

EMPLOYMENT APPLICATION



City of Palm Coast
160 Lake Avenue

Palm Coast, Florida - 32164
<https://www.palmcoast.gov/> (<https://www.palmcoast.gov/>)
Roche, Brian, J.
Director of Utility

Received: 5/18/25, 6:53 PM

For Official Use Only:

QUAL: _____

DNQ: _____

☐ Experience

☐ Training

☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE:

Director of Utility

Job Number:

202500045

NAME: (Last, First, Middle)

Roche, Brian, J.

PERSON ID:

38177870

ADDRESS: (Street, City, State, Zip Code)

3055 Antigua Drive

N/A

Jacksonville Beach, FL 32250

HOME PHONE:

(904) 707-1517

EMAIL ADDRESS:

brianroche1219@gmail.com

EDUCATION

DATES:

from August/1998 to June/2001

SCHOOL NAME:

University of North Florida

LOCATION:(City , State)

Jacksonville, FL

DID YOU GRADUATE?

☒ Yes ☐ No

DEGREE RECEIVED:

Master's

MAJOR/MINOR:

Master of Accountancy

DATES:

from August/1996 to June/1998

SCHOOL NAME:

University of Florida

LOCATION:(City , State)

Gainesville, FL

DID YOU GRADUATE?

☒ Yes ☐ No

DEGREE RECEIVED:

Bachelor's

MAJOR/MINOR:

Accounting

DATES: from September/1988 to June/1995	SCHOOL NAME: University of North Florida	
LOCATION:(City , State) Jacksonville, FL	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Professional
MAJOR/MINOR: MBA		
DATES: from September/1982 to June/1987	SCHOOL NAME: Georgia Institute of Technology	
LOCATION:(City , State) Atlanta, GA	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR/MINOR: Mechanical Engineering		

WORK EXPERIENCE		
DATES: from May/2023 to Present	EMPLOYER: North Florida Professional Services, Inc.	POSITION TITLE: Water Resources Director
ADDRESS: (Street, City, State, Zip Code): Lake City, FL, FL 32025		
PHONE NUMBER: (386)752- 4675	SUPERVISOR: Greg Bailey, P.E. - President	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 1	
DUTIES: <p>Work with an survey/engineering based professional services firm of ~50 FTE, supervising 1 to 7 staff during different periods, in the project delivery of a multitude of Water/Wastewater projects encompassing the growing region in North Central Florida.</p> <p>Perform Client Services, Project and Design Management, and training functions with a focus on effectively developing project scopes, delivering plans & specs, reports and analysis for a variety of Civil Infrastructure / Utility Projects including:</p> <ul style="list-style-type: none"> - 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 		

REASON FOR LEAVING:

This Palm Coast, Director of Utility role is an opportunity to lead a Public Utility that has undergone tremendous growth by effectively and strategically utilizing the breadth of my unique foundational skills and direct experience in Utility Operations, Engineering & Construction, Finance/Accounting, and Customer Service.

*Note: Salary is not denoted from the private company, where will be from former public employers

DATES:

from July/2022 to May/2023

EMPLOYER:

Rollings Construction, Inc.

POSITION TITLE:

Finance / Accounting

ADDRESS: (Street, City, State, Zip Code):

JACKSONVILLE BEACH, FL 32250

PHONE NUMBER:

(904) 759-4600

SUPERVISOR:

Larry Rollings -
President/Owner

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

30

DUTIES:

Performed financial and cost accounting functions for a vertically integrated Construction Firm, owned by a life-long friend and college cohort, along with his multiple Development companies and projects.

Built Financial Models for \$25 million Development projects, developed the chart of accounts and accounting framework for new entities, produced the financial statements and revenue recognition schedules of construction and development companies for the firms' Tax Accountants.

REASON FOR LEAVING:

Recruiter contacted me to with a North FL regional Civil Engineering firm to fill their open Water Resources Director role to lead a staff of engineers in a Department/Project Manager role on a backlog of utility projects, and to produce business and financial analyses for the formation of a Regional Utility

*Note: Salary is not denoted from the private company, where will be from former public employers

DATES:

from January/2022 to July/2022

EMPLOYER:

Fairfax Water

POSITION TITLE:

Director, Finance Division

ADDRESS: (Street, City, State, Zip Code):

8570 Executive Park Ave
Fairfax, VA 22031

PHONE NUMBER:

703 698 5600

SUPERVISOR:

Jamie Bain Hedges - General
Manager

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

SALARY:

\$19,167.00

OF EMPLOYEES SUPERVISED:

100

DUTIES:

Oversee Customer, Procurement and Accounting areas, and perform Finance and Accounting functions and tasks. Significant accomplishments include:

- preparing/delivering a key Board presentation based on the organization's objective to change the the Consumption/ Volume component of the retail rate over a 10-year planning cycle from the historic annual increase of 13 cents/1000 gallons to 19 cents/1000 gallons;
- preparing/delivering a key Board presentation to increase staffing levels for the first time in ~10 years based and on a recent Customer Operations Assessment report produced by a national utility consulting firm that recommended additional organizational levels and 8 FTE;
- led the development of a RFP for a Large Meter Testing program that had been delayed prior to Covid-19; and analyze meter replacement needs
- work with Customer Service and Procurement teams on several key process improvements including: focus on improving customer call times, reestablishing several elements of the collection process that were suspended during Covid, and minimizing supply chain impacts

REASON FOR LEAVING:

Value Proposition/Fit with the very solid / established water utility - significant commitment to travel/live to/in Northern VA / DC area for a limited opportunity to lead and engage with the team that was working remotely 3 days/week and mostly working independently the other days in the office with Covid work practices. Worked for a six month period parallel to the retiring long-term Director/Finance with 3 Managers (Customer Service, Accounting, Procurement), supporting the organization's transition where an existing Manager was promoted to the long-term Finance Director position.

DATES:

from May/2021 to December/2021

EMPLOYER:

RBUS, LLC - Primary
Engagement was Consulting
with Waybright, LLC

POSITION TITLE:

Industry Consulting (engagement
with Waybright, LLC)

ADDRESS: (Street, City, State, Zip Code):

3055 Antigua Drive
Jacksonville Beach, FL 32250

PHONE NUMBER:

(904) 699-4745

SUPERVISOR:

Walt Bussells (Waybright,LLC):
subconsulting - Co-Founder or
Waybright, LLC.

**MAY WE CONTACT THIS
EMPLOYER?**

☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

Emerging Technology Consulting (March 2021 – Dec 2021)

- Primarily worked on an 6+ month engagement with Waybright, LLC for its Founder, Walt Bussells (former CEO at JEA)
- Engage with three(3) multi-billion product/service providers developing reliable/resilient distributed generation applications utilizing fuel cells, solar/battery microgrids, and AMI water services

REASON FOR LEAVING:

Engaged in a leadership role with a leading public utility to further utilize my technical, financial, operational and organizational experience and skills.

*Note: Salary is not denoted from the private company, where will be from former public employers

DATES:

from June/2020 to February/2021

EMPLOYER:

JEA

POSITION TITLE:

Interim CFO

ADDRESS: (Street, City, State, Zip Code):

21 West Church Street
Jacksonville, FL 32202

COMPANY URL:

jea.com

PHONE NUMBER:

(904) 665-6000

SUPERVISOR:

Jay Stowe / initially Paul
McElroy - CEO / Interim CEO

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

50

SALARY:

\$27,083.00

OF EMPLOYEES SUPERVISED:

90

DUTIES:

- 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

REASON FOR LEAVING:

Served in an Interim role with a 6-month contract during an intensive restructuring period to assist in transitioning the utility back to a public service focused entity, and moved back into the early defined benefit plan that I entered in June 2018.

DATES:

from December/2018 to June/2020

EMPLOYER:

Orlando Utilities Commission
(OUC)

POSITION TITLE:

Director, Customer Billing

ADDRESS: (Street, City, State, Zip Code):

100 W Anderson St
Orlando, FL 32801

COMPANY URL:

ouc.com

PHONE NUMBER: (407) 423 9018	SUPERVISOR: Luz Aviles - VP, Customer Sales & Experience	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$13,667.00	# OF EMPLOYEES SUPERVISED: 25
DUTIES: •Led Revenue Cycle team and operations producing 250,000 monthly invoices for ~\$1 billion annual revenue utility, billing agent for wastewater, integrating rates, automated meter data, collections processes, and customer programs during COVID-19, with G/L accounting and IT systems		
REASON FOR LEAVING: I was asked to return to JEA (after a 26 year career at JEA starting as a Co-op Student) in June 2020, after a privatization effort ended, in an Interim CFO role during a restructuring period to assist in transitioning the utility back to a public utility operating focus for the community		
DATES: from December/2012 to June/2018	EMPLOYER: JEA	POSITION TITLE: VP / General Manager Water/Wastewater Systems
ADDRESS: (Street, City, State, Zip Code): 21 West Church Street Jacksonville, FL 32202		COMPANY URL: jea.com
PHONE NUMBER: (904) 665 -6000	SUPERVISOR: Paul McElroy (until April 2018) - CEO/Managing Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$19,167.00	# OF EMPLOYEES SUPERVISED: 500
DUTIES: •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		
REASON FOR LEAVING: Entered into an early retirement plan at JEA during the onset of a period at the utility where the focus moved towards privatization of the municipal utility.		

DATES: from May/2006 to December/2012	EMPLOYER: JEA	POSITION TITLE: Director, Financial Planning, Budgets & Rates
ADDRESS: (Street, City, State, Zip Code): 21 West Church Street Jacksonville, FL 32202		COMPANY URL: jea.com
PHONE NUMBER: (904) 665-6000	SUPERVISOR: Paul McElroy - CFO	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$10,417.00	# OF EMPLOYEES SUPERVISED: 15
DUTIES: <ul style="list-style-type: none"> •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 		
REASON FOR LEAVING: Promoted to VP/General Manager Water/Wastewater Systems		
DATES: from October/2001 to May/2006	EMPLOYER: JEA	POSITION TITLE: Director, Meter, Billing & Collections
ADDRESS: (Street, City, State, Zip Code): 21 West Church Street Jacksonville, FL 32202		COMPANY URL: jea.com
PHONE NUMBER: (904) 665-6000	SUPERVISOR: Marlene Murphy-Roach - VP Customer Relationships	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$8,167.00	# OF EMPLOYEES SUPERVISED: 220

DUTIES:

- 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, and improving current A/R from 62% to 81% and Write-Offs from 0.72% to 0.45%
- Billing/Metering: Responsible for the monthly production of 400,000 customer bills, \$100 million revenue reporting, and internal controls in the metering and billing processes
- Efficiencies: Outsourced an 180,000/month mail and electronic payment lockbox, conducted financial analyses for customer centers, chilled water, and contract services
- IT Integration: Replacement of 400,000 customer legacy billing system connected to over 30 interfaces; \$100 million, 700,000 endpoint AML system; and utility acquisitions

REASON FOR LEAVING:

Promoted to Director, Financial Planning, Budgets and Rates

DATES:

from October/1997 to October/2001

EMPLOYER:

JEA

POSITION TITLE:

Various - System Planning
Coordinator, Account Executive

ADDRESS: (Street, City, State, Zip Code):

Jacksonville, FL

PHONE NUMBER:

(904) 665-6000

SUPERVISOR:

Tim Perkins; Vickie Cavey;
other - VP System Planning;
Manager Key Accounts

MAY WE CONTACT THIS EMPLOYER?

☒ Yes ☐ No

HOURS PER WEEK:

40

SALARY:

\$6,416.00

DUTIES:

- System Planning: produced sewer grid Master Plan, developed wastewater collection CIP, performed design calculations and provided system design criteria for wastewater force mains and lift stations, compiled organization's overall CIP
- Customer Service / Account Executive: coordinate rate agreements, expansion plans, system reliability improvements, metering/billing resolutions for 35 of JEA's largest industrial customers
- Regulatory: Led the development of JEA's Industrial Pretreatment Regulations

REASON FOR LEAVING:

Promotion

*Note: the monthly salary listed is for the last position during the 4 year period, prior to be promoted to Director

DATES:

from October/1994 to October/1997

EMPLOYER:

CH2M Hill Inc (acquired by
Jacobs)

POSITION TITLE:

Process Mechanical Engineer

ADDRESS: (Street, City, State, Zip Code):

Gainesville, FL

PHONE NUMBER: (352) 335-7991	SUPERVISOR: Tony Inniss - Design Manager/Section Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,500.00	
DUTIES: Process Mechanical Engineer for Water, Wastewater, Environmental projects: •Water: Designed pumps, valves & piping for 11 MGD Reverse Osmosis (RO) water plant in Chesapeake VA, process mechanical for clarifiers, sodium hypochlorite and other chemical systems at 33 MGD Portsmouth, VA surface water facility •Led mechanical engineer on a City of Houston 29 MGD wet weather facility •Led the the mechanical design for a \$12M groundwater remediation and injection well system		
REASON FOR LEAVING: Career growth opportunity at historic Electric Utility company that just acquired the \$600 million net asset water/sewer system from the City of Jacksonville which needed over \$1 Billion of capital investment over the following years due to significantly lagging behind the Renewal & Replacement and Growth demands on the system.		
DATES: from December/1993 to September/1994	EMPLOYER: Revlon Professional Products	POSITION TITLE: Blow Mold & Silk Screen Supervisor
ADDRESS: (Street, City, State, Zip Code): Jacksonville, FL		
PHONE NUMBER: 904 693-1254	SUPERVISOR: John Tyrone - Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,167.00	# OF EMPLOYEES SUPERVISED: 45
DUTIES: Supervise Production at UAW manufacturing facility of shampoo and hair products		
REASON FOR LEAVING: career growth opportunity at Engineering firm		
DATES: from September/1992 to December/1993	EMPLOYER: Sportswear Express Inc	POSITION TITLE: President and shareholder
ADDRESS: (Street, City, State, Zip Code): Jacksonville Beach, FL		
PHONE NUMBER: 904 764-4050	SUPERVISOR: Kevin Gay - Owner	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

HOURS PER WEEK: 40	SALARY: \$2,900.00	# OF EMPLOYEES SUPERVISED: 4
DUTIES: Led small manufacturing/retail company		
REASON FOR LEAVING: Career growth. Note: business closed ~2005. Majority Owner/Shareholder contact is included below		
DATES: from October/1990 to September/1992	EMPLOYER: Amoco Oil Company (acquired by BP - phone number below is not known)	POSITION TITLE: Project Engineer @ Texas City Refinery
ADDRESS: (Street, City, State, Zip Code): Texas City, TX		
PHONE NUMBER: 11111111	SUPERVISOR: Eric Guenther - Project Engineering Supervisor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,500.00	
DUTIES: •Petrochemical / Refinery: Led the design of mechanical systems including 100 MMBtu fire damaged heat exchanger, fuel oil piping, and 2000 gpm NFPA 15 fire protection deluge systems at the then nation's largest oil refinery in Texas City, TX		
REASON FOR LEAVING: Oil Company was contracting from 55,000 to 38,000 employees & and had an opportunity to be part-owner in a small business		
DATES: from June/1987 to September/1990	EMPLOYER: JEA	POSITION TITLE: Project Engineer, Power Engineering
ADDRESS: (Street, City, State, Zip Code): Jacksonville, FL		
PHONE NUMBER: 904 665-6000	SUPERVISOR: Gregg Quick - Section Chief	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$2,700.00	
DUTIES: Project Engineer /Electric Generation: Developed cost benefit analyses, conceptual and final designs, managed generating station projects Also: Co-op, Power Engineering: 1983 - 1986		

REASON FOR LEAVING:

Opportunity to gain invaluable engineering experience at Amoco Oil

CERTIFICATES AND LICENSES**TYPE:**

CPA

DATE ISSUED:

December 2004

EXPIRATION DATE:

December 2026

NUMBER:

AC36716

ISSUING AGENCY:State of
Florida,
Board of
Professional
Regulation**TYPE:**

Licensed Professional Engineer (P.E.) FL 1995

DATE ISSUED:

July 1995

EXPIRATION DATE:

February 2029

NUMBER:

49315

ISSUING AGENCY:State of
Florida,
Board of
Professional
Regulation**SKILLS****OFFICE SKILLS:**

Nothing Entered For This Section

OTHER SKILLS:

Nothing Entered For This Section

LANGUAGE(S):

Nothing Entered For This Section

SUPPLEMENTAL INFORMATION

Nothing Entered For This Section

REFERENCES**REFERENCE TYPE:**

Professional

NAME:

Walt Bussells

POSITION:WayBright, LLC Founder; Retired
JEA CEO/CFO (1995-2004 / 1975-
1995), former APPA/LPPC Chair,
etc**ADDRESS:** (Street, City, State, Zip Code)

Asheville, NC

EMAIL ADDRESS: walt@waybright.com		PHONE NUMBER: (904) 699-4745
REFERENCE TYPE: Professional	NAME: Marlene Murphy-Roach	POSITION: PG&E, Director of Low Income and Disadvantaged Communities
ADDRESS: (Street, City, State, Zip Code) Oakland/Clayton, CA		
EMAIL ADDRESS: murpma@gmail.com		PHONE NUMBER: (904) 382-3782
REFERENCE TYPE: Professional	NAME: Raynetta Curry Marshall	POSITION: Former JEA Chief Operating Officer, Tallahassee Infrastructure GM, Titusville Water Utility Dir.
ADDRESS: (Street, City, State, Zip Code) Jacksonville/Orange Park, FL		
EMAIL ADDRESS: watermarshall@gmail.com		PHONE NUMBER: (904) 214-4846

Agency - Wide Questions

1. **Are you a current employee of the City of Palm Coast?**
No
2. **Have you ever been employed with the City of Palm Coast?**
No
3. **Do you have any relatives working for the City of Palm Coast?**
No
4. **If you answered 'yes' to the previous question, please provide the name(s) of any relatives who work here, the department they work in, and their relationship to you.**
5. **Are you at least 18 years of age?**
Yes
6. **Do you have a high school diploma or GED?**
Yes
7. **Is your Driver's License currently restricted, suspended, or expired?**
No
8. **If you have had any of the following driving convictions, please select the appropriate box below.**
None of these apply.
9. **Have you plead nolo contendere/no contest to, or been convicted of a felony or first-degree misdemeanor?**
No

10. Are you claiming Veterans' Preference?

No

11. If you answered yes to claiming Veterans' Preference, check the appropriate box below. Documentation substantiating your claim must be attached to the application.**12. Where did you first hear about this opportunity?**

Other

This application was submitted by Roche, Brian, J.