.



Interpersonal skills / Influence / Gravitas

- Balanced, thoughtful, organized communicator.
 - Thrives in challenging environments.
 - Exceptional public policy and government affairs expertise.
-

Candidate Provided Information

Pamela Hill

SUMMARY

Pam Hill has worked for more than twenty years in the energy industry, in both competitive energy and utility markets in the U.S., United Kingdom, Latin America and the Caribbean. She has a track record of organizational transformation, and has significant experience in the finance, sales, marketing, regulatory and operations arenas.

EMPLOYMENT

POWERSECURE (subsidiary of Southern Company)

May 2016- Present

Senior Vice President, PowerSecure International

- Lead market research, due diligence and business case development of energy services and integrated utility opportunities internationally.
- Led operational plan and deployment of 200-person crew to assess and restore Florida Power and Light's transmission and distribution system post Hurricane Irma.

Chief Executive Officer: Bahamas Power and Light (under a contract PowerSecure had with the Government of the Bahamas to operate and manage the utility)

CEO of Bahamas Power and Light (BPL), an \$800 million, 1,000 employee, 400MW, integrated electric utility serving 100,000 customers across 16 islands. Key results include:

- Significantly increased cash flow through rightsizing \$400 million in debt, cutting past due receivables in half and improving vendor management.
- Improved fleet and grid performance, resiliency and cost-effectiveness through implementation of an integrated procurement, inventory and benchmarking program.
- Quick and effective restoration of power following the devastating impact of Hurricane Matthew, a Category 4 hurricane striking Nassau and development of a comprehensive disaster recovery and media communication plan.
- Developed and successfully worked with the unions on a comprehensive, metric-based operational improvement plan.
- Led development and implementation of a solar strategy.

EXELON

2008 - 2016

CONSTELLATION

2013 - 2016

Vice President: Retail Sales and Services; Wholesale Business Operations and Systems

Led department of 200 employees in implementation of strategic, process and system enhancements to drive retail and wholesale customer retention and growth. Key results include:

- Increased customer retention and stickiness by partnering with Analytics to create customized energy reports based on load profile, forward curve and industry data.
- Improved market positioning by developing and implementing a program to mine compliance data for trends, insights and recommendations.
- Significantly optimized spend, tightened variances and improved the robustness of the \$100 million Wholesale budget by revamping the planning and reporting processes.

EXELON GENERATION- POWERTEAM (Constellation predecessor)

2010-2013

Chief of Staff to President

Advised President and senior leadership team on strategic initiatives. Key results:

Candidate Provided Information (Cont.)

- Evolved the Retail and Wholesale organization as well as the sales and trading departments toward a more nimble, cohesive team, as part of leading the employee integration component of the Exelon-Constellation merger.
- Developed and led implementation of an integrated retail/wholesale competitive market strategy, as part of the value accretion component of the merger.
- Developed and led Board presentation of the annual Wholesale budget and monthly reports.

Director, Structured Transactions for C&I Sales

2009 - 2010

Led structuring of 100+ complex long-term energy transactions and investment opportunities encompassing varying pricing and opportunity types. Key results:

- Improved profitability, strengthened transaction analysis and structured load-following, indexed and derivative-linked wholesale and retail transactions in ERCOT, MISO, PJM, NYISO, ISO-NE.
- Set the foundation for Exelon's creation of a transmission subsidiary through analysis and development of a merchant transmission strategy.
- Ramped up employee engagement and inclusion through implementation of a commercially-focused speaker series, and expansion of educational seminars on competitive markets.

Director, Financial Evaluation- Capital Projects

2007 –2009

Led financial modeling/analysis of 30+ new-build and capital optimization opportunities in excess of \$2 billion. Key results:

- Developed financial model and financing structure and led bank/Department of Energy discussions on Exelon's nuclear new-build program.
- Led financial analysis and received Board approval on Exelon's low-emissions strategy.
- Led financial modeling, analysis and challenge of 20+ merchant generation and capital optimization projects.

INDEPENDENT CONSULTANT

2006 –2007

- Worked with an Atlanta business development company and Andretti Green Racing Inc. to develop an IndyCar Series street circuit event in Atlanta.
- Advised CEO of *Cable & Wireless Jamaica* on company's financial operations and improved the company's cash forecasting model, customer collection policies and financial reports.

SOUTHERN COMPANY and MIRANT (former Southern subsidiary)

1993 - 2006

Chief Financial Officer: Jamaica Public Service Company (JPS)

2003-2006

CFO of Mirant subsidiary, JPS, an integrated utility serving Jamaica. Reporting departments: Treasury, Accounting, Budgeting and Planning, Risk Controls. Responsible for annual revenues totaling \$700 million. Prepared JPS materials for Mirant financial reporting, and roadshow materials supporting Mirant's emergence from bankruptcy. Key results:

- Improved JPS's profitability from -\$2 million to +\$30million.
- Developed and implemented the company's first Sarbanes-Oxley compliance program.
- Improved the company's working capital position through enhanced financing terms and implementation of a rolling 27-week cash forecast to manage cash at a granular level.
- Led company's first rate case in Jamaica. Outcomes included:
 - Obtained tariff that recovered \$150 million in generation and T&D spend and provided for capital investment expansion.
 - Negotiated a pass-through mechanism for fuel cost, exchange rate and purchased power changes (a risk that the Company had previously borne).
 - Established a reserve fund for hurricane restoration costs.

Candidate Provided Information (Cont.)

Manager: Rate Design & Marketing Strategy: Georgia Power Company 2001-2003

Led market research on Southern Company's 3 million residential and small commercial customers, and led design and implementation of innovative rate solutions for Georgia Power's residential customers. Key accomplishments:

- Strengthened the company's customer segmentation methodology.
- Improved profitability of Georgia Power's 'flatbill' tariff product for residential customers.
- Developed company's first-ever renewable energy tariff. Testified and received PSC approval for tariff, and shaped marketing strategy of tariff to residential customers.

Director: Regulatory Strategy: Mirant 1998-2001

Led development, implementation and communication of Mirant's policy stance on electric regulatory issues in the U.S. Key results include:

- Increased Mirant's policy development role and profile in energy lobbying associations.
- Improved cohesion between Mirant's regulatory and commercial objectives.

Manager: C&I Sales: Georgia Power 1996-1998

Managed department responsible for winning competitive load for Georgia Power. During tenure, increased Georgia Power's market share from 60% to 75% and tripled profit margins.

Project Finance Manager: Latin America, Mirant 1993-1996

Led team of financial analysts and investment advisors in evaluating, structuring, securing project financing and winning bids for transactions in Brazil and Chile. Also led deal and project finance analysis for projects in Bolivia, Jamaica, Mexico and Peru.

U.S. FEDERAL GOVERNMENT 1989-1993

Finance Officer: Overseas Private Investment Corporation (OPIC)

Evaluated project opportunities and structuring financing for projects in Asia and Europe.

Fellow: The U.S. Presidential Management Fellowship Program (PMF)

The PMF program is a highly selective government rotational program. Rotations were at U.S. Agency for International Development (Pakistan and DC office- focus: privatizations), the World Bank (China and DC office- focus: foreign investment), and OPIC.

EDUCATION

Harvard University, John F. Kennedy School of Government 1989

Masters in Public Policy. Concentration: International Finance and Development.

Johns Hopkins-Nanjing Institute of Sino-American Studies 1987

Fluency in Mandarin required as papers, exams and lectures were in Chinese. Core subjects:

U.S.-China foreign trade, Chinese economy, Chinese politics, Chinese history.

Dartmouth College 1986

B.A. Sociology/Political science. Language studies in Mandarin Chinese.

BOARD MEMBERSHIPS / COMMUNITY OUTREACH

- Clinton Foundation, Women in Renewable Energy, Chair of the Advisory Council
- Center for Urban Families, Baltimore, MD: Board member
- United Way, Constellation: Chair
- 'Leadership Baltimore': Leadership class 2013
- Chester County, PA: Chamber of Commerce: Board member & Fundraising Chair
- The Atlanta's Inn for Children: Board member and Fundraising Chair