

**Senior Plant Manager - New Madrid Power Plant
Associated Electric Cooperative, Inc (AECI)
New Madrid, Missouri**

PROFILE

The Senior Plant Manager is a direct report to the Senior Vice President & Chief Operations Officer and supervises 185 plant personnel through an Assistant Plant Manager and in support of that individual's six direct reports managing Maintenance Engineering, Coal Yard, Materials Management, Operations, Electrical & Instrumentation, and Training departments as well as an Office Assistant. The Senior Plant Manager has indirect (dotted line) supervision of the plant's Environmental Health & Safety, Engineering, Accounting & Finance, Information Systems, and Human Resources departments.

The Senior Plant Manager is responsible for long-term and sustained operation of the New Madrid Power Plant and maintaining best-in-class performance in the areas of safety, availability, maintenance, environmental compliance, reliability, and cost while acting ethically and in compliance with all regulations. With leadership versatility and seasoned judgment, the Senior Plant Manager will shape, align, and execute the organization's mission, vision, and strategic objectives for stakeholder success at the operational level. This position guides operational staff by leading, coaching, inspiring trust through open dialogue, adaptation, and leadership to align the plant's actions and culture to AECI's strategic vision. The Senior Plant Manager influences others and builds strong internal and external relationships to facilitate activities and meet operational needs.



CONDITIONS AND REQUIREMENTS

The New Madrid Power Plant is a high-performing generating facility with a quality staff and excellent performance metrics in the majority of its priority categories. The broader power production organization at AECI continues to evolve with the pace of change in the industry and achievements such as the third best year of availability performance and its best heat rate performance in history in recent years display the team's commitment to continuous improvement and meeting the strategic needs of the cooperative.

As a result of the plant's excellent performance, AECI does not seek a drastic shift in leadership or management style with its next Senior Plant Manager. The next Senior Plant Manager should offer proven background as a coach and mentor to personnel, a willingness to delegate tasks, and a strategic mindset to focus on reducing cost and improving plant efficiency in a collaborative environment where all employees communicate actively and openly. He or she should also be a champion of the organization's strategic plan to all levels within the plant, offer a willingness to create transparent partnerships with other generating plants and corporate personnel, and a history of creating an environment in which accountability and ownership of plant success is a cultural norm.

In 2017 and 2018, AECI renewed its strategic planning efforts and released a strategic plan that clearly communicates its dedication and material investment in the future of its baseload generating facilities while also embarking on new philosophies to continue overall success through innovative market strategies. Proof of that commitment at New Madrid will include a large capital infusion of around \$200 million to begin in 2021.

New Madrid enjoys a quality relationship with its bargaining unit leadership and anticipates that the next Senior Plant Manager will maintain and improve that relationship where possible. Candidates with experience in a union environment that offer proven capability to work collaboratively and respect and maintain strong union relations are desired.

AECI makes safety the top priority and dedicates staff, training and resources to protect employees and improve safety. In the last four years, each department at the plant developed its own annual safety management plan. That plan includes zone audits of the entire facility, emphasis on “Brother’s Keeper” incident prevention, integration of human performance improvement initiatives, departmental feedback sessions, job safety analysis development and safety training of all employees in “Safety in Motion.” As a result of employee commitment, New Madrid achieved over 1,550 days without a lost-time accident. The plant also implemented Safety Task Analysis which enables employees to take information and safety tools from job briefings out to the work site to perform their tasks safely. In addition, the “Safety in Motion” program teaches safe body mechanics and training continues on “Safe Start” principles. Candidates should offer an exemplary background improving safety culture and metrics.



New Madrid utilizes Avantis software to monitor preventative and predictive maintenance and to plan and prioritize workflow. Experience with Avantis or a similar software management is required.

AECI achieved large plant performance improvements over the past ten years by moving from reactive to proactive maintenance procedures. Changes included increased focus on maintenance planning and investment, self-reliance on internal completion of maintenance tasks, increasing ownership with maintenance personnel, and improved prioritization and utilization of budget priorities and dollars. Candidates should offer experience in modern predictive and preventative maintenance practices as well as prioritization of budget expenses. Budget responsibility resides at the Assistant Plant Manager level but it is expected that candidates offer exemplary budgeting experience.

NEW MADRID POWER PLANT

New Madrid's generating units include two identical 600 MW coal-fired electric generating units owned and operated by AECI. Unit 1 completed construction in 1972 and Unit 2 began operation in 1977. Both turbine/generator units are Brown Boveri with cyclone boilers designed by Babcock & Wilcox with two of only six of their type ever constructed. Each unit is fitted with SCR technology with anhydrous ammonia and neither unit is scrubbed. New Madrid's units are fueled by Powder River Basin coal. Operating at 4,000 tons per hour, the plant's rotary unloading facility is a core component of efficient operation. No pulverizers are utilized in the handling process, but the facility does operate an intricate coal conveyance system. The plant's units utilize around 400,000 gallons per minute of Mississippi River water for cooling. Ninety-nine percent of the water is returned to the river in as good or better condition than before plant use.

In 2018, AECI purchased the formerly co-owned Unit 1 from the City of New Madrid, creating a more secure future for the facility.

Other Historic Accomplishments at New Madrid:

- 2017 - Listed in the "Coal Top 20 Ranking by Heat Rate" as achieving an all-time best heat rate of 9,782 Btu/kWh.
- 2012 – AECI received Industry Best Practice by Electric Power Research Institute Plant Reliability Interest Group for its inventory naming convention developed through its reliability-centered maintenance program.
- 2001 - AECI employees received Electric Power Research Institute's 2000 Technology Transfer Awards for their leadership in effectively applying EPRI products to benefit AECI and its members. Specifically,

employees were recognized for safety, installation and operations related to selective catalytic reduction equipment to reduce nitrogen oxides emissions.

- 2000 - New Madrid was inducted into The Powerplant Hall of Fame, a recognition program that spotlights power plants that use technology and practices to optimize competitive performance, energy efficiency and environmental protection.
- 2000 - AECI was awarded the international "Project of the Year" for its installation of selective catalytic reduction equipment on Unit 2 at New Madrid Power Plant. The award recognized the cooperative as a leader in the industry for installing new technology to reduce emissions. Unit 2 was the first coal-based application in the world operating with 93 percent removal of nitrogen oxides with SCR equipment, according to editors of "Power" magazine, who presented the award.
- 1996 - AECI's "ambitious conversion" to low-sulfur coal earned its New Madrid and Thomas Hill power plants a "1996 Power Plant Award" from "Power" magazine. The national award recognized Associated Electric's successful conversion for environmental compliance and competitive positioning and its continuing efforts to better use low-sulfur coal as an example of "leadership in the application of fresh ideas, advanced technologies and equipment designs."



A bachelor's degree and advanced education is desired. AECI has a preference for a mechanical or electrical engineering degree but this requirement does not supersede a desire to have a strong leader with a successful track record in the areas defined above.

ASSOCIATED ELECTRIC COOPERATIVE

AECI and its member systems are tied together in a unique, three-tiered system of generation, transmission, and distribution cooperatives. Each tier is committed to the others through all-requirements wholesale contracts. AECI's Chief Executive Officer reports to 12 board members, elected to serve and represent six generation and transmission cooperatives actively engaged and involved in developing the cooperative's direction. The system's top tier is comprised of 51 distribution cooperatives in Missouri, southern Iowa, and northeast Oklahoma. At the second level of the system are the G&T cooperatives that transmit AECI power to the 51 distribution cooperatives. The G&Ts serve six geographical areas in the three aforementioned states. This third tier, AECI, formed in 1961. AECI now holds all responsibility for generation and power procurement, leaving transmission as the primary responsibility of the G&Ts.

In order to provide for the system's ever-growing demand for wholesale electricity, AECI has built a flexible mix of resources, including thermal generation facilities, hydropower access and interconnections with neighboring utilities. In addition to its generation and power purchasing responsibilities, AECI also provides its member systems with economical services related to such business needs as insurance, marketing, economic development, environmental protection and labor relations.

The financial success of AECI is a reflection of the success experienced by the three-tiered system. AECI has wholesale electric rates that are among the lowest in the United States. AECI continues to be one of the few wholesale power suppliers rated AA by Standard & Poor's and Fitch Ratings Ltd. and A1 by Moody's Investors Service.

AECI's 2,351 MW coal-based units are the foundation for providing low-cost energy to member systems. AECI's owned and contracted coal-based resources make up about 50% of capacity, yet they produce about 80% of AECI's energy. These units have been generating at sustained levels since they converted to burn low-sulfur PRB coal in 1994.

AECI's 2,258 MW gas-based resources, constructed from 1999 to 2007, provide intermediate and peaking power that enables the cooperative to meet members' growing demand for electricity during higher-use periods. AECI's combined-cycle units, which use heat from the exhaust of the gas turbines to produce steam for additional energy generation, are among the nation's most efficient units with very low emissions.

Company Web Site: <https://www.aeci.org/>

New Madrid Power Plant: <https://www.aeci.org/resources/reliable-coal/new-madrid/>

AECI's Resources: <https://www.aeci.org/resources/>

Financial Data: <https://www.aeci.org/about-associated-electric-cooperative/financials-annual-report/>

THE COMMUNITY

The New Madrid community is primarily rural in setting and the cost-of-living is lower than Missouri and national averages. There are three major cities all within a 3-hour drive (Nashville, TN to the east; Memphis, TN to the south; St. Louis, MO to the north. Springfield, MO, the site of AECI's headquarters, is located 4 hours to the west. The plant employees are spread throughout the local area, and towns that surround the area offer sufficient, but not abundant, shopping and activities. Local towns of note include Sikeston, MO; Cape Girardeau, MO; Poplar Bluff, MO; Dexter, MO, Dyersburg, TN; Paducah, KY; and many other smaller towns and communities.

Most area schools are small in number of students, and generally receive high ratings. Post-secondary education opportunities include community colleges, technical colleges, and four Division 1 universities within 100 miles (Southeast Missouri State University, Murray State University, Southern Illinois University-Carbondale, and Arkansas State University).

Because of its inland location, Missouri is subject to frequent changes in temperature. The climate in the New Madrid area is considered a humid subtropical climate with cold winters and hot summers. While winters are cold and summers are hot, prolonged periods of very cold or very hot weather are unusual. On average, there are 70 days with a temperature below 32 degrees Fahrenheit and 60 days with temperatures rising to 90 degrees Fahrenheit. Annual average precipitation is near 50 inches and precipitation seasonality is insignificant due to the influence of subtropical air masses throughout the year, with an average of 8-12 inches of snow and 38-42 inches of rain per year.

BENEFITS & RELOCATION

AECI employees enjoy excellent benefits, including company-paid health insurance and dental premiums for employees beginning on an employee's first day of employment, 401(k) plan with generous company match, PTO accrued monthly with 40 hours provided on first day of employment, educational assistance, wellness incentives, and paid short-term and long-term disability benefits. The Sr. Plant Manager position also qualifies for a company car as travel to other AECI locations, predominately the other coal plant or headquarters, as well as other business-related travel, not to exceed 25% of the time, is required.

See attached Benefits Barometer for more details.

New Employee Relocation Benefits:

- New employees will receive a lump sum payment of \$20,000 gross, upon his/her first day of employment to assist with relocation expenses.

- This payment is intended to be the sole compensation to the employee for relocation expenses, and no additional expenses shall be charged to Associated.
- Employees will be responsible for all withholding taxes and correlating amounts will be deducted from lump sum payments.
- To receive payment, the employee will execute the AECI relocation reimbursement agreement.

Please submit resumes and cover letters by September 21, 2018

Contact Information

(Resumes preferred in Adobe PDF format)

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