

CHIEF TRANSFORMATION & TECHNOLOGY OFFICER



The Reliable One

CLIENT: Orlando Utilities Commission

ROLE: Chief Transformation & Technology Officer

LOCATION: Orlando, Florida

REPORTS TO: General Manager & CEO

WEBSITE: www.ouc.com



SITUATION OVERVIEW:

The Orlando Utilities Commission (OUC) has engaged ZRG Partners to lead the search for OUC's new **Chief Transformation & Technology Officer (CTTO)**. OUC's next CTTO will be challenged with leading the utility's strategy design, game changing transformational ESG and sustainability initiatives, emerging technologies, as well as the utility's broad information technology portfolio. Creative, visionary, and commercially minded, the new CTTO will energize and lead the organization through step-change transitions in the way it optimizes the business, serves its customers, supports new service offerings and revenue streams, and protects the environment. OUC's Chief Transformation & Technology Officer role presents to stellar candidates an extraordinary opportunity to shape the strategy and technology future for a large, established public power utility through its trajectory of meaningful and sustainable change.

ABOUT ORLANDO UTILITIES COMMISSION:

OUC: "The Reliable One" is a municipally owned public power and water utility providing service to more than 260,000 customers in Orlando and St. Cloud, Florida as well as portions of adjacent unincorporated Orange and Osceola Counties. The utility operates and maintains a portfolio of assets, systems, and services to include the production, transmission and distribution of electric power, the production and distribution of water, as well as chilled water, outdoor lighting, back-up generation, electric vehicle charging, and solar energy production and delivery.



OUC is the second largest municipal utility and the fifth largest operating utility in the state of Florida. Additionally, OUC is 14th largest municipal utility in the United States. Firmly planted in Central Florida, OUC enjoys a thriving economy supported by tourism and hospitality. Large customers include the Universal Orlando Resort and the Orlando International Airport, both currently engaged in substantial expansion programs. OUC's five-member governing board, known as the Commission, is responsible for setting the utility's prices and operating policies. All Commissioners, with the exception of the Mayor of Orlando (an ex officio member), can serve up to two consecutive four-year terms.



OUC's vision is clear - To be an innovative solutions provider and the partner of choice.

- Provide Customers with an outstanding experience through value added services and sustainable, highly reliable and innovative solutions.
- Strengthen Employee engagement through continuous improvement of their workplace, processes, and organization.
- Serve their Community as a committed partner, sustainability leader, and trusted corporate citizen.

A fully integrated utility, OUC's generation capacity approximates 1,754 MW (net), with the greater part OUC owned and operated. OUC also owns and operates 338 miles of high voltage transmission lines as well as 2,750 circuit miles of underground and overhead distribution lines. To further assure the region's reliability, OUC serves as dispatcher for the Florida Municipal Power Pool. Additionally, OUC delivers nearly 30 billion gallons of water annually.

Balancing growth and sustainability are top of mind at OUC, demonstrated by the utility's bold initiatives around carbon reduction and quality of life. Providing a clear path toward a net zero carbon reduction future, OUC's Energy Integrated Resource Plan (EIRP) is currently pushing the envelope toward more sustainable operations and a cleaner environment. The EIRP sets the path for OUC to meet the critical Net Zero CO₂ Emissions by 2050 goal, as well as interim targets of 50% CO₂ emissions reduction by 2030 and 75% by 2040. Pillars of the EIRP include continued significant investments in renewable energy and energy efficiency, electrification of transportation, and energy storage.

Headquartered in downtown Orlando's Reliable Plaza, OUC's 2022 revenues for all services topped \$1.1 billion, supported by a team of non-union 1,200 employees. OUC is an active member of the Large Public Power Council, the American Public Power Association, and the Florida Municipal Electric Association. Additional information about OUC can be found at www.ouc.com.

POSITION:

Reporting to General Manager & CEO Clint Bullock, the **Chief Transformation & Technology Officer (CTTO)** will serve as a catalyst for enterprise-wide innovation and cultural transformation. As CTTO, he/she will have ownership of the organization's strategic planning process, ensuring its alignment with the business strategy and excellence in operations delivery. Responsible for managing the process of innovation, technology adoption, digital transformation leadership and change management, the CTTO will work with the Senior Leadership Team to drive profitability and value around core electricity and water lines of business.

Key to success in the role will be the CTTO's ability to embrace, refine, and execute cutting edge initiatives into substantive business programs, designed to build upon OUC's reputation for reliability and sustainability awareness. As a member of the executive leadership team, the CTTO will serve as a key leader in the overall enterprise business strategy development, bringing current knowledge and future vision by leveraging information and technology in business model design, business process re-engineering, as well as early-stage product and service development. Through leadership and strategic engagement, OUC's CTTO will help guide the utility through the exploration of the new and different, combining assets, technologies, and ingenuity with an eye toward supporting the region's economic growth and quality of life.

The CTTO will oversee the management of a team of more than 200 professionals, supported by a senior leadership team comprised of diverse technology skillsets as well as those engaged in strategy, planning, and emerging technologies.

Additionally, the successful candidate will manage annual Operating and Capital budgets of \$29.3 million and \$22.3 million, respectively.

Major Projects include:

- Ongoing maintenance, support, and security enhancements (firewall, end-point protection, multi-factor authentication);
- Technology (virtual servers/machine, databases, CMS, smart meters, ticketing systems);
- CC&B & MDM upgrade \$5.7 million;
- Enterprise Data Analytics Platform \$1.8 million;
- Load Interval Reads to support Time of Use;
- Web CRM Upgrade/migration to the Cloud;
- LegalISE Upgrade and Redesign;
- JD Edwards Technical Upgrade;
- Office 365.

Data Storage Services

OUC maintains most of its data in house. The utility is exploring a Cloud Strategy plan, but most systems are on premise (hosted at OUC). Current exploration is focused on the big three cloud providers: Google Cloud Platform, Azure, and AWS. OUC also has a large number of SaaS solutions.

POSITION DESCRIPTION:

From a granular perspective, the CTTO will oversee OUC's strategy and technology development to ensure the efficient, reliable, sustainable, and cost-effective management of the utility's resource and services portfolio. Specifically, the successful candidate will:

- Set the mission and vision of the CTTO organization (Information Technology, Strategy, Process Improvement, Data Analytics and Emerging Technologies) to foster a business-oriented and digital- ready culture and mindset. Analyze trends. Uncover disruptive technologies.
- Lead the development of long-range strategic plans in partnership with the executive leadership team and external consultants. Develop corporate metrics in concert with the strategic plan.
- Oversee all initiatives and processes related to innovation, including but not limited to: process mapping, stakeholder engagement, planning, program management, and idea execution.
- Direct the design and implementation of the IT operating model, organizational structure, and governance process. Employ influencing and negotiation skills to create synergies across the enterprise to enable cost-effective and innovative shared solutions.
- Create a safe space for team members to engage in blue sky exploration. Assemble ad-hoc, high potential, cross-functional groups to explore issues and technologies focused on enhancements, efficiencies, and environmental quality advancement.

- Lead the Smart Utility Committee; continue to implement OUC's second generation Advanced Metering Infrastructure (AMI). Provide executive oversight for the Data & Analytics and Emerging Technologies governance committees.
- Explore programs that expand OUC's footprint and reach beyond the meter, such as microgrid technologies, V2G, and weather technologies for energy production management; develop and manage annual operating and capital expenditure budgets for areas of responsibility to ensure the budget is consistent with OUC's overall strategic objectives and is within plan.
- Collaborate with executive leadership and business partners to define and execute the enterprise digital business strategy. Participate in, and contribute to, the assessment of external digital opportunities and threats. Assess internal technology capabilities and calibrate accordingly with an eye toward achieving OUC's desired competitive positioning.
- Lead the development of the IT strategy and roadmap. Ensure its integration with the enterprise's strategic planning process and implemented plans.
- Inspire and guide the team in the exploration of new technologies and platforms, to include but not limited to utility industry specific innovations. Provide direction on emerging technology selection and integration, ensuring IT capabilities respond swiftly to the needs of the enterprise's digital business strategy. Define requirements for new technology implementations, ensuring alignment of technology vision with corporate strategy.
- Empower the business unit leadership team to drive culture change in support of digital business transformation and innovative emerging technology.
- Act as a trusted advisor, building and maintaining relationships with C-level peer executives and business unit leaders. Develop a clear understanding of all business requirements. Ensure cost-effective delivery of services to meet the organization's needs, responding with agility to changing business priorities.
- Lead cyber security for the entire OUC network. Productively partner with Operational Technology to assure alignment and coverage.
- Direct the development of the IT sourcing strategy. Enhance the organization's capabilities by leveraging internal and external resources. Provide executive oversight for strategic vendor and partner relationship management.
- In concert with OUC's Chief Employee Experience Officer and Chief Financial Officer, work to improve and streamline legacy HR and Billing systems.
- Lead the establishment and execution of a digital workplace strategy that enables the development of digital dexterity in the workforce. Ensure all employees have the tools and work environment to support engagement, productivity, and effectiveness.
- Engage with HR and key stakeholders to map scenarios for workforce transformations. Develop the CTTO workforce strategy and action plans that align with, and enable, the effective execution of business strategies.
- Partner with HR to uncover innovative solutions designed to enhance the recruitment, development, and retention of the CTTO workforce. Establish department workforce performance metrics and evaluate accordingly.
- Engage with the Large Public Power Council (LPPC) on emerging trends such as innovative clean energy technologies and transportation electrification.
- Present to and engage with the OUC Governing Board on issues related to strategy and technology.
- Lead by example in meeting OUC's safety goals.

Essential Leadership Competencies:

- **Organizational Awareness.** Demonstrates a broad business perspective and awareness of how decisions impact other areas of the business.
- **Prioritization.** Focuses on the achievement of OUC-wide goals and ensures departmental/functional priorities align with broader OUC strategic priorities.
- **Teamwork.** Collaborates across business units and functions to achieve OUC's strategic priorities.
- **Demonstrate Curiosity.** Exhibits an underlying curiosity and desire to know more.
- **Innovation and Change.** Sees the advantages in changing situations and new developments.
- **Process Improvement.** Leads transformational changes that will drive organizational efficiency.
- **Leadership.** Achieves extraordinary business results through people.
- **Decision Making.** Utilizes effective processes to make decisions.
- **Goal Achievement.** Demonstrates the ability to identify and prioritize activities that lead to a goal.
- **Interpersonal Skills.** Effectively communicates, building rapport while relating well to all kinds of people.
- **Flexibility.** Agile in adapting to change. Willingness to be open minded to other's ideas.
- **Personal Accountability.** A measure of the capacity to be answerable for personal actions.
- **Persuasion.** A true consensus builder, able to convince others to change the way they think, believe, or behave for the betterment of OUC, its mission, customers, and stakeholders.

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

1. Build substantive and meaningful bridges between the Information Technology and Operations Technology groups in such a way that emboldens innovative thinking throughout the enterprise.
2. Fully embrace, execute, and "walk the talk" on OUC's Connected 2025: A Strategy for our Future. Prepare the groundwork for the strategy's refresh process:
3. Strategically capitalize on US Infrastructure Plan, with an eye toward positioning OUC in such a way that the utility and its customers maximize grants, programs, and financial benefits;
4. Successfully hire and onboard an exceptional VP, Information Technology.
5. Serve on a technology-focused industry board or national committee.

QUALIFICATIONS:

- OUC's new Chief Transformation & Technology Officer will be a strategic, authentic and human leader, possessing an impressive track record of strategic foresight coupled with excellence in technology delivery. The new CTTO will have superior technical acumen, astute business and commercial sensibilities, combined with the ability to inspire and lead large and diverse teams through the many technology advancements and environmental demands facing all utilities.
- The successful candidate will bring fifteen (15) years of progressively responsible experience in the utility industry, strategic consulting, or other business enterprise grounded in innovation. Additionally, ideal candidates will have at least ten (10) years of experience managing large teams and commensurate budgets, to include five (5) years leadership experience at the senior management level;
- Beyond the required planning and technical expertise, the new CTTO will exhibit an extraordinary transformational acumen, evidenced by tangible success in leading cross-functional teams and processes through to paradigm-shifting outcomes;
- He/she will demonstrate agility leading in complex and dynamic environments. He/she will bring a track record of exploiting new digital opportunities to innovate business models, as well as an established ability to engage senior-level management and key stakeholders effectively across organizations and within complex contexts.
- Regardless of industry of origin, candidates will demonstrate acuity in strategic plan design focused on sustainability, enterprise growth, as well as the exploration and implementation of commercially savvy innovative technologies. Further, it is important that he/she will have had leadership responsibility in systems or initiatives that engage the traditional utility customer segments – industrial, commercial, and residential;
- An undergraduate degree in engineering, computer science, or business is required; an MBA, technical master's degree, or PhD will be considered a plus. Additionally, Governance of Enterprise IT, Lean/Six Sigma, and Project Management Professional (PMP) certifications will enhance a candidate's qualifications for the CTTO role.

In summary, the successful candidate will be a substantive and approachable leader who embraces the exploration of the new and different. Energized by leading teams in the creation and execution of transformational initiatives, appropriate candidates can be described as bright, strategic leaders who are conditioned to explore and question in a clear effort to maximize customer, climate, and commercial outcomes. A principled and ethical leader, OUC's Chief Transformation & Technology Officer will have a reputation for integrity, innovation, and sound business judgement.

Finalist candidates may be subject to the provisions of the Florida Sunshine Law.

SENIOR MANAGEMENT:

Clint Bullock
General Manager & CEO

Clint Bullock, OUC's General Manager & CEO, was recently named to Florida Trend's "Florida 500" list in its Energy category for the fourth consecutive year. Compiled by the magazine's editors, the special section highlights the 500 most influential business leaders in different economic sectors throughout the state. Mr. Bullock was also named one of the region's 2021 CEOs of the Year by the Orlando Business Journal. Further, Bullock is the recipient of the Hispanic Chamber of Commerce Metro Orlando 2021 Hispanic Community Champion Award.

An Orlando native with more than 30 years of work history at OUC, Bullock became General Manager & CEO in 2018. Prior to that, he led the commission's electric and water delivery operations, including engineering, construction, maintenance and operations of the transmission and distribution systems. Heading into his fifth year as CEO, Bullock is looking toward a cleaner, greener future that balances reliability, affordability, sustainability and resiliency. Under Bullock's leadership, OUC has:

- Committed to net zero CO2 emissions by 2050, with interim reductions of 50% CO2 reductions by 2030 and 75% by 2040.
- Engaged the community in its Electric Integrated Resource Plan (EIRP), an energy roadmap that has set the stage for the conversion of one of OUC's coal plants to natural gas and the retirement of another by 2027.
- Helped lower emissions in the transportation sector by encouraging electric vehicle (EV) use. OUC has planned \$45 million in innovative electrification programs by 2030.
- Increased OUC's commitment to solar by more than eight times and committed \$90 million in energy storage by 2030.
- Made solar energy more accessible and affordable through the OUCommunity Solar and OUCollective Solar programs and the addition of 108.5 megawatts of utility-scale solar.
- Managed volatile fuel costs and their impacts to rates. OUC's rates are below the state average. Committed 1% of 2020 retail sales to conservation, including a variety of energy efficiency programs for low-income customers that address upgrades and behavior changes necessary for long-term savings.
- Lived up to the name "The Reliable One." For 22 years consecutive years, OUC was ranked the most reliable utility in Florida (when compared to investor-owned utility data submitted to the Florida Public Service Commission).
- For the fourth consecutive year, OUC – The Reliable One has been named a "SunRiser" by the Southern Alliance for Clean Energy (SACE).
- Managed a strong, resilient grid with a network of more than 400 miles of transmission lines that help deliver a continuous, reliable and resilient flow of electricity from generating stations to OUC customers and neighboring utilities.
- Supported the Central Florida community. In April, the OUC board approved \$12.1 million to help the community through the COVID-19 pandemic. As part of this investment, OUC contributed \$2.6 million to Project CARE, an OUC utility bill assistance fund.
- Twice been named the "Most Trusted Brand" among electric utilities in a nationwide customer survey conducted by Escalent.

- Top National Water Utility in the JD Power Customer Satisfaction Survey 2021.
- Named one of the “Healthiest Employers” in Central Florida, an accolade that affirms a strong company commitment to supporting the wellness, health and safety of employees. The 2022 award marks the fifth consecutive year OUC has earned this recognition, which is sponsored by the Orlando Business Journal.

ORLANDO UTILITIES COMMISSION IN THE NEWS:

08/31/2022

[OUC Is a 'Most Trusted Brand' in National Customer Survey](#)

08/24/2022

[OUC Claims 'Healthiest Employers' Honor](#)

08/11/2022

[Once Again, OUC Is A Solar 'Sunriser'](#)

04/22/2022

[OUC Named "Environmental Champion" for Fifth Consecutive Year](#)

02/11/2022

[OUC Receives Restoring Communities Award](#)

01/20/2022

[OUC Power Restoration Crew Heads to S. Carolina as Another Winter Storm Approaches](#)

12/15/2021

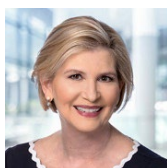
[OUC's Board of Commissioners Moves to Retire Unit 1 Coal Plant by No Later than 2025](#)

09/29/2021

[OUC Completes Purchase of Osceola Natural Gas Power Plant](#)

ABOUT ZRG PARTNERS

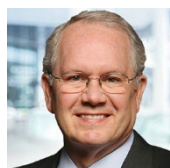
ZRG is a global talent advisory firm that is changing the way companies hire and manage talent. ZRG's data-driven approach to executive and professional search has been changing the way clients think about how to find top talent. The company's digital Zi platform combines talent intelligence, candidate insights, and process improvement to dramatically deliver executive searches quicker and with proven better results.

**LESLIE SHARP****Managing Director**
Lsharp@zrgpartners.com

+1.832.858.7577

Leslie joined ZRG Partners in January 2016, after serving six years as Utility Practice Leader for Preng & Associates. Leslie began her search career in 2000 with SpencerStuart, 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.

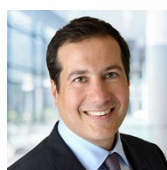
Additional work includes serving as Principal Consultant with PricewaterhouseCoopers' energy practice in Houston. Leslie holds a BS Civil Engineering degree from the University of Toledo in Toledo, Ohio. [Link to complete bio for Leslie Sharp.](#)

**JAMES ASLAKSEN****Managing Partner, Global Industrial Practice Leader**
jaslaksen@zrgpartners.com

O: +1-630-701-6456

M: +1-630-272-8537

Jim Aslaksen is a Managing Partner and co-leader of the Global Industrial Practice at ZRG. 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 within Asia for both local and multi-national enterprises. [Link to complete bio of James Aslaksen.](#)

**TIM WARD****Managing Director**
tward@zrgpartners.com

+1 703.994.4443

Tim Ward brings nineteen years of executive search experience to ZRG's Government Services Practice where he specializes in placing operations, business development, and technology executives with public, private, and equity-backed government contractors. Tim has developed a reputation for pairing the industry's top executives with the most sought-after opportunities. His consultative approach to helping clients build high functioning teams is a natural fit with ZRG Partners' data-driven, fact-based search process.

As part of his nearly two decades in executive search, Tim has had the honor of representing and placing multiple U.S. Government officials and military flag officers as they transition to private sector positions. Examples include placement of two former Defense Information Systems Agency Directors, the Under Secretary for Nuclear Security, the Vice Commandant of the U.S. Coast Guard, and the Chief Information Officer for the Office of the Director of National Intelligence.

[Link to complete bio for Tim Ward.](#)



JASON KROON
Managing Consultant, ProSearch Division
jkroon@zrgpartners.com
+1.832.717.9633

Jason Kroon serves as a Managing Consultant within the Professional Search division for ZRG Partners, a global "super boutique" executive search firm. Jason joined ZRG Partners in 2016. He possesses over 13 years of professional search experience. Jason has a strong, highly attuned understanding of the client's talent needs and implements best practices to find the right solution. He has executed mid and senior-level searches across multiple functional areas, including accounting, finance, engineering, operations, sales, and marketing. Jason's clients span North America and include small startups and top tier companies in the industrial and consumer sectors.

Prior to joining ZRG Partners, Jason served as the Managing Director for a boutique energy-specific recruitment firm. He also assisted on C-level search work for the executive search parent company. Jason earned a BS in Management from the University of Nebraska – Lincoln. He is an avid Cornhusker fan and enjoys spending time with his wife and twin boys. He is also serving on the Committeemen's Committee within the Houston Livestock Show & Rodeo.

[Link to complete bio for Jason Kroon.](#)