

**Candidate****Jelynne LeBlanc Burley****Synopsis**

Ms. Burley is the President/CEO of JLB Group, a consulting firm providing professional services in the areas of talent development, project management, and leadership training. She was previously the Executive Vice President and Chief Delivery Officer for CPS Energy, the nation's largest municipally owned energy company providing both natural gas and electric service to the greater San Antonio Area. She has an extensive leadership portfolio and a results oriented track record. Ms. Burley previously served in a variety of leadership and management positions with the City of San Antonio and she has exceptional knowledge of all aspects of city government, economic and community development as well as public works with engineering and construction contracting experience. Ms. Burley's established analytical skills join outstanding interpersonal capabilities to produce innovative solutions and effective diverse goal oriented teams.

**Leadership and Management Experience**

- Negotiated settlement related to CPS Energy's interest in STP 3&4.
- Successful rate program implementation.
- Re-establishment of stable outlook from bond rating agencies.
- Budget development and implementation.
- Implementation of public trust initiative.
- Provided testimony to the Senate Business & Commerce relating to municipally owned electric utilities' planned generation portfolios.
- Resolution of labor dispute with International Brotherhood of Electrical Workers (IBEW) resulting in eight years of successful labor agreements addressing communication, improved working conditions and lines of progression.
- Dismissal of all employee lawsuits related to labor disputes
- Provided strategic direction for economic development projects resulting in successful negotiations of significant ED projects (Toyota, Microsoft, Rackspace Managed Hosting and Texas A&M-San Antonio).
- Leadership and management direction for departments with combined annual operating budgets totaling \$2 billion.
- Responsibility for capital projects implementation totaling \$2 billion.
- Recognized for identifying solutions and implementing projects within/under budget and on schedule.
- Managed dispute resolution activities through successful results.
- Excellent organizational and analytical skills, resulting in practical and accurate management recommendations.
- Exercises judicious use of money and resources: acknowledged for managing design review and value engineering processes and for implementing cost containment and quality improvement programs.

- Managed project development for the Alamodome, Henry B. Gonzalez Convention Center, International Center, Mexican Cultural Institute and the Carver Community Cultural Center: design coordination, minority and women-owned business advocacy, disabled access advocacy, professional services and sports franchise negotiations.
- Provided testimony before State Courts and State Legislatures.

### **Community Relations & Community and Economic Development Skills**

- Developed and managed Advocacy Contracting Programs for Historically Underutilized Businesses.
- Leadership and strategic direction for the City's 3-Year Community Development Strategic Plan.
- Performed major role in the financing and sale of public bonds to fund the design and construction of the International Center and the Convention Center Expansion projects.
- Implemented San Antonio's first facility housing the City's focal point for International Business.
- Implemented San Antonio's first Military Transformation Office for BRAC Mission relocations.
- Spearheaded City's first "Public Awareness Campaign" for capital improvement projects.
- Recognized for successfully guiding projects through periods of controversy.

### **Interpersonal Strengths**

- Works effectively with diverse groups to reach city-wide or community goals.
- Sensitive to building and maintaining strong public image for organization.
- Effective in creating and launching public awareness activities.
- Interacts with staff and public to produce teamwork, harmony and growth.
- Works effectively with community and industry leaders in implementation of projects and community plans.

### **Corporate Board Experience**

Burley is a Director for NuStar GP Holdings, LLC (NYSE: NSH), which owns general partner and limited partner interests in NuStar Energy – a leader in the petroleum pipeline and terminal industry with terminal and storage facilities in the U.S., Canada, Mexico, the Netherlands, including St. Eustatius in the Caribbean, and the United Kingdom. At the 2016 Annual Unitholder Meeting Burley was voted to serve an additional three-year term.

### **Experience**

#### **President/CEO**

#### **JLB Group**

**February 2016 - present**

A consulting firm providing professional services in the areas of talent development and acquisition, performance management, project management and leadership training.

**CPS Energy, San Antonio, Texas  
2008 - 2016**

**• Executive Vice President/Chief Delivery Officer, August 2013 - February 2016**

As Group EVP, Burley led a customer-centric focus on service delivery with technological, operational, and corporate-cultural enhancements and revitalization. Her group oversight of Energy Delivery and Customer Service (ED&CS) provided strategic direction for: an electric system of 7,744 miles of overhead lines, 4,915 miles of underground lines, 1,508 miles of transmission lines; a gas system with 5,210 miles of distribution lines and 89 miles of transmission lines; interface with Joint Base San Antonio, the Department of Defense's largest joint base with three installations; a call center which engages with customers through 4.1 million calls and 325k visits at four walk-in centers annually, plus a Community Engagement team that includes a mobile Customer Response Unit. This business group comprised the largest number of CPS Energy employees at 1853 team members, an O&M budget of \$158M and a capital budget of \$304M. ED&CS achieved top quartile in safety performance, top decile in SAIDA and SAIFI electric reliability and ranked second nationwide for residential gas customer satisfaction according to JD Power's 2015 study. As a member of the Executive Leadership Team Burley served on the Energy Portfolio Strategy Team, setting policy direction for power supply acquisition, risk management and administration of ERCOT market strategy, Grid Optimization (electric & gas smart meters and DA) implementation, Solar Program implementation, program management for new customer service project construction and the lead negotiator for Google Fiber, LED Street Light System Transition, Joint Base San Antonio Rate Structure/Privatization and Extended Gas Supply Contracts

**• Executive Vice President/ Chief Administrative Officer, August 2010- August 2013**

Provided executive leadership, strategic direction and management of Corporate Support Services (CSS), which included employee relations, compensation, recruitment, labor relations, enterprise facilities development & maintenance, purchasing & fleet operations (Supply Chain), enterprise information technology, enterprise safety and occupational health, corporate support services resource planning & analysis, and economic development. This business area had 672 employees, an annual O&M budget of \$88M and a range of \$32-80M in capital budgets. CSS provided support to internal operational customers by managing 26 facilities totaling approximately 1.4 million square feet, providing oversight of \$40M in inventory annually, purchasing in excess of \$300M annually, and maintaining 3,000 rolling stock vehicles and equipment. Burley led the development and implementation of the economic development provisions for the New Energy Economy which resulted in the location of OCI Solar Headquarters and the only solar panel manufacturing facility in North America, Mission Solar, LLC. Under her leadership CPS Energy was recognized three times by APPA for Excellence in Safety Performance and 'Best 100' Fleets. As CAO, she implemented a new performance management system, succession planning and executive coaching program for the organization. Additionally, she led the labor negotiations team that successfully passed three labor agreements with the employee union. While in this role she successfully created the first employee handbook, created a new health benefit program, transitioned the organization to meet the requirements for Affordable HealthCare Act, and updated the administrative policies to reflect current practices in areas such as employee leave procedures, disciplinary processes and actions, as well as the ethics and business practices for CPS employees.

- **Acting General Manager, November 2009-August 2010**

Burley successfully led the company in a critical time, ensuring CPS Energy's future viability, prosperity and long-term success, and sustained rate affordability for customers. Burley's strategic leadership and ability to build trusted stakeholder relationships re-established a stable outlook with bond rating agencies, strengthened public trust in the utility, and resulted in the only unanimous City Council approval for a new rate structure for CPS Energy in recent history.

- **Chief Administrative Officer, March 2008 - November 2009**

Provided executive leadership, strategic direction and management of corporate support services, which include human resource systems, organizational design and development, facilities development and maintenance, purchasing and fleet operations, information and communication services and corporate shared services resource planning.

**City of San Antonio, TX  
1984 - 2008**

- **Deputy City Manager, February 2006 - 2008**

Directed the city's efforts for planning & development. Departments included Public Works, Development Services, Office of Military Affairs, International Affairs, Economic Development, 311 Customer Service, Chief Information Officer, and ITSD. Oversight for ACM with responsibility for Downtown Operations, Tourism, Arts and Aviation, as well as ACM for Planning and Community Development, Grants Monitoring and Housing and Neighborhood Services.

- Led major improvements to the Development Services activities with improved permitting cycle times, customer service initiatives, increased staffing, and workflow improvements.
- Created the City's first Military Transformation Office (OMA) as single point of contact on military and BRAC activities which is expected to generate 11,000 jobs.
- Enhanced Small Business Outreach activities by increased grant awards for procurement assistance and the creation of the Women's Business Center - a 5-year program supported by the Small Business Administration.
- Created the first \$200M, 5-year Rolling Infrastructure Maintenance Program for streets, drainage, sidewalks and traffic signals.
- Re-established the Downtown Strategic Plan and created the first 3-year Community Development Strategic Plan.
- Re-organized the Planning and Community Development Department to enhance community development activities.

- **Assistant City Manager, June 2002-February 2006**

Directed the City's efforts in neighborhood investment, economic development and inner-city revitalization. Provided leadership and strategic direction to the departments of Economic Development, Neighborhood Action, Housing and Community Development, Planning, Code Compliance, Gty South Office and Development Services. Supervised the departments chiefly responsible for the City's 3-year annexation plan, economic development policy, housing initiatives, code enforcement, City South development policy, historic preservation and enforcement, development plan review and permitting. Successfully recommended new policy initiatives to the City Council:

The first Tax Increment Reinvestment Zone (TIRZ) policy unit, the Developer's Incentive Toolkit, the Southside Initiative Community Plan, a 20-year vision plan for City South, the City's first proactive code enforcement unit (Clean Team), and City's first historic enforcement officer.

- **Director, Facilities Planning and Construction, March 1995 - June 2002**  
Provided leadership and strategic direction to department and outside consultants which managed major capital projects. Design and construction projects: development and expansion of the Henry B. Gonzalez Convention Center to more than twice its size with a \$218M budget; developed the International Center, with a budget of \$11.7M; renovated Carver Cultural Community Center, \$3M. Participated in all aspects of planning, programming, financing, design and construction of these projects.
  - Brought in the Convention Center Expansion and International Center projects within budget and on schedule.
  - Achieved more than 32% Minority Business participation, exceeding 29% goal.
- **Special Projects Manager, City Manager's Office, July 1993 - March 1995**  
Coordinated housing policy among public housing entities and related Qty departments, including the coordination of comprehensive strategy toward housing and neighborhood service delivery in San Antonio. Initiated, developed and financed housing partnerships: Enterprise Foundation; Fannie Mae, leveraging \$12M.
  - Initiated first Affordable Housing Parade of Homes for Qty of San Antonio.
  - Pioneered San Antonio's first Affordable Housing Incentive program.
- **Special Projects Officer, Office of Dome Development, June 1990 - July 1993**  
Guided the design, coordination and value engineering process for Alamodome during construction, producing thousands of dollars. Achieved 65% subcontracting participation with San Antonio small businesses during construction. Team member negotiating City's first lease agreement with San Antonio Spurs in the Alamodome.
  - Implemented City's first minority business participation with Alamodome concessions contracts.
  - Implemented Alamodome disabled access program.
- **Project Information Specialist, Department of Public Works, January 1987 - June 1990**  
Coordinated and implemented the City's first community education program for capital projects totaling \$47M.
- **Budget and Management Analyst, October 1985 - January 1987**  
Budget and research staff liaison to San Antonio Development Agency, Eastside Economic Development Council and Fair Housing Office. Fiscally accountable for budgets totaling \$2M.
  - Developed first monitoring program and strategic planning process for outside agencies funded by City of San Antonio.
- **Project Management Specialist, April 1984 - October 1985**  
Parks and Recreation staff liaison for city-funded art agencies. Fiscally accountable for \$2M budget.
  - Developed City's first Arts Funding process utilizing peer review panels.

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| <b>Education</b>                                 | <ul style="list-style-type: none"><li>• Bachelor of Arts in Political Science<br/>Southern University, Baton Rouge, Louisiana, 1982</li><li>• Master of Arts in Urban Studies<br/>Trinity University, San Antonio, Texas, 1988</li></ul>   |
| <b>Certifications &amp; Continuing Education</b> | <ul style="list-style-type: none"><li>• Texas A &amp; M University, College Station, Texas - Construction Executive Program, 1999</li></ul>  |
| <b>Professional Affiliations</b>                 | <ul style="list-style-type: none"><li>• American Public Power Association</li><li>• Texas Public Power Association</li><li>• Aspen Institute Energy Forum</li><li>• American Gas Association Policy Committee member</li><li>• Solar Electric Power Association Executive Council</li><li>• Texas City Management Association - Member</li><li>• National Forum for Black Public Administrators - Board of Directors, 1<sup>st</sup> Vice President</li><li>• Urban Management Assistants of South Texas - Past President; Past Secretary/Treasurer, Current Member</li><li>• International City Management Association - Member</li></ul>   |
| <b>Community Activities</b>                      | <ul style="list-style-type: none"><li>• Christus Santa Rosa Board of Director's</li><li>• Christus Children's Hospital Board of Director's</li><li>• Girl Scouts of Southwest Texas Council, Board of Director's, Secretary</li><li>• United Way of San Antonio and Bexar County, Executive Committee</li><li>• San Antonio Hispanic Chamber of Commerce</li><li>• Texas Women's Forum</li><li>• Chairperson, Carver Cultural Community Center Development Board</li><li>• Alamo Area Chamber of Commerce, Board of Directors, Vice Chairperson</li><li>• University of Texas at San Antonio, Public Policy Council</li><li>• Rotary Club, San Antonio Downtown Chapter</li><li>• United Way San Antonio, Stewardship Review Board</li><li>• Providence High School Board of Directors</li><li>• Junior League Advisory Council</li><li>• Girl Scouts of America, Greater San Antonio Council, Nominating Committee</li><li>• Alpha Kappa Alpha Sorority, Inc., Life Member</li><li>• Southern University Alumni Association, Life Member</li><li>• Jack &amp; Jill of America, Inc., Past President</li></ul> |

**Honors & Awards**

- Greater SA Chamber Executive of the Year Award, 2015
- Texas Diversity Council Most Influential Woman in Texas, 2013
- Outstanding Women in Action, La Prensa, 2008
- Claude Black Heroes Award 2010
- Urban Management Assistant's of South Texas - Public Service Award, 2007
- Kappa Alpha Psi SW Regional Province - Distinguished Citizen Award, 2006
- NCB W - Community Legend Award, 2006
- Texas Legislative Black Caucus - Outstanding Texan Award, 2003
- San Antonio Women's Hall of Fame, 2003
- San Antonio Business Journal - Public Service Award, 2002
- National Forum for Black Public Administrators - Leadership Award, 2002
- Texas Construction Magazine - Best Public Project, 2001
- San Antonio Business Journal - "40 Under 40", 1999
- Greater San Antonio Chamber of Commerce - Leadership San Antonio, 1996
- Mission Qty Professional Women's Organization - Profiles in Leadership, 1996
- SBA - Minority Development Advocate of the Year, 1993