

# VICE PRESIDENT DIGITAL AND TECHNOLOGY



*The Reliable One*

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**CLIENT:** Orlando Utilities Commission  
**ROLE:** VP, Digital & Technology  
**LOCATION:** Orlando, Florida  
**REPORTS TO:** Chief Transformation and Technology Officer  
**WEBSITE:** [www.ouc.com](http://www.ouc.com)



### SITUATION OVERVIEW:

The Orlando Utilities Commission (OUC) has engaged ZRG Partners to lead the search for OUC's new **VP, Digital & Technology**. This position will be a key member of OUC's leadership team, helping to transform the company's information systems, infrastructure, security, applications, and cloud management activities, among others. As OUC looks to achieve its critical Net Zero CO<sub>2</sub> Emissions by 2050 goal, the VP of Digital & Technology will play an integral part in ensuring that success.

**ABOUT ORLANDO UTILITIES COMMISSION:** OUC —The *Reliable One* is a municipally owned public power and water utility providing service to more than 274,000 customers (437,000 active services) 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 and indoor lighting, back-up generation, and electric vehicle charging.



OUC is the second-largest municipal utility in Florida. Additionally, OUC is the 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 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 appointed Commissioners, with the exception of the Mayor of Orlando (an ex officio member), can serve up to two consecutive four-year terms.



**Vision**

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.

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 emissions future, OUC’s Electric 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 goal of Net Zero CO2 Emissions by 2050, as well as interim targets of 50% CO2 emissions reduction by 2030 and 75% by 2040.



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 owns and operates seven water production plants and 1,874 miles of pipes to deliver nearly 30 billion gallons of award-winning water annually.

[Click here to learn more about OUC Water Quality.](#)

H2OUC Water Statistics	
Residential Services	113,834
Commercial/Industrial Services	15,171
Irrigation Services	16,877
Service Area	200 square miles
Population Served	> 455,000
Water Treatment Plants	7
Active Deep Wells	31
Miles of Pipe	1,874 miles
Annual Consumption	> 30 billion gallons

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

**POSITION:**

The **VP, Digital & Technology** will lead business unit strategic planning, oversee implementation and maintenance of information technology and security, and work closely with business leaders across the company to support innovation, growth and digital transformation at OUC. Areas of responsibility include the full range of information systems, infrastructure, security and cloud management activities. This includes leading organizational-wide efforts to implement cost-beneficial, enterprise-wide technology solutions that will drive customer engagement by embracing data-driven, customer-tailored technologies and introducing innovation to the way OUC operates through automation. This role reports to the Chief Transformation & Technology Officer and is responsible for building and managing a highly motivated, high-functioning technology team.

**POSITION DESCRIPTION:**

**From a granular perspective, the VP, Digital & Technology will lead the implementation and maintenance of information technology and security in several essential business arenas:**

**Executive Team**

- As a member of the Executive Management Team, the VP of Digital & Technology will participate & influence key decisions pertaining to strategic initiatives, business prioritization, and operational execution; contribute to strategic planning, support corporate and customer-facing initiatives; keep abreast of critical issues in other departments/groups across OUC; understand market and economic factors affecting the organization; participate in corporate policy development; and create and deliver an outstanding experience for the organization's employees and customers.
- Partner with the Executive Management Team to develop and integrate key Digital & Technology strategies and initiatives into the organization's framework.
- Challenge and influence Executive Management Team on implications of internal and external business trends and issues that could influence OUC's strategic direction and operating environment.
- Accountable for strategic roadmaps and Corporate KPI's pertaining to Digital & Technology.
- Attend and update Board and appropriate committee meetings as applicable throughout year.

**Department**

- Develop and execute a long-term, multi-year strategy for Digital & Technology (DT) organization in line with company's overall strategy, goals, and objectives.
- Establish framework for DT governance, resource planning, risk management, operational policy, budgetary controls and assessment of return on investment in technology infrastructure.
- Create strong partnerships and foster collaborations with business leaders to understand business needs and identify opportunities for innovation, and drive adoption of new technologies.
- Identify opportunities for cost-beneficial investment in DT systems, organize work and mobilize resources against key priorities and be accountable for outcomes.
- Provide technology updates and performance metrics and present business cases for technology investments to the Executive Management Team and the OUC Commissioners, as necessary.

- Have direct financial and operational accountability for technology operating and capital budgets including developing a business case, identifying benefits of DT spending initiatives and articulating impact on competitiveness and profitability of company and its various programs and service offerings.
- Support business development and identify ways where OUC can leverage data to improve customer experience, grow market share and improve profitability through the use of predictive and prescriptive analytics, and ultimately artificial intelligence.
- Ensure reliability, scalability, and maintainability of technology systems to support company growth.
- Oversee successful implementation and delivery of solutions based on commitments related to time, scope, and financial commitments.
- Employ solid risk and security management practices and good judgment in delivering business solutions ensuring adherence to regulatory and client, compliance requirements and confidentiality policies.
- Lead design, development and implementation of organizational information systems, software applications, and technology support and infrastructure systems.
- Oversee Cybersecurity Engineering & Support teams including policy and technical standards enforcement, supporting cybersecurity assessments, resulting risk mitigation and remediation.
- Oversee and manage Incident Response, Disaster Recovery / Business Continuity planning and execution for critical technology related incidents.
- Ensure critical success factors and key performance indicators (KPI) are defined for department. Track performance across DT and communicate outcomes to ensure visibility and transparency within organization.
- Track and analyze trends in service requests, present findings and drive necessary improvements.
- Analyze industry, technology, and market trends to determine potential impacts on company, introducing new technologies that would enhance our business.
- Analyze current business and DT environment to detect critical deficiencies and implement solutions for ongoing improvement.
- Initiate and foster relationships with technology vendors and support business leaders in managing technology aspects of key business partner and client relations.
- Develop and implement a communications plan both within the D&T organization and cross-functionally with key internal stakeholders and customers to enable continuous feedback loop and align on business priorities.
- Develop and implement standard processes to enable clear prioritization of key initiatives and effective resource allocation.

### Team Management

- Evaluate Digital & Technology structure and team to continually improve efficiency and effectiveness of group, their effective collaboration across the Commission, and provide professional and personal growth for all employees on the team.
- Develop highly motivated team of architects, software developers, technology solution and network support, quality assurance, security professionals and partners. Responsible for performance management of direct reports, cascading/tracking of KPIs, and overall talent management of team in line with company values.
- Mentor, develop and promote appropriately skilled and experienced staff. Provide team and individual development plans; establish direction and motivate team members; create atmosphere of trust; leverage diverse viewpoints and experience; coach; encourage team dialogue; and encourage improvement and innovation.
- Ensure positive, productive environment where employees are well suited to their positions. Dedicated to providing: continuous, valuable performance reviews with candid, meaningful and timely feedback; career development and training with challenging assignments to develop employee; and succession planning.
- Foster collaborative, service-based work culture with primary focus on solving customer needs.

### Personal Development

- Maintain professional and technical knowledge of current and emerging industry trends by reviewing professional publications, establishing personal networks, benchmarking state-of-the-art practices, and participating in professional organizations.
- Continually strive to update personal awareness, knowledge and skills not only in areas of expertise, but including broader base of knowledge and skill in overall business acumen. This can include advanced degrees, education, certifications for self or team.
- Keep abreast of current market and industry trends and issues, new regulations and policies, and participate in industry trade groups. Identify and update organization on new opportunities or concerns.

### QUALIFICATIONS:

- Working knowledge of all, but not limited to, the following:
  - Effective administration of Information Technology function in a corporate environment;
  - Emerging hardware and software technologies;
  - Digital security and threat assessment models;
  - Risk mitigation and remediation tools and techniques;
  - Applications of computational resources;
  - Global delivery models (i.e., onshore, offshore, nearshore, hybrid);
  - Cloud products and platforms;
  - Development tools, methods, and processes;
  - Delivery of high-quality products;
  - Advanced development methodologies (i.e., Agile);
  - Provide an environment facilitating and supporting collaboration:



- Use secure methodologies when appropriate;
- Provide access to resilient and fault tolerant systems; and
- Support educational and research lifecycles;
- Capital and operational budgeting principles and practices;
- Familiarity with all, but not limited to, the following:
  - Related industry, organizational and departmental policies, practices and procedures; legal guidelines, ordinances and laws;
- Excellent verbal, written, and interpersonal communication skills;
- Demonstrate strong business acumen and process orientation.
- Ability to:
  - Lead, coach, develop, and evaluate staff;
  - Prepare and deliver related presentations to executive leadership;
  - Ability to identify strategic needs and develop departmental strategic plans and goals;
  - Use Advanced Microsoft Office Suite (Excel, PowerPoint, Word, Outlook, etc.) and standard office equipment (telephone, computer, copier, etc.).

#### **Education/Certification/Years of Experience Requirements:**

- Bachelor's in Business Administration, Computer Science, Information Systems, Engineering or related field of study from accredited college or university;
- Master's in Business Administration, Information Systems, or related field (preferred);
- Minimum of 10 years of progressive experience in Information Technology, Digital/Artificial Intelligence, Digital Security or associated fields, with proven track record of managing cross-functional teams, to include:
  - Minimum of five (5) years of management-level leadership experience;
  - Accountability for strategic planning, change management, people development, consensus building, organizational leadership, and technical performance.
- Experience leading digital transformation efforts (preferred);
- Experience in Utilities or Heavy Industrial segments (preferred).

**PRIORITIZATION (EXECUTIVE).** Focus on achievement of OUC-wide goals and ensure departmental/functional priorities align with broader OUC strategic priorities.

- Ensure business unit goals are aligned with enterprise initiatives and priorities.
- Demonstrate broad awareness of enterprise priorities beyond business unit.
- Make decisions and trade-offs that support business unit objectives that are best for OUC.
- Collaborate with other business units during goal setting to ensure appropriate alignment and prioritization.
- Communicate and partner across business units to ensure alignment of priorities and resources.
- Demonstrate cross-functional mindset and seek to drive integration of efforts across organization.

**TEAMWORK (EXECUTIVE).** Collaborate across business units and functions to achieve OUC's strategic priorities.

- Foster trusting and team-oriented mindset amongst OUC's various business units.
- Credit and celebrate business units working together to achieve commission-wide contributions.
- Represent business unit interests while supporting other business units and balancing conflicting priorities/demands.
- Incorporate input from stakeholders across business units when making decisions.
- Offer to act as a resource to colleagues across business units.
- Work cooperatively and partner with others across organization to achieve enterprise objectives.
- Use extended networks to advance organizational objectives.
- Understand team strengths and weaknesses and use this knowledge to drive enterprise collaboration and productivity.

**PROCESS IMPROVEMENT (EXECUTIVE).** Lead transformational changes that will drive organizational efficiency.

- Encourage environment that fosters process improvement.
- Provide organizational context for creation of workflow efficiency frameworks.
- Ensure processes and procedures are communicated and executed through commission employees.
- Act as change agent; promote and champion change.
- Identify opportunities for change and provide the necessary resources/support to effectively implement the change.
- Promote organizational sharing of best practices and ideas for process improvements.

**SENIOR MANAGEMENT:**



**Clint Bullock**  
General Manager & CEO

Clint Bullock, OUC's General Manager & CEO, was named a "2021 CEO of the Year" by Orlando Business Journal and has been included on the 2019, 2020, 2021 and 2022 Florida Trend 500 list, a compilation of the 500 most influential business leaders in different economic sectors throughout Florida. Additionally, the Hispanic Chamber of Commerce of Metro Orlando and Prospera recognized him as the 2021 Hispanic Community Champion.

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 OUC's electric and water delivery operations, including engineering, construction, maintenance and operations of the transmission and distribution systems. Heading into his sixth year as CEO, Bullock is looking toward a cleaner, greener future that balances reliability, affordability, sustainability and resiliency.



Under Bullock's leadership, OUC has advanced its financial, community, customer and employee initiatives:

- Financial:
  - Maintains retail customer prices at or below the strategic peer average – strategic peer defined at an amount up to 5% greater than the average of neighboring municipal and investor-owned utilities;
  - Maintains strong financial metrics and AA bond rating including maintaining reserves aligned with Audit-Finance Committee Charter guidelines;
  - Issued \$275 million of long-term fixed-rate bonds with strong investor interest equivalent to a 6x over-subscription rate;
  - Manages fuel cost volatility and impacts to retail electric customer prices through utilization of fuel reserves, fuel hedge program, long-term prepaid gas agreements and Board support to adjust retail customer pricing in a timely manner;
  - Successfully navigated pandemic impacts while supporting the Central Florida community with a Board-approved \$12.1 million customer assistance financial plan, which included a one-time retail electric fuel price decrease and \$2.6 million to Project CARE, an OUC utility bill assistance fund;
  - Maintains active engagement with key supply chain resources to advance diversified supplier resources.
  
- Community:
  - Committed to net zero CO<sub>2</sub> emissions by 2050, with interim reductions of 50% CO<sub>2</sub> emissions reductions by 2030 and 75% by 2040, respectively;
  - Engaged community in OUC's Electric Integrated Resource Plan (EIRP), an energy roadmap that has set the stage for retirement of OUC's Unit 1 coal plant no later than 2025 and conversion of Unit 2 to natural gas no later than 2027;
  - Helped lower emissions in the transportation sector by encouraging electric vehicle (EV) adoption. OUC has planned \$45 million in innovative electrification programs;
  - Increased OUC's commitment to solar by more than eight times and committed \$90 million in energy storage;
  - Made solar energy more accessible and affordable through OUCCommunity Solar and OUCollective Solar programs and the addition of 108.5 megawatts of utility-scale solar;
  - 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;
  - Led OUC to be named a "SunRiser" by the Southern Alliance for Clean Energy (SACE) for the fifth consecutive year.

- Customer:
  - Top National Midsize Water Utility in the J.D. Power Customer Satisfaction Survey 2021;
  - Three times named the "Most Trusted Brand" among electric utilities in a nationwide customer survey conducted by Escalent in 2020, 2022, and 2023;
  - Manages strong, resilient grid with network of more than 400 miles of transmission lines that deliver continuous, reliable and resilient flow of electricity from generating stations to OUC customers and neighboring utilities.
  
- Employee:
  - 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 2023 award marks the sixth consecutive year OUC has earned this recognition.

**OUC IN THE NEWS:**

08/30/2023

[OUC Sends Mutual Aid to Tallahassee for Hurricane Idalia](#)

08/28/2023

[OUC Prepares for Tropical Storm Idalia](#)

08/17/2023

[OUC Continues Solar 'SunRiser' Streak](#)

08/10/2023

[Extreme Heat in Central Florida Yields All-Time OUC Peak Demand](#)

08/9/2023

[OUC Board Votes to Decrease Electric Retail Price for Second Time in Four Months; Combined Monthly Savings of \\$15 for Average Residential Customer](#)

08/8/2023

[OUC Recognized as 'Most Trusted' Nationally for Sixth Year in a Row](#)

07/25/2023

[OUC Holds Grand Opening of EV Charging Superhub](#)**OTHER LINKS:**[www.ouc.com](http://www.ouc.com)[www.ouc100.com](http://www.ouc100.com)[www.oucblog.com](http://www.oucblog.com)[Commission Meeting Recordings](#)

## 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

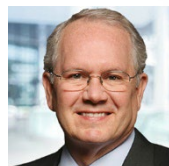
**Managing Director**

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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.](#)



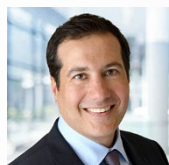
### JAMES ASLAKSEN

**Managing Partner, Global Industrial Practice Leader**

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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**

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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**  
**Principal**

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Jason Kroon serves as a Principal within ZRG Partners Industrial Practice in Houston. Jason joined ZRG Partners in 2016. He possesses over sixteen years of professional search experience. Throughout his career, Jason has led searches spanning manufacturing leadership, sales, and finance roles to C-Suite executives. Jason's clients span North America and include small start-ups and top-tier companies in the industrial sector.

Jason has a strong, highly attuned understanding of the client's talent needs and implements best practices to find the right solution.

Before joining ZRG Partners, Jason was the Managing Director for a boutique energy-specific recruitment firm. He also assisted with C-level search work for the executive search parent company.

Jason earned a BS in Management and a minor in Economics from the University of Nebraska – Lincoln.

He is an avid Cornhusker fan and enjoys spending time with his wife and twin boys. He also serves on the committee for the Houston Livestock Show & Rodeo. [Link to complete bio for Jason Kroon.](#)