



CITY OF
**PALO
ALTO**

Utilities Director





The Community

Located between San Francisco and San Jose, Palo Alto is a community of approximately 66,000 residents and is home to more than 7,000 businesses. The City's population doubles during the daytime. The tree-lined streets and historic buildings reflect its California heritage and at the same time, Palo Alto is recognized worldwide as a leader in cutting-edge technological, medical, and green innovation. This mix of tradition and innovation makes Palo Alto an extraordinary place. As the birthplace of Silicon Valley, Palo Alto is a global center of technology and innovation where many world class businesses have their corporate or regional headquarters including: Amazon, AOL, Hewlett Packard, Palantir Technologies, Palo Alto Medical Foundation, SAP, Space Systems/ Loral, Tesla Motors, Varian Medical Systems, and VMware. Palo Alto is also home to numerous start-ups.

Palo Alto is home to Stanford University and is a community dedicated to life-long learning. The excellent Palo Alto school district ranks in the top of public school systems in California. Stanford University, with its cultural and educational offerings, is integral to the vibrant charm and beauty of Palo Alto. A recent survey ranked Palo Alto as California's most educated city, with almost 50% of adult residents holding a graduate degree or more.

The City has many recreational opportunities, great shopping and dining, excellent health care facilities, theater and the performing arts, film festivals, and sports. This community is also known for its wonderful neighborhoods, tree-lined streets, mild weather, and active citizens with a strong environmental concern. Various businesses and shopping districts, from the Stanford Research Park

to California Avenue to University Avenue and Palo Alto's vibrant downtown, join with Palo Alto's smart citizenry to make Palo Alto an extraordinary place.

The Organization

Palo Alto is a Charter City with a council manager form of government and a nine-member City Council elected at-large. The Mayor and Council appoint the City Manager who is responsible for the strategic direction and day-to-day operations of the City government, which is organized into fourteen departments/offices employing 1,040 full-time staff. The City's FY 2016 budget is \$564 million.

Palo Alto is an award-winning City recognized nationally as innovative and well-managed, one of a small number of California cities with a AAA bond rating. City services and performance receive high marks from citizens in the annual citizens survey conducted each year by the National Research Center in Boulder, Colorado. Many Palo Alto citizen ratings put City programs and services in the highest percentiles among the hundreds of benchmark cities in the survey. Over recent years, Palo Alto has been named the most livable city in the U.S. by Livability.com and the #1 Digital City in its population category by the Center for Digital Government. Numerous other recognitions occur each year. As a rule, the City employs very thorough processes and proactively seeks to involve its highly informed, educated, and engaged constituents. Projects are naturally a cooperative effort between Boards and Commissions, City Council, engaged citizens, neighborhoods and developers, and staff.

Unique among California cities, Palo Alto is a full-service municipality that owns and oper-

ates its gas, electric, water, sewer, refuse, storm drainage and fiber services at competitive rates for its customers.

James Keene has served as Palo Alto's City Manager since 2008. He previously served as the City Manager of Berkeley, California and Tucson, Arizona and as the County Manager of Coconino County (Flagstaff), Arizona. In addition, he has been the Executive Director of the California State Association of Counties (CSAC) and Director of Strategic Issues and ICMA West for the International City and County Management Association, as well as President of the Alliance for Innovation, a partnership between the 400 cities and counties, ICMA and Arizona State University. Mr. Keene has been an active contributor to the city/county management and urban affairs professions for nearly three decades and continues to serve as a fellow and in board member capacities for various professional associations and institutions.

The Department

The Utilities Department is responsible for the operation and maintenance of the City's electric, natural gas, water, wastewater collection and fiber optic enterprise fund utilities. The Public Works Department operates the Regional Water Quality Control Plant, Refuse, and Storm Drain utilities. There are roughly 270 full-time employees in the Utilities department and the department's budget is \$269 million. Current and upcoming initiatives for the Department include long-range plans for dealing with the drought and water supply options; long-range electric supply portfolio plans that incorporate renewable

power; electrification plans that reduce reliance on natural gas for energy; comprehensive capital improvement plans for all five utilities to replace aging infrastructure while maintaining infrastructure to effectively benefit from design life of the facilities; design of rates for all five utilities that fully fund programs and that are cost competitive.

- **Electric Utility:** Approximately 29,000 meters; 1000 gWh of energy purchased annually; 180 MW peak load; 50%+ RPS by 2017; \$153 million FY2016 annual budget
- **Fiber Optics:** 232 connections; roughly 42 miles of backbone system; \$3.8 million annual revenues
- **Natural Gas:** Approximately 24,000 meters; 26.2 million therms purchased annually; \$43 million FY2016 annual budget
- **Wastewater Collection:** Approximately 22,000 hook-ups; \$21 million FY2016 annual budget
- **Water:** Approximately 20,000 meters; 4 billion gallons purchased annually; \$48 million FY2016 annual budget

The Position

The Utilities Director oversees the planning, construction, operations and maintenance for five different utilities: electric, natural gas, water, wastewater collection and fiber optics; directs water, natural gas and electric supply planning and acquisition; and directs management of finances including rates, bud-

et, billing and collection, and related functions such as meter reading and customer service. The Director of Utilities reports to the City Manager and works closely with the Assistant City Manager to oversee and guide the development and implementation of the Utilities Department's plans, programs and policies. The Director acts as departmental liaison to the Utilities Advisory Commission and is regularly expected to represent the Department and City with citizens and other agencies. The Director works with other department directors throughout the City to identify, develop and implement integrated solutions to achieve the Council's priorities and goals, and represents the City in regulatory forums, in industry groups, and in state, regional, and joint powers organizations of which the City is a member (such as the Northern California Power Agency, the Bay Area Water Supply and Conservation Agency, and the California Municipal Utilities Association). The Director is responsible for assuring the City's utilities operations are run in a safe, reliable, efficient and economic manner and supervises plans and programs to ensure customer service, operating, financial and sustainability requirements are met. The Director is a member of the City Manager's Executive Leadership Team.

The Ideal Candidate

The ideal candidate will build upon the current record of safety, reliability and value and be an industry visionary with an impressive track record of leading meaningful and effective change. This utilities professional will exhibit the ability to be transformative and offer tangible successes that reflect innovation and a desire to push beyond status

quo. He/she will have the proven ability to thrive in a dynamic and highly visible environment that embraces public engagement and input.

Palo Alto's Utilities Director must be a sophisticated problem solver with the motivation to transform and modernize. This forward thinking and highly strategic individual will have a track record that reflects a proficiency for anticipating challenges as well as opportunities, coupled with the ability to respond adeptly to such circumstances. While a big picture thinker who can inspire others around a common vision, he/she will also be attentive to critical administrative and operational details.

It will also be important for the new director to be an inspiring mentor who encourages critical thinking and curiosity as cultural norms. A commitment to supporting continuous professional growth and development is required as building the next generation of managers and leaders will be a top priority. To that end, a track record for attracting, selecting and retaining stellar talent will be expected. In addition, a history of fostering a culture that rewards ingenuity and encourages employees thrive and do their best work is highly desirable.

The individual selected will be comfortable serving in a larger team setting and be known for being a collaborative and valuable business partner. The capacity to serve with a public servant heart and out of the best interest of the entire organization and the Palo Alto community will be carefully assessed. A commitment to stewardship in the form of environmental sustainability and fiscal responsibility is essential. Palo Alto department heads are typically at the





apex of their careers and are prepared to serve an extremely well-informed constituency with admirably high expectations.

A resilient professional with tremendous leadership fortitude, the individual selected will bring a fresh perspective and create momentum around the opportunity to shape utilities of the future. Broad awareness of industry trends and best practices will be expected. Previous experience interacting with elected and/or appointed officials as well as regulatory representatives is desirable. Sophisticated political acumen and the ability to facilitate large-scale decision making among policymakers are required. Along with the capacity to be an influential champion for his/her organization, being a credible speaker and influential communicator are also prerequisites for success in Palo Alto.

Candidates should have ten years of increasingly responsible experience in engineering, operations and/or business administration in a utility which include five years of service in a senior management capacity. A strong business mindset and knowledge of sophisticated performance metrics are desirable. Experience in a multi-utility organization will be considered favorably. A bachelor's degree or equivalent in engineering, business, public administration or a field directly relevant to the management of a utility is required. A master's degree in public or business administration or a related field is preferred.

Compensation & Benefits

The salary range for the Utilities Director is open, competitive and will be dependent upon qualifications and experience. In addition to salary, Palo Alto offers a competitive benefits package that includes but is not limited to:

- **Retirement** – CalPERS 2% @ 60 formula for Classic employees; 2% @ 62 formula for New Members
- **Medical Plan** – City pays a flat rate contribution (in 2016, up to \$1840. per month for family coverage) and employee pays in accordance to health plan option selected, between \$36.65 to \$802.07 per month.
- **Dental and Vision Plans** – fully paid for employee and dependents
- **Vacation** – 120-200 hours annually depending on years of service
- **Management Leave** – 80 hours per calendar year, eligible for cash-out
- **Other Leave** – 96 hours of sick leave per year; 12 paid holidays
- **Life and AD&D Insurance** – fully paid up to annual salary
- **Additional Benefit** – annual contribution of \$2,500 for IRS Section 125 compliant uses such as Flexible Spending Accounts, Non-taxable Professional Development Spending Account, deferred compensation or health club membership.

Application Process

The closing date for this recruitment is midnight, **Friday, June 13, 2016**. To be considered for this opportunity, please email a resume to Pat Prouse at the contact information provided below.

Following the June 17th closing date, resumes will be screened and applicants with the most relevant qualifications will be submitted to Palo Alto on Monday, June 20th.

Candidates deemed to be the best qualified will be expected to participate in panel interviews and other selection activities in July. Top candidates will be invited to meet with the City Manager and possibly other internal stakeholders within that timeframe.

All inquiries are welcome and should be directed to:

Pat Prouse
Mycoff, Fry & Prouse LLC
PO Box 1310,
Conifer, CO 80433-1310
(800) 525-9082
pprouse@mfp LLC.us