

Brian J. Roche, P.E., CPA

3055 Antigua Drive, Jacksonville Beach FL 32250
BrianRoche1219@gmail.com (904) 707-1517

Work History

North Florida Professional Services, Water Resource Director	May 2023 - present
Rollings Construction, Inc – Finance/Accounting for GC/Developer	July 2022 - May 2023
Fairfax Water, Finance Director – Rates, Accounting, Customer Service	Jan 2022 - July 2022
Waybright, LLC, industry consultant - Solar/Battery, Fuel Cells, AMI	May 2021 - Dec 2021
JEA, Interim Chief Financial Officer	June 2020 - Feb 2021
VP/General Manager, Water and Wastewater Systems	2012 - June 2018
Director, Financial Planning, Budgets & Rates	2006 – 2012
Director, Meter, Billing & Collection	2001 – 2006
System Planning Coordinator, Wastewater Collection	2000 – 2001
Account Executive	1997 – 2000
Project Engineer, Power Engineering	1987 – 1990
Orlando Utilities Commission (OUC), Director Customer Billing	Dec 2018 – June 2020
CH2M Hill Inc, Process Mechanical Engineer	1994 – 1997
Revlon Professional Products, Blow Mold & Silk Screen Supervisor	1993 – 1994
Sportswear Express Inc., President, and shareholder	1992 – 1993
Amoco Oil Company, Project Engineer @ Texas City Refinery	1990 – 1992

Experience Highlights

Water Resource Director (NFPS: May 2023 - present)

- Provide system planning, finance, and engineering support in the formation of the Columbia and Suwannee County based North Florida Water Utility Authority (NFWUA) regional utility
- Prepare Utility Master Plans and grant applications, perform design engineering, hydraulic analysis, permit coordination and other project delivery functions in the I-75/I-10 region

Interim Chief Financial Officer (JEA: June 2020 – Feb 2021)

- Executive lead of 90 FTE for the 120 MGD Water and Wastewater System Planning, 3000 MW capacity Electric System Planning, and Financial Planning, Rates/Pricing, Accounting, Budget, Treasury and Risk Management functions of the \$1.7 Billion annual revenue utility
- Managed the development of an executive summary and presented the 20-year Integrated Water Resource Plan (IWRP), including alternative water supply and conservation initiatives
- Direct the development of Electric IRP RFP incorporating system reliability, sustainability and affordability objectives, replacement of aging generation units with low carbon energy
- Developed and presented ~20 Board items during the accelerated turnaround period including a power generation transition plan, and water/wastewater capacity fee evaluation
- Oversaw the implementation of power purchase agreements: retirement of Plant Scherer Unit 4 and 200MW combined cycle contract with FPL, and assessed a 5 x 50 MW Solar PPA
- Prepared the February 2021 Credit Rating Agency Presentation
- Led the development of 5 and 10-year financial plans, incorporating unit sales, revenues, expenses, power purchase costs, debt service, capital funding, and financial metrics
- Engage team in implementing operating expense and debt management strategies, and capital allocation processes for a \$2.5 Billion five-year Capital Improvement Program

Director Customer Billing (OUC: Dec 2018 - June 2020)

- Led 30 FTE with revenue cycle process improvements, integrating rates, automated meter data, collections processes, and customer programs with G/L accounting and IT systems

VP/General Manager Water/Wastewater Systems (JEA: 2012 to June 2018)

- Responsible for the \$2.8 billion of fixed asset utility system with \$1.4 billion of debt and AAA rating by S&P, comprised of 37 water treatment facilities, 8000 miles of pipelines, 1400 wastewater pump stations, and 11 wastewater plants, and 4 chilled water plants
- Led Water/Wastewater System consisting of \$500 million of operating revenues, and 500 FTE staff serving 345,000 water, 265,000 wastewater and 10,000 reclaimed customers

- Implemented capital allocation and project management processes including establishing structured project definitions, RFP's, bid evaluation criteria, and project delivery milestones to grow the annual capital expansion and R&R plan from \$75 to \$200 million
- Initiated \$100M+ R&R programs: large diameter pipe, galvanized pipe, treatment plant asset management, pump station rebuilds, and 20,000 unit septic tank phase-out COJ prioritization
- Led the implementation of emergency response plans during both Hurricane Matthew and Irma, and developed an industry leading \$100 million extreme weather resiliency plan
- Oversaw the \$100 million annual O&M expenses budget including the procurement of \$40 million per year of O&M materials, supplies, industrial and professional services
- Constructed with team ~100 strategic, technical, operational, and economic presentations and reports for the Board, Regulators, City Administration, Council, and other stakeholders; negotiate and execute Developer Agreements; Interlocal Agreements, and other contracts
- Designed organizational structure, build the team, develop a succession plan, mentor staff, provide technical, customer, financial and procurement guidance and review

Financial Planning & Analysis / Budgets / Rates (JEA: 2006-2012)

- Prepared the \$2 billion combined O&M and Capital annual budget, and monthly forecasts for top 10 largest municipal electric and top 20 water/sewer utility system in the country
- Produced a 2010 Board approved four year phased-in \$150 million water/sewer pricing structure and a \$200 million electric cost of service rate adjustment in 2007, that provided the foundation to pay down \$1 billion of debt over the next five fiscal years
- Led JEA's financial modeling and planning, developing five-year financial projections of revenues, expenses, debt service, capital needs, cash flow, and financial metrics
- Developed financial analyses including evaluations for the buy-out of United Water contracted utility services, and negotiated the 80MW ten-year FPU wholesale power supply contract
- Developed a PSC approved interruptible power, Incremental Economic Development rate
- Presented parts of the 2011-2016, coordinated the 2012 Credit Rating Agency presentations
- Developed a results-oriented team of 3 Managers and 12 analysts over a six-year period

Director, Meter, Billing & Collections (JEA: 2001-2006)

- **Revenue Cycle:** Led 8 Managers to improve productivity over 5 years with a reduction of staff from 280 to 220 FTE's (21% reduction) while increasing customers 25% to 700,000
- **Billing/Receivables:** Responsible for the monthly production of 400,000 customer bills, \$100 million revenue reporting, and upstream internal controls in the metering and billing processes, improving current A/R from 62% to 81% and Write-Offs from 0.72% to 0.45%
- **IT Integration:** Replacement of 400,000 customer legacy billing system connected to over 30 interfaces; \$100 million, 700,000 endpoint AMI system; and utility acquisitions

Engineering / Construction / Regulatory / (pre-2001)

- **Water / Wastewater:** Designed pumps, valves & piping for 10 MGD Reverse Osmosis (RO) Northwest River WTP in Chesapeake VA, mechanical design for a 33 MGD surface water treatment plant in Portsmouth VA, and \$12M groundwater remediation/ injection well system
- **Electric Generation:** Developed cost benefit analyses, conceptual and final designs of pump, piping and heat exchanger systems, managed generating station construction projects
- **Petrochemical / Refinery:** Led the design of mechanical systems including heat exchangers, piping, and fire protection systems at the then nation's largest oil refinery
- **Customer Service:** coordinate rate agreements, expansion plans, electric reliability improvements, and metering/billing resolutions for 35 of JEA's largest industrial customers

Education / Professional Certifications

Certified Public Accountant (CPA) FL 2004

Professional Engineer (PE) FL 1995

Master of Accountancy, University of North Florida 2001

Bachelor of Science in Accounting, University of Florida, 1998

Master of Business Administration (MBA), University of North Florida, 1995

Bachelor of Mechanical Engineering, Georgia Institute of Technology, 1987