

JSA

JORDAN-SITTER ASSOCIATES



July 2010

POSITION SPECIFICATION AND DETAIL

- COMPANY:** *Frontier Wind*
- POSITION:** *Manager / Director of Purchasing*
- LOCATION:** *Rocklin, California*
- INCUMBENT:** *New Position*
- REPORTS TO:** *Vice President, Engineering & Strategic Supply*

COMPANY OVERVIEW: Frontier Wind is a leader in renewable technologies. With over 20 years experience operating wind turbines, in some of the world's most difficult environments, there are few companies with the depth of knowledge of what it takes to help the wind industry meet its full potential. Frontier Wind is a well-funded developer of advanced rotor technologies that drive down the cost of wind power while simultaneously increasing the value of the energy each turbine produces. The senior engineering members are among the most respected and talented in their fields, and the executive management has built and grown businesses worth hundreds of millions of dollars.

Frontier Wind was organized as a separate entity from Energy Unlimited, Incorporated. Established in 1983, Energy Unlimited is one of the first developers of utility grade wind power in the world. Harry Halloran, the company's CEO and visionary founder, has a deep passion for renewable energy, and when he saw the potential for wind to provide vast amounts of the world's electrical needs, he immediately began investing in this new technology. Mr. Halloran is certainly not new to energy production. As CEO of American Refining Group, one of the first and the oldest continuously operating refineries in America, he has a long-standing record of success in the energy sector and he is dedicated to the continuous improvement of the human condition through social corporate responsibility. In this respect, he has dedicated much of his time and resources to renewable energies.

Frontier Wind is on a rapid growth path, owning 30,000 square feet of machine shop and office space in southern and northern California. These two facilities, in Banning (Palm Springs area) and Rocklin (Sacramento area) respectively, support high-end computer modeling, sophisticated engineering, and advanced fabrication and testing.

BASIC FUNCTIONS, DUTIES, RESPONSIBILITIES: The Director/Manager of Purchasing will be responsible to initiate and develop a global commodity supply chain to achieve world class economies for Frontier Wind. Since this position is new to Frontier Wind the winning candidate should have prior experience establishing the necessary disciplines and guidelines to quickly achieve the following initial goals:

- Develop a global sourcing strategy for appropriate commodities.
- Program/Project management skills.
- Quickly become “owner” of the supplier relationships, to include regular supplier performance evaluations (scorecards).
- Develop an effective and efficient supply chain with a focus on integrated suppliers.
- Integrate the supply chain functions across all applicable departments within Frontier Wind to ensure the development of a truly collaborative process.
- Establish and maintain internal management reports to facilitate consistent analysis of the entire supply chain.
- Reduce lead times, cycle times, and real costs while ensuring superior quality.

Excellent communication skills and team/interpersonal skills will be essential to success in this role, as this Manager interfaces with suppliers and engineers from varied cultures, likely including those from Germany, Denmark, Spain, India, Korea, Japan and China.

CURRENT CHALLENGES: Since Frontier Wind is still in its early stages of development (3 years) the focus has been on developing new products and meeting customer expectations through innovation and adaptation. Although this process will continue they have now reached a stage where it is justified to establish guidelines and focus on cost savings and long-term supplier relationships. This new position offers the right person the opportunity to develop the strategic supply function within Frontier Wind. Relationships around the world need to be established and nurtured to successfully achieve the desired expectations.

This position reports directly to the Vice President, Engineering and Strategic Supply which is also a new role recently added to Frontier Wind.

COMPANY ENVIRONMENT AND CULTURE: Frontier Wind is an exciting technology driven company with new cutting-edge, patented technology and an incredible entrepreneurial spirit. The Sacramento area Engineering Center is an exciting hub of activity, staffed by a rapidly expanding team of very intelligent, focused Engineers who each have adapted key aspects of Frontier Wind’s development of the “Gustbuster”, a project that will clearly revolutionize the wind turbine industry.

THIS IS A GOOD OPPORTUNITY BECAUSE: The previous comments on the company’s culture provide insight into why this is a great (not just a good) opportunity for a forward thinking, hands-on Manager. The technology is cutting edge and will make a major contribution to the wind energy industry. The company has absolutely enormous growth potential. For example, the US wind energy market is growing at an annual compound rate of 20% to 30%. There will be opportunities for greater responsibility, possibly even globally, as the result of excellent, sustained performance.

DESIRED QUALIFICATIONS: Special Note to Serious Candidates: You will have the opportunity to write a letter to JSA, expressing your degree of “fit” to each of the Desired Qualifications (DQs) sought by our client. We encourage you to expand on specific relevant experiences and especially quantifiable accomplishments pertinent to each numbered DQ.

1. **Experience** – 10 years desired, 5+ required in a commodity purchasing role with increasing responsibilities and documented success. This position will be responsible to establish the necessary processes for this new department. (a) Please comment on any relevant experience working in a “newly established” supply chain group. (b) Candidates should also provide details regarding international sourcing/supply chain experience and accomplishments.
2. **Experience Managing Supplier Relationships** – A solid base of integrated suppliers, also capable of providing logistics and packaging services, will be an area of focus. Please cite experience identifying and negotiating with fully integrated suppliers.
3. **Management Experience** – This includes experience in hiring as well as managing a team. Please comment on your involvement and success in working and/or leading in a truly collaborative environment
4. **Negotiation Skills** – Demonstrated success negotiating with suppliers is essential to all supply chain roles. Please identify your specific training and cite examples of success with supplier negotiations.
5. **Education** – Bachelors degree; preferably, but not limited to finance, systems, or engineering disciplines. MBA with supply chain emphasis would be considered a plus.
6. **Other Certifications** – Please identify any relevant certifications you currently have. Those preferred include Six Sigma, CPM, CPIM or P.E.
7. **Extremely Organized** – This Director/Manager must have extremely well developed organizational skills, as he/she will be expected to develop and track the efforts of the entire Frontier Wind supply chain process. Please cite previous experience with, and specific level of, responsibility for program/project management.
8. **Communication & Interpersonal Skills** - Excellent written and verbal communication and interpersonal skills, able to tactfully and persistently interface with a wide variety of people and various disciplines: suppliers, certifying agencies, engineers, - both design and test, manufacturing and other departments.
9. **Computer Skills** – Experience using Microsoft Project as well as familiarity with the other Microsoft products (Word, Excel, PowerPoint and Outlook). Experience with ERP Systems will also be considered a plus. Please comment on familiarity with ERP Systems integrated with Product Lifecycle Management (PLM) or Product Development Management (PDM) Engineering Systems.

10. **Relocation** – this position is based at the Engineering Center in Rocklin, California (Sacramento area). Candidate must be prepared to relocate promptly to a location within reasonable commuting distance. (See relocation section of this spec for selected area descriptions and helpful websites.) DQs response should include any information pertinent to delays in a full family relocation.
11. Must be **physically and mentally capable** of performing all aspects of this position specification, to include some long days, and some domestic & international travel, as needed to accomplish assigned tasks and support the Frontier Wind Team.
12. **Integrity** must be above question and will be a required to sign a standard confidentiality agreement to protect intellectual property.
13. **Ability to work in lean environment** - Comfortable working in a high energy lean environment with the ability to work on projects with other team members and limited day-to-day supervision. (Examples are invited in DQ response.)
14. **Attention to safety will be absolutely essential.**
15. **Candidate must verify, in writing, that they** are **not** encumbered with any relevant non-compete agreements.
16. **Familiarity with German language** - As the current wind turbine certifying agencies are in Germany, German fluency would be **desirable**. However, as these agencies are quite accustomed to communicating in English, this is **definitely not required**.

BEHAVIORS DESIRED:

- Motivation:*** High, must be organized and willing to do what it takes to meet goals and objectives.
- Balanced:*** Someone who can balance personal life and work requirements.
- Drive/Energy:*** High. This is a job for a hard working and motivated team player who can stay focused on objectives.
- Reliability:*** A must. This is a small Team of very intelligent individuals who each have a vital function. Other Frontier Wind team members, management & investors will be counting on this candidate to meet objectives and schedules.
- Initiative:*** This is a must in a lean & start-up environment.
- Smoking Policy:*** No Smoking in California buildings.

FACTORS RELATING TO A “FIT”:

Team Orientation: This Director/Manager has the opportunity to be part of a great Team with an exciting mission. Cooperation & willingness to receive suggestions, and differing opinions calmly is a must. Morale is very good at Frontier Wind, and senior management has set clear and aggressive timelines. Everyone at Frontier pulls their own weight, and they work together towards clearly defined common goals.

Social Effectiveness: Must be able to work effectively with a variety of personalities. Also, should enjoy occasional outings with team members; someone fun to work with.

Interpersonal Style: Easy to get along with, yet focused on his/her objectives.

Stress Tolerance: Moderately High. There are deadlines to meet, but the environment is friendly & there are very competent team members who all share common objectives.

OTHER CONSIDERATIONS:

Travel: Some travel required to establish and maintain supplier relationships. This includes both domestic and International. A current and valid passport is required.

Overtime/Weekends: Office Hours are officially 8AM to 5PM, but there will be times when extra effort is needed.

LET’S TALK PERSONALITY: Frontier Wind is an exciting place to work. This Manager needs to enjoy his/her work; someone who energetically and sincerely shares the vision of senior management to create cost effective products that will revolutionize the Wind Industry. A “Pioneer Spirit” is ideal and someone who takes responsibility for completing their objectives, and is also fun to work with. Someone who is comfortable leading and being a part of a collaborative work environment, with all departments working toward common goals.

QUANTIFIABLE OBJECTIVES UPON WHICH FIRST YEAR PERFORMANCE WILL BE JUDGED:

The VP, Engineering and Strategic Supply will help this Director/Manager of Purchasing establish periodic objectives and timelines. Performance will be evaluated based on these mutually understood goals. Objectives will include, but are not be limited to:

- Total cost of ownership reduction with respective commodities groups
- Supplier evaluation processes established
- Inclusion of all applicable departments in the development of a truly collaborative supply chain process.
- Budget establishment and adherence
- Achievement of ongoing training and development goals
- Maintenance/addition of professional certifications and credentials

PERFORMANCE REVIEW PRACTICES: Ongoing & annual

COMPENSATION REVIEW PLAN: Annual

FISCAL YEAR EQUALS CALENDAR YEAR.

SALARY PAY PERIOD: Bi-weekly, 26 pay periods per year

COMPENSATION: There is an attractive base salary plus an annual performance-based incentive bonus opportunity. (See stock equity opportunity below.)

BENEFITS:

Health Insurance: Yes, Blue Shield of California is provided at no monthly cost. The Shield Spectrum PPO Plan includes zero deductible for preferred provider services with a \$10 copay and \$10 prescription drugs at participating pharmacies. Additional plan details will be provided to serious candidates.

Dental Insurance: Yes, Frontier Wind utilizes Dental Benefit Providers of California, Inc., based in San Francisco, for their Dental Plan. This plan is also provided to the employee at no monthly cost. Plan pays up to a maximum of \$1,500.00 per person each calendar year. Deductible is \$50.00 per person, per calendar year.

Disability: All California employees are part of a State Disability Insurance plan.

Stock / Equity Opportunity: Although this plan is not yet formalized, there will be a plan with a 5-year vesting period that should prove to be very attractive. Details will be provided to finalist candidates.

Laptop Computer: Yes, with appropriate state of the art software.

Cellular Phone or PDA: Yes, business expenses will be reimbursed.

Retirement Plan: The Company is currently investigating a 401k plan.

Business Mileage Reimbursement: Yes, at the maximum allowable IRS rate for recorded business mileage on a personal vehicle.

Vacation and Holidays: There are ten designated holidays. Company standard policy provides for two (2) weeks of paid vacation per year for the first 5 years. Employees who have been with the company for more than 5 years receive 3 weeks paid vacation.

RELOCATION ASSISTANCE: The Company is prepared to customize an attractive relocation package to help this Manager expedite a prompt relocation to the Sacramento, California area. Winning candidates will be assigned an experienced Relocation Specialist, from the “The Relocation Center”, now known as TRC Global Solutions (www.relo-center.com). This Specialist will assist winning candidates through every stage of their move. TRC has over 20 years of experience

assisting individuals and families with North American relocations. Additional details will be provided to serious candidates.

Relocation Reimbursement: If this new Manager elects to leave Frontier Wind within their first 12 months of employment, he/she will be obligated to reimburse the company 100% of the relocation expenses paid to them. This is very fair, as Frontier Wind will be making a significant cash investment in relocating this employee.

SELECTION PROCESS: JSA will conduct a full-scale retained executive search, to include: recruiting, screening, reference checks, and face-to-face interviews. JSA will present well qualified Candidate Profiles to our client. Potential finalist candidates will be scheduled for a phone interview with one or more members of the Frontier Wind Management Team. If this phone interview results in Frontier Wind having continued interest, JSA will be asked to proceed with reference checks and a face-to-face interview. Finalist candidates will eventually be invited to Frontier Wind headquarters, in Sacramento, to meet with members of the Senior Management Team.

TESTS, OUTSIDE EVALUATION SERVICES: Finalist candidates will have the benefit of a very professional management – leadership development assessment, conducted by Bartell & Bartell of St. College, Pennsylvania.

DRUG TESTING: Post-offer / pre-employment drug screen is required.

COMPANY ORIENTATION: Frontier Wind senior management has set clear and aggressive timelines for strategic supply accomplishments at this cutting edge technology company. Therefore, there will be a very fast track, on the job, company orientation and informal training on the company's products and procedures, under the direction of Frontier Wind Vice President of Engineering & Strategic Supply. Our client seeks very qualified candidates who are quick learners, and who can hit the ground running, with a moderate amount of initial training and orientation.

Please see helpful relocation information on next page

RELOCATION INFORMATION:

Sacramento, California:

Frontier Wind's new Engineering center is located just outside of Sacramento, California. Located just west of the foothills of the Sierra Nevada Mountains, this former gold rush town offers both suburban and rural area living options.

Sacramento is the capital of California (see Capitol building photo on left). Located along the Sacramento River and just south of the American River's confluence in California's expansive Central Valley, it is the seventh most populous city in California with a 2007 estimated population of 467,343. Sacramento is the core cultural and economic center of its four-county metropolitan area, with a combined population of just over 2 million. Greater Sacramento has been cited as one of the five "most livable" regions in America. California State University - Sacramento, more commonly known as Sac State, is the major local university. In addition, the University of California, Davis is located in the nearby town of Davis, just west of the capitol.



As mentioned above, this area has a rich history, seated in the heart of "gold rush" country. Sacramento's growth accelerated due to the protection of Sutter's Fort, which was established in 1839, and which can still be visited today. During the California Gold Rush (1846 - 1849), Sacramento was a major distribution point, a commercial and agricultural center, and the end of the road west, for wagon trains, stagecoaches, riverboats, and the telegraph. The California State Legislature moved to Sacramento in 1854. With its new status and strategic location, this city quickly prospered and also became the western end of the Pony Express, and later, of the First Transcontinental Railroad. Today, residents and visitors alike, enjoy a rich variety of 19th century American history, within just an hour's drive of downtown. (See photo, on right, of downtown Sacramento—on the river) More details and information on "Old Sacramento" can be found at www.oldsacramento.com. As part of beautiful Northern California, Sacramento offers its residents an amazing collection of world famous attractions, all within less than 4 hours drive from Frontier Wind's new Engineering Center:



Nearby Attractions Include:

- **Lake Tahoe:** Located just 2 ½ hours east of Frontier Wind's new Engineering Center – Lake Tahoe is not only one of the bluest, purest and clearest bodies of water in the world, it's one of the most inviting, too. Besides having over a dozen world-class ski resorts to choose from, this famous destination offers swimming, water skiing, cruises of all types, hiking, fishing, camping, golf, tennis, horseback riding, mountain biking and much more. More info can be found at www.tahoe.com, and www.visitinglaketahoe.com.



- **San Francisco**, with its Golden Gate Bridge and trolley cars is just a 2 hour drive to the West. Other famous landmark attractions in this city include Fisherman's Wharf, China Town, the San Francisco Zoo; and for the adventurous...an interesting boat trip out to the famous island prison of Alcatraz. www.onlyinsanfrancisco.com/ and www.sfguide.com.
- **Napa Valley**: The Famous vineyards of Napa Valley are only 50 miles SW of Sacramento. www.napavalley.com
- **Monterey Bay**: For times when you want to take a short road trip to the Pacific Ocean, the Monterey Coastline, which is adjacent to the golf courses of Pebble Beach and Carmel Valley, are must sees. Monterey Bay (http://en.wikipedia.org/wiki/Monterey_Bay) is a 6,000 foot deepwater canyon, which is a favored playground for bottlenose dolphins, grey and humpback whales and sea otters. There is also the fascinating Monterey Bay Aquarium: <http://www.mbayaq.org/>.
- **Yosemite National Park**: Located just 3 hours SE of Frontier Wind's new Engineering center, lies breathtaking Yosemite National Park, a world famous scenic location in the Sierra Nevada mountains of California, which boasts a stunning collection of waterfalls, cliffs, gorges, mountain lakes and streams. <http://www.yosemitepark.com/>



- **Folsom Lake**: Located at the base of the Sierra foothills, and only 15 miles from the city of Sacramento is 11,500 acre Folsom Lake <http://www.parks.ca.gov>. This lake and recreation area offers opportunities for hiking, biking, running, camping, picnicking, horseback riding, water-skiing and boating. Candidates who enjoy fishing will be pleased to learn that Folsom Lake offers trout, catfish, big and small mouth bass and perch. For cyclists, there is a 32 mile bicycle path that connects Folsom Lake with many Sacramento

County parks before reaching Old Sacramento. The park also includes Lake Natoma, downstream from Folsom Lake, which is popular for crew races, sailing, kayaking and other aquatic sports.

Neighborhoods this Engineer may want to consider:

Folsom: Located just off of Highway 50 East is the attractive town of Folsom, which lies just south of Folsom Lake. Folsom boasts the lowest crime rate in all of Northern California. With a population of just over 62,000 residents, Folsom is a top-notch city with all the character and charm of a small town. More info at www.folsom.ca.us.

Elk Grove: Located south of Frontier Wind, the City of Elk Grove is another area that winning candidates will want to consider. www.elkgrovecity.org.

Fair Oaks: Another well established community located in the unincorporated portion of Sacramento County is Fair Oaks. This community, with a population of 28,808, contains a mix of suburban and semi-rural neighborhoods. Fair Oaks is home to rolling hills and numerous

native oaks that add to its quality of life. The views of the American River Bluffs and Folsom Dam also add to the distinctive character of this area. <http://www.fairoakschamber.com/>

Roseville: Next door to Rocklin is the town of Roseville, California offers residents an ideal location, just Northeast of the state capital of Sacramento. Because of this, Roseville residents enjoy easy access to all of the employment, entertainment, shopping and dining of a major city center, while living in a close knit community with small town appeal. <http://www.roseville.ca.us/>

Carmichael: With a population of 72,000, and a short commute from Frontier Wind, Carmichael is a small, quaint town that is also worthy of serious consideration. www.carmichaelcalifornia.com

How to Apply for this Opportunity

Jordan-Sitter Associates (JSA) only conducts exclusive executive search assignments. Therefore, our 32-year-old firm will be involved in processing and screening all serious candidates for this key position. This page provides instructions to help interested candidates expedite a response to this opportunity. Our goal is to give fair and objective consideration to all qualified applicants. We thank you for your cooperation and we welcome your interest in this position.

Please [CLICK HERE](#) for our simple,
two-step application process entitled:
"How to Apply for This Opportunity."