

SPECIAL AGENDA  
CITIZENS COMMITTEE FOR THE SELECTION OF THE EXECUTIVE DIRECTOR OF  
THE OFFICE OF PUBLIC ACCOUNTABILITY

Thursday, April 12, 2018 at 10:00 AM  
City Hall Room 1060  
200 North Spring Street  
Los Angeles, CA 90012

Members: Blanca de la Cruz, Chuck Ray (appointee), Mac Shorty, Tony Wilkinson (Chair), and Elva Yanez (Vice-Chair)

1. General Public Comment
2. Approval of the Minutes for the December 13, 2017 meeting
3. Discussion with Neighborhood Council Representatives on Neighborhood Council Resolutions or Community Impact Statements Filed with the City Clerk relative to any item listed or being considered on this agenda for the Citizens Committee for the Selection of the Executive Director of the Office of Public Accountability (Los Angeles Administrative Code 22.819; Ordinance 184243)
4. Personnel Department/City Administrative Officer/Chief Legislative Analyst/City Attorney to report and Committee Members to discuss:
  - a. Position description for the Executive Director, Office of Public Accountability
  - b. Consideration of a draft Committee Timeline
  - c. Consideration of a draft Public Engagement and Input Plan
  - d. Consideration of a Qualifications Survey
5. Committee members to discuss organizational matters, setting future meeting dates/times, and related matters.

Members of the public may request to speak on any agenda item. For information concerning this Committee, please contact Rafael Prieto with the Office of the Chief Legislative Analyst at (213) 473-5706 or Sarai Bhaga with the Office of the City Administrative Officer at (213) 978-0604. Email inquiries may be submitted to [opacsc@lacity.org](mailto:opacsc@lacity.org). Information is also available online at [opacsc.lacity.org](http://opacsc.lacity.org).

## MEETING MINUTES

### CITIZENS COMMITTEE FOR THE SELECTION OF THE EXECUTIVE DIRECTOR OF THE OFFICE OF PUBLIC ACCOUNTABILITY

Wednesday, December 13, 2017 at 2:00 PM  
City Hall Room 1070  
200 North Spring Street  
Los Angeles, CA 90012

(**Bold** indicates members present and actions taken by the Committee)

Members: **Blanca de la Cruz, Mac Shorty, Tony Wilkinson (Chair), and Elva Yanez (Vice-Chair)**

*Introductory comments from Mr. Wilkinson including the announcement that Member Jack Humphreville has resigned from the Committee due to personal reasons.*

*Mr. Wilkinson followed that the vacancy reduces the Committee to a four-member body; as such the Committee anticipates that the vacancy be filled in the near term so that it may proceed as a five-member body in its consideration of substantial matters.*

1. General Public Comment
2. Approval of the Minutes for the November 30, 2017 meeting

#### **ACTION: Minutes approved**

3. City Department Presentations
  - a. Presentation from the Department of Water and Power regarding:
    - i. Power System/Water System/Joint System Operations
    - ii. Strategic objectives, long-term projects, financial requirements/metrics, and customer service

Presentation conducted by: David H. Wright  
General Manager, Department of Water and Power

4. Committee members to discuss organizational matters, process timeline, setting future meeting dates/times, and related matters.

**ACTION: Scheduled Committee meetings for January 11, 2018 and January 25, 2018, in addition to the regular meeting days in January 2018, in order to proceed with Committee business in the event the member vacancy is filled.**

Mr. Wilkinson requested the staff to reach out to the Department of Water and Power to encourage the participation/input of the Board of Water and Power Commissioners in the process.

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**OFFICE OF PUBLIC ACCOUNTABILITY  
EXECUTIVE DIRECTOR**

The City of Los Angeles is seeking a highly qualified individual as the Executive Director of the Office of Public Accountability (OPA). The OPA is to perform a ratepayer advocacy function, and the Executive Director will function as the Ratepayer Advocate to provide public independent analysis of actions by the Department of Water and Power as they relate to water and electricity rates.

The Executive Director will (a) report directly to, but not be instructed by, the Board of Water and Power Commissioners and (b) perform other reporting duties as may be established by ordinance. The Executive Director will serve as the head of the Office of Public Accountability, and have full charge and control of its work, and be responsible for the proper administration of its affairs. The Executive Director will appoint and direct a staff and expend budgeted funds. In addition to responsibilities regarding water and electricity rates, the Executive Director will have (a) duties regarding consumer protection and complaint procedures, the contours of which will be established by ordinance; and (b) such other duties as may be established by ordinance.

This is an executive level appointment with the selection to be made by a five-member, single purpose, Citizens Committee. The Committee is charged with undertaking this task in response to the March 2011 election in which an overwhelming 78% of the electorate voted to create the position of Ratepayer Advocate. The top individual selected by the Citizens Committee must be confirmed by the Mayor and the City Council. The term of the appointment is for five (5) years; the person may be reappointed.

**EXECUTIVE DIRECTOR/RATEPAYER ADVOCATE**

The Executive Director/Ratepayer Advocate has the overarching responsibility to improve the transparency of the Department of Water and Power by analyzing its complex financial transactions, financial reporting, long-term strategic planning documents, department policies, and contracts for the purpose of determining reasonableness of utility rates. Ordinances implementing Charter Amendment I have yet fully to be enacted. Consequently, the role of the OPA and the responsibilities of its Executive Director will be subject to later developments. It is presently anticipated, however, that such duties will include, but not be limited to:

- Provide independent financial leadership and expertise including securing and overseeing outside financial consultants in support of complex fiscal analysis and in-depth financial reviews;
- Develop, with the assistance of staff and legal counsel, the processes and scheduling of independent review of DWP's periodic rate adjustment requests that require action by the City Council;
- Implement sound procedures for compilation and retention of supporting data and public comment on DWP rate adjustment requests that require action by the City Council;
- Preside over and provide leadership at public meetings and proceedings involving OPA/Ratepayer Advocate review of DWP's rates;
- Request and access DWP financial and supporting information; and
- Prepare and submit the annual budget for OPA to the City Administrative Officer and the Board of Water and Power Commissioners.

**THE IDEAL CANDIDATE**

The Executive Director/Ratepayer Advocate will be that rare individual who will establish credibility as a decisive, results-oriented professional committed to excellence, independence, transparency, and fiscal accountability.

The ideal candidate will also have exceptional financial analysis skills with the ability to probe, question, and investigate complex details in order to fulfill the critical aspect of independent public review essential in this position. The Executive Director/Ratepayer Advocate will have effective organizational leadership skills for the full development of this Office, including establishing the policies and

**OFFICE OF PUBLIC ACCOUNTABILITY  
EXECUTIVE DIRECTOR**

procedures as well as formulating the structure for a small, yet highly effective, professional staff. As a seasoned executive, the successful candidate will bring a clear bottom-line financial orientation to the Office's independent public review and evaluation of proposed utility rates. In addition to superior analytical skills, the Executive Director/ Ratepayer Advocate will be an exceptional listener, communicator, and an accomplished presenter in a public forum. The Executive Director/Ratepayer Advocate will also be adept at managing in a fast-paced and dynamic environment. The ideal candidate for this position will be a very effective and accomplished leader within their current industry, with skills transferable to this executive-level position. The top candidate will be able to inspire loyalty within the Office and, externally, to garner the trust of the public. Both diplomatic and decisive, the successful candidate will work with a sense of urgency and timeliness. The ideal candidate will also have a laser-focus on results, measuring success through accountability, the use of appropriate data/metrics, and with a strong customer-service orientation.

Ultimately, the top priority of this position must be the customers of DWP, the people and businesses of Los Angeles, as this position serves as an independent and effective advocate to ensure maximally reliable and efficient water and power services at a fair and reasonable cost.

The following attributes are of the greatest importance to the Citizens Committee in assessing top candidates:

- **Critical Thinking** – The ideal candidate will have a proven track record of understanding and distilling complex issues which may or may not be utility or regulatory-related. The Committee is open to someone who provides a fresh and independent perspective whilst also able to grasp the complexities of the DWP.
- **Leadership and Management** – The ideal candidate will have a track record of not just managing an office and a budget, but of leading teams similar to the ones likely to emerge at the Office of Public Accountability, including expert researchers, writers, administrative staff, and public and government liaisons. He or she must be able to lead a team to obtain the necessary information from DWP analysts, create reports, and effectively disseminate that information.
- **Advocacy** – The ideal candidate will have a proven ability to communicate the Office's work and findings effectively to the people, the media, the DWP, policymakers and staff, and other constituencies.

In summary, the greatest responsibility of the Executive Director/Ratepayer Advocate is the ability to effectively communicate and evaluate the utility rate structure in an open fashion, in support of the City Council, and ultimately on behalf of the general public.

**QUALIFYING EXPERIENCE AND EDUCATION EXPERIENCE**

The successful candidate will have substantial executive level experience, ten (10) years or more of senior level experience, with a strong emphasis on financial expertise and organizational accountability. With a proven track record of success, top candidates will have achieved recognition through a progressively responsible career path.

Preference may be given to candidates with direct and applicable experience dealing with the utility industry, energy sector, rate setting, and/or financial management in a dynamic setting. Career history must also include a verifiable track record of success with recognition for exceptional integrity and unquestionable ethics.

In an effort to find the best suitable candidate, the Citizens Committee will consider a broad spectrum of talented individuals, both locally and on a national scale.

All highly qualified candidates are strongly encouraged to apply. Qualifying experience may be drawn from (a) public sector experience; (b) private sector experience with a top-tier corporation;

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EXECUTIVE DIRECTOR**

(c) consulting as an industry expert in finance, utilities, engineering, or a related field; or (d) a combination of experience that can effectively demonstrate a keen understanding of the mission of OPA and the overall deliverables/outcomes desired.

- **Education** – A Bachelor’s degree from a fully accredited and recognized institution is a minimum requirement for this position. A Master’s or other advanced degree is strongly desired.
- **Certifications** – No certifications are required, although financial and/ or utility related certifications may be a strong plus, combined with applicable career experience.
- **Evaluation of Experience** – The Citizens Committee will have the full responsibility for reviewing all applications and supporting documentation.

Top candidates will be evaluated based on their executive-level qualifications presented through their own submittal of a comprehensive package outlining career highlights and notable achievements. The decision of the Citizens Committee will ultimately be made based on the best combination of experience, education, industry credentials, and overall leadership that will best serve the people and businesses of Los Angeles.

**EXECUTIVE COMPENSATION**

The recommended annual salary range for this position is subject to City Council approval by ordinance. An excellent benefits package including health/dental coverage and retirement, and which may include relocation assistance, will also be offered. The appointment for this position is for a five (5) year term.

**Office of Public Accountability  
EXECUTIVE DIRECTOR  
COMMITTEE TIMELINE**

Activity		April	May	June	July	August
<b>PUBLIC ENGAGEMENT INPUT MEETINGS</b>	<b>Pre-recruitment</b>					
	Review/edit/approve position recruitment description					
	Personnel Dept. presents <b>Recruitment Plan</b> to Committee for discussion/approval					
	Application acceptance period open for filing*					
	Public Engagement Input Meetings					
	<b>Sourcing (implementation of recruitment plan)</b>					
	Resume acceptance period continues					
	Update on applications received to date					
	Discussion on when to close application acceptance period					
	Interview process discussed					
Application acceptance period closes*						
Public Engagement Input Meetings						
<b>Pre-selection</b>						
Presentation of applicants to the Committee*						
Discuss/rate applicants						
Finalize interview list						
Finalize interview logistics (location/dates/etc.)						
<b>Interview</b>						
Conduct initial interviews						
Discuss/rank/select candidates for final interview						
Background checks on final candidates*						
Review background check information with Committee						
Selection						

**NOTES** \* Personnel Dept procedures  
**Recruitment Plan** includes discussion with Committee on:  
 advertisement;  
 open/close filing dates;  
 search timeline, etc.

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: April 9, 2018

To: OPA Citizen Selection Committee Members

From: OPACSC Staff

Subject: **PUBLIC ENGAGEMENT AND INPUT PLAN**

The following memo outlines a proposed Public Engagement and Input Plan for the Selection of the Executive Director of the OPA. The proposed Plan consists of key elements which seek to facilitate public engagement with the Citizens Committee as it pursues its task of selecting an Executive Director. The key elements are: public meetings, invitation to provide input by email and a survey modeled after one prepared for the Chief of Police posted on the City's webpage at [www.lacity.org/blog/take-chief-police-qualities-survey-your-opinion-counts](http://www.lacity.org/blog/take-chief-police-qualities-survey-your-opinion-counts).

The details of the key elements are as follows:

Meeting notice and survey distribution

- DONE neighborhood council distribution list/Early Notification System
- OPACSC Committee Members to submit proposed lists
- Distribution by DWP to their community relations lists (subject to General Manager approval)

Meeting notice period

- Provide notice a minimum three weeks prior to the meeting

Method of notice

- Direct email
- Post on OPACSC website
- DWP social media (Next Door, Twitter, etc.; subject to General Manager approval)

Public Engagement and Input meeting dates

- Recommend two meetings designated as *public engagement and input meetings* in order for the public to provide comment regarding the position description, selection process or any related matter associated with the Citizens Committee's charge.

- Both *public engagement and input meetings* to occur at City Hall to facilitate audio recording and security requirements. One meeting during the Committee's regularly scheduled time at 2pm. The second meeting to occur late evening at 6pm.

#### Draft notice

- Please note attached

#### Comment Compilation and Report

- The staff will compile/assemble the relevant comments obtained from the meetings and website submittals (with the assistance of audio recordings/transcript services).
- The relevant comments will be reported to the Committee as part of its consideration of the position description/selection process.

#### Survey

- Staff to prepare a draft survey using SurveyMonkey and post on the OPACSC website upon approval by Committee.
- Survey to be available online for six weeks.
- Staff will compile results of survey and report results to Committee.

**CITIZENS COMMITTEE FOR THE SELECTION OF THE EXECUTIVE DIRECTOR OF THE  
OFFICE OF PUBLIC ACCOUNTABILITY**

**PUBLIC ENGAGEMENT AND INPUT MEETING**

[Thursday, Date TBD, 2018 at 2:00 PM]  
City Hall Room 1060  
200 North Spring Street  
Los Angeles, CA 90012

Members: Blanca de la Cruz, Mac Shorty, Tony Wilkinson (Chair), and Elva Yanez (Vice-Chair)

The Committee seeks to encourage public engagement and input related to the selection of the Executive Director of the Office of Public Accountability. Members of the public are invited to attend this meeting to provide comment regarding the selection process or any related matter. In the event that you are unable to attend this meeting, you are welcome to submit your comments by email to [opacsc@lacity.org](mailto:opacsc@lacity.org) or fax to (213) 473-7540. The opportunity to provide public comment is also available at any meeting of this Committee.

1. Introductions
2. Overview of Committee Meetings/Discussions
3. Personnel Department Presentation on Proposed Recruitment Plan
4. Public Input on position description, selection process and related matters
5. Committee members to discuss organizational matters

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## Citizens' Committee to Select the Executive Director/Ratepayer Advocate

The Office of Public Accountability (OPA) is a City department established by voter approved Charter Amendment I (adopted March 8, 2011) to perform a ratepayer advocacy function, and the Executive Director will function as the Ratepayer Advocate to provide public independent analysis of actions by the Department of Water and Power as they relate to water and electricity rates.

Soon, the City of Los Angeles will initiate recruitment for the next Executive Director/Ratepayer Advocate for the Office of Public Accountability. The recruitment and selection for the Executive Director/Ratepayer Advocate is conducted by a citizens selection committee (with assistance from the Offices of the CAO, CLA, and the Personnel Department).

Please take a moment to complete this survey. Your responses to all the questions are voluntary. Any questions left unmarked will be recorded as no opinion.

You are also welcome to submit comments to the Citizens Committee by email: [opacsc@lacity.org](mailto:opacsc@lacity.org).

1.

**Please select up to 5 QUALITIES that you think are important when selecting the next Executive Director/Ratepayer Advocate.**

- |   |  |
|---|--|
| <input type="radio"/> Critical Thinking                       | <input type="radio"/> Strong communications skills                                 |
| <input type="radio"/> Leadership/Management                   | <input type="radio"/> Accessible to the community                                  |
| <input type="radio"/> Advocacy experience                     | <input type="radio"/> Trustworthy and transparent                                  |
| <input type="radio"/> Knowledge of the utility rate structure | <input type="radio"/> Vision for the future of the Office of Public Accountability |
| <input type="radio"/> Customer-service orientation            |  |
| <input type="radio"/> Other (please specify)                  |  |

2.

**Is there anything else that the Citizens' Selection Committee should consider when selecting the next Executive Director/Ratepayer Advocate?**

- Experience implementing change
- Experience in financial management
- Executive-level, verifiable track record of success
- Experienced leader
- Other (please specify)

**3. Please rank what you believe should be the top three priorities of the Executive Director/Ratepayer Advocate.**

First:

Second:

Third:

**4. How would you like to see the Executive Director/Ratepayer Advocate conduct the operations of the Office of Public Accountability?**