



Job Title: General Manager
Location: Northwest Indiana
Reports to: Vice President of Operations
Compensation: Competitive salary plus bonus potential

Primary Energy Overview

Primary Energy is an independent, industrial energy provider of electricity, steam, and hot water that focuses on building, owning and operating inside the fence industrial energy facilities under long term contracts. Our expertise is the effective utilization of byproduct fuels that would otherwise be flared or capturing waste heat and converting it into useful energy (electricity and thermal products) and creating ultrahigh efficiency combined heat and power facilities. Thoughtfully conceived and operated industrial energy projects enhance the long term financial health of our host mills by savings them money and provides highly reliable, environmentally clean sources of energy. Our goal is to be the lowest cost, highest value 3rd party energy provider for the industrial energy market place.

Position Summary

The General Manager is the primary contact for business and customer relationships, he or she must be a strong, positive leader and have the desire / ability to be a hands on action oriented implementer. Deep experience with industrial power house, coal plants, boilers, water plants and steam turbines is essential. Strong written and verbal communication skills are critical for success. This position is accountable for the overall operational performance, maintenance, safety, environmental compliance and profit & loss (P&L) of the project(s). This includes optimizing financial performance, preparation of budgets and forecasts, short / long term planning and implementing proactive maintenance and operational activities to maximize availability, and the efficient use of capital. A safety first mind set is paramount. Further, the GM must ensure compliance with all permit requirements, environmental and safety laws and regulation. Diligent focus on optimization of assets through performance monitoring, predictive maintenance, continuous improvement process and sharing of best practices is required.

The General Manager will be responsible for the asset management and operational support for North Lake, Ironside and Harbor Coal projects. These facilities are owned and operated by Primary Energy and are within the ArcelorMittal Indiana Harbor Steel mill. Both Ironside and North Lake are blast furnace gas (BFG) projects that utilize byproduct gases in a boiler to provide steam to a steam turbine generator set. Harbor Coal is a pulverized coal injection (PCI) facility that provides coal to the largest and most efficient Blast Furnace in North America (the equipment is similar to the front end of a pulverized coal plant). Also on this mill site is our Cokenergy plant which is one of the nation's largest heat recovery projects with heat coming from a non-recovery coke battery. This facility is separately managed but the position location is co-located with the Cokenergy team.

Education and Skills

- **Degree** - Engineering Discipline (ME or EE preferred).
- **Experience** - Fifteen (15) years of industrial energy production or power industry experience including a minimum of ten years management experience.



- **Knowledge** - Demonstrated understanding of steam power plant O&M, plant engineering, thermodynamics, contracts, industrial processes, plant performance, boiler operations, and plant business functions. Deep familiarity with boilers, steam turbines, controls, heat exchangers, pumps, valves and water system, analyze and interpret data to diagnose and resolve operational issues and make sound, cost-effective judgments.
- **Customer Relationships** - Ensure a high level of customer satisfaction and ensure contracts are being adhered. Effectively work with host industrial customers at a high, mid and operations level.
- **Business** - Understanding of accounting, contract administration, procurement and plant administration functions. Ability to negotiate contracts for sale or purchase of goods and services. Ability to calculate financial return (NPV, IRR) of process improvements and capital projects.
- **Risk Management** - Clearly outlines risks and rewards verbally and in writing when advising business unit leadership of financial impacts of operational decisions
- **Regulatory** - Familiarity with federal, state and local regulatory agencies that have jurisdiction over power plant operations as well as industrial EHS standards
- **Planning & Execution** - Ability to plan, coordinate, and direct varied complex overhaul and upgrade programs via 3rd party. Proactively develops action plans to drive value for Primary Energy and executes these plans
- **Reliability & Efficiency** - Ensure we are operating an efficiency facility and a delivering a high quality and reliable service. Ability to conduct root cause analysis and react accordingly. Trouble shoots and manages tasks involved in daily operations.
- **Strong Leader** – Demonstrated knowledge, leads by example and has high professional integrity.
- **Good Listener** – Ability to process viewpoints from all in group.
- **Excellent communicator** – Both written and verbal expertise is essential.
- **Team Player** - Ensures supporting and collaborative relationships within Primary Energy and externally.
- **Coach** - Promotes strong understanding of priorities, works to educate employees to ideally enable them to be promoted, and prepares for succession.

Desired Qualifications:

- B.S. in Mechanical or Electrical Engineering (Chemical Engineering also considered)
- Strong, hands on leader that has operated energy facilities.
- Knows how to trouble shoot, will promote highly reliable operations while effectively managing the financial, administration and customer relations.
- Must be proactive, energetic, a self-starter, have a positive can do attitude and can work independently.
- Must have in-depth knowledge of steam turbine, boilers and electric generating equipment
- Demonstration of competent management, human relation and technical skills
- Strong working knowledge of computer systems and applications (excel skills are required)
- Understanding of necessary federal and state licenses and permits
- Must have (or be able to obtain) valid driver's license and US citizenship
- Great communication and analytical skills
- Fifteen (15) years of related progressive technical and supervisory experience



Job Responsibilities

- Ensure the plants are on line 24/7 and maximizing generation outputs.
- If plants are off line, work to restore service as quickly as possible.
- Implement lessons learned and best practices from Primary Energy and ensure on-going effective positioning and appropriate relationships between customer and Primary Energy.
- Develop and nurture a high performance, disciplined, safe, accountable, focused, innovative and achievement-oriented team that is easy to do business with.
- Embody, practice, and commit to the vision, mission and values of Primary Energy.
- Continually search for improvements in the Facility processes
- Optimize the performance of the Facility for efficiency, availability, capacity factor and P&L
- Improves utilization through predictive and preventative maintenance programs
- Makes Safety an everyday part of life at the Facility.
- Understands the environment that the Facility operates in and develop appropriate controls and processes to maintain compliance with existing laws, regulations and permits.
- Ensure the delivery of accurate and reliable operational and financial information to support business strategic decisions, regulatory filings, and conformance to approved budgets.
- Makes and/or approves major operating, business, engineering and maintenance decisions to ensure that the plant is operated within the contract terms and conditions, all operations and maintenance (O&M) contracts and agreements are appropriately managed and training / communication is conducted. Examples are:
 - Ensuring that all safety and health procedures are adhered to
 - Ensuring plant compliance with all environmental regulations
 - Completing equipment repairs and overhauls on schedule by utilizing established planning methods and providing adequate manpower and supervision
 - Maintaining plant capacity rates by establishing an equipment performance program and providing adequate engineering and support personnel to perform the program
 - Keeping operating errors to a minimum by way of established investigation, communication and correction programs
- Holds direct responsibility for managing cost by effective approval expenditures, overtime and managing changes as needed
- Ensures plant housekeeping is first quartile
- Identify growth opportunities that can be leveraged off of the Facility, capitalizing on operational excellence at site and knowledge of customer requirements.
- Perform other appropriate duties and special projects as assigned
- Provides regular feedback and recommendations to upper management on issues and opportunities
- Provides site tours to potential customers, bankers, insurance and lenders
- Other projects and responsibilities may be added at the company's discretion.

Work Environment:

- Combination of office and plant environment – must walk site regularly
- Exposure to fugitive coal and coke dust, byproduct gases, industrial environmental conditions, high noise levels
- Normal business hours, some overtime and weekend work including emergency call out