

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

Thursday, May 10, 2018 at 2:00 PM  
City Hall Room 1050  
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 May 3, 2018 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 Qualifications Survey
  - d. Status of the Public Engagement and Input Plan
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**

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

Thursday, May 3, 2018 at 2:30 PM  
City Hall Room 1060  
200 North Spring Street  
Los Angeles, CA 90012

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

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

1. General Public Comment
2. Approval of the Minutes for the April 12, 2018 meeting

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

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)

No submittals/No discussion

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

Presentations conducted by: Charlette Rodgers Starkey, Personnel Department & Sarai Bhaga, CAO

#### **Position Description**

*Staff informed the Committee of the changes made to the position description as requested by the members.*

*Mr. Wilkinson requested a strike-out version of the document(s) in the future.*

*Ms. Yanez requested that the position description include knowledge/experience of performance standards and metrics that address economic, environmental/sustainability and social equity dimensions/elements.*

*Ms. De La Cruz requested that the position description include knowledge/experience of diverse customer market segments including those that constitute the City's ratepayers; such as single family, multi-family and underserved customer classes.*

*Mr. Wilkinson expressed that the position description should be broad and not cause a limiting of the scope. He expressed concern about the use of the term "equity metrics" in the position description.*

*Ms. Yanez stated that knowledge and experience of an issue(s) relevant to the Los Angeles or any urban setting does not narrow the scope.*

*The Committee requested that the Personnel Department prepare draft language that addresses the Committee's requests.*

#### Committee Timeline

*The Committee requested that the Personnel Department and staff provide a mock-up timeline with projected dates/timeframes for the Committee to consider.*

#### Public Engagement and Input Plan

*Staff requested that the Committee consider approving the Plan and provide staff with contacts/entities that should be included in the public engagement process.*

#### **ACTION: Public Engagement and Input Plan approved.**

*Committee also requested that notice of the Committee's public engagement efforts be included in DWP's social media/outreach elements and listings subject to GM approval; including the outreach elements of the Department of Neighborhood Empowerment.*

#### Qualifications Survey (Online)

*Staff informed the Committee of changes made to the draft survey per the Committee's request.*

*Ms. Yanez and Ms. De La Cruz requested that the draft survey include modifications consistent with their requested changes to the position description (note above).*

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

#### **ACTION: Scheduled a Special Committee meeting for May 10, 2018 to consider pending 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).

## **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 performs a ratepayer advocacy function, and the Executive Director functions 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 reports directly to, but is not instructed by, the Board of Water and Power Commissioners and performs other reporting duties as established by ordinance. The Executive Director serves as the head of the Office of Public Accountability, and has full charge and control of its work, and is responsible for the proper administration of its affairs. The Executive Director appoints and directs staff and expends budgeted funds. In addition to responsibilities regarding water and electricity rates, the Executive Director duties include consumer protection and complaint procedures; and 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 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.

### **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. Responsibilities of the Executive Director 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 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,

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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. He or she should also have ~~proven knowledge of and/or experience in the comprehensive analysis of economic, social, and environmental sustainability. The Committee is open to someone who provides a fresh and independent perspective whilst also able to grasp the complexities of the DWP.~~knowledge of and/or experience with performance standards/metrics relating to economic accountability as well as environmental sustainability and social equity.
- **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.
- **Service Equity** – The ideal candidate should also have knowledge of and/or experience of diversity utility customer market segments; including those that constitute urban settings and underserved customer classes; and he or she’s analysis should incorproarte an equity lens to ensure the provision of equitable services to ratepayers.

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

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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; (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		MAY				JUNE				JULY				AUGUST				
		6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26
<b>PUBLIC ENGAGEMENT INPUT MEETINGS</b>	<b>Pre-recruitment</b>																	
	Review/edit/approve position recruitment description	5/10/18																
	<b>Recruitment Plan</b> to Committee for discussion/approval	5/10/18																
	<b>Application acceptance period opens/closes for filing*</b>		5/14/18					6/25/18										
	Public Engagement Input Meetings																	
	<b>Sourcing (implementation of recruitment plan)</b>																	
	Update on applications received to date																	
	Discussion to extend application acceptance period (optional)				5/31/18	6/7/18												
	Interview process discussed																	
<b>Pre-selection</b>																		
<b>Presentation of applicants to the Committee*</b>																		
Discuss/rate applicants										7/5/18								
Finalize interview list																		
Finalize interview logistics (location/dates/etc.)																		
<b>Interview</b>																		
Conduct initial interviews												7/26-7/27						
Discuss/rank/select candidates for final interview													8/2/18					
<b>Background checks on final candidates*</b>														8/2 -Background Cks-8/16				
Review background check information with Committee																		
Selection																8/16/18		



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

The Office of Public Accountability (OPA) is a City of Los Angeles (City) department established 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 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 forgo the survey and submit your 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. (NOTES: Delete option written in RED, ADD options written in BLUE)

- Critical Thinking
- Leadership/Management
- Advocacy experience
- Knowledge of the utility rate structure
- Customer-service orientation
- Strong communications skills
- Accessible to the community
- Trustworthy and transparent
- Vision for the future of the Office of Public Accountability
- ~~Knowledge of and/or experience in the comprehensive analysis of economic, social, and environmental sustainability.~~
- Knowledge of and/or experience with performance standards/metrics relating to economic accountability as well as environmental sustainability and social equity.
- Knowledge of and/or experience with diverse utility customer market segments and the provision of equitable service to ratepayers.
- Other (please specify)

2.

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

- Experience as a change agent
- 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?**

Recruitment Plan  
Office of Public Accountability

**Executive Director**

December 13, 2017

The following represents a draft of the outreach strategy the Personnel Department will undertake during this national search effort:

- **Stakeholder Groups/Citizens** – Interested citizens are encouraged to direct qualified candidates directly to the Personnel Department or LA DWP websites:
  - ◆ Announcement cards will be designed and available at various meetings (i.e. Citizens' Committee, LA City Council, Neighborhood Council, etc.), until the close of the application acceptance period.
  
- **Advocacy Groups** – Advocacy groups, specific to utilities and consumer protection will be contacted to advise them of the position:
  - ◆ Consumer Action (consumer-action-org) (Los Angeles, San Francisco, and Washington, DC)
  - ◆ Consumer Federation of America (CFA)
  - ◆ Consumer Watchdog (www.consumerwatchdog.org)
  - ◆ National Association of Consumer Agency Administrators (no website)
  - ◆ National Association of State Utility Advocates (nasuca.org)
  - ◆ National Consumer Law Center (NCLC)
  - ◆ National Consumer League (nclnet.org)
  - ◆ Public Citizen (citizen.org)
  - ◆ State of California, Division of Rate Payer Advocates
  - ◆ TURN (The Utility Reform Network) – (turn.org)
  
- **Federal Government** – Key committees and departments at the Federal level will also be contacted, these include:
  - ◆ U.S. Senate, Committee on Energy and Natural Resources
  - ◆ Department of Energy
  
- **Industry Leaders** – Professionals industry leaders in both private and public utilities (water and power) are contacted to advise them of the search:
  - ◆ Federal Energy Regulatory Commission (FERC)
  - ◆ Public Utility Commission – California (including generalists, financial, rate payer advocates and legal)
  - ◆ Public Utility Commissions (for other select states)

Outreach will include the following sources (Industry specific/may charge a fee):

- **Executive**
  - ◆ Capitol Weekly ([www.capitolweekly.net](http://www.capitolweekly.net))
  - ◆ ICMA Newsletter ([www.icma.org](http://www.icma.org))
  - ◆ Jobs Available (print only)
  - ◆ Los Angeles Business Journal ([www.labusinessjournal.com](http://www.labusinessjournal.com))
- **Finance**
  - ◆ Association of Local Government Auditors (ALGA) ([www.governmentauditors.org](http://www.governmentauditors.org))
  - ◆ California Society of Municipal Finance Officers (CSMFO) ([www.csmfo.org](http://www.csmfo.org))
  - ◆ Government Finance Officers Association (GFOA) ([www.gfoa.org](http://www.gfoa.org))
  - ◆ Institute of Internal Auditors ([www.theiia.org](http://www.theiia.org))
- **Legal**
  - ◆ Daily Journal ([www.dailyjournal.com](http://www.dailyjournal.com))
  - ◆ American Bar Association ([www.abanet.org](http://www.abanet.org))
- **Utility**
  - ◆ American Public Power Association (APPA) ([www.appanet.org](http://www.appanet.org))
  - ◆ California Municipal Utilities Association ([www.cmua.org](http://www.cmua.org))
  - ◆ EnergyCentralJobs.com ([www.energycentraljobs.com](http://www.energycentraljobs.com))
  - ◆ Northern California Power Agency ([www.ncpa.com](http://www.ncpa.com))
  - ◆ Northwest Public Power Association ([www.nwppa.org](http://www.nwppa.org))
  - ◆ Power Magazine ([www.powermag.com](http://www.powermag.com))
- **General**
  - ◆ Government Jobs ([www.govjobs.com](http://www.govjobs.com))
  - ◆ USA Jobs ([www.usajobs.com](http://www.usajobs.com))
  - ◆ Personnel Department ([www.personnel.lacity.org](http://www.personnel.lacity.org)) – no fee
    - Personnel Department – Facebook (<https://www.facebook.com/CityLAJobs/>) – no fee
    - Personnel Department – Instagram (<https://www.instagram.com/citylajobs/>) – no fee
    - Personnel Department – Snap Chat (<https://www.snapchat.com/add/Citylajobs>) – no fee
  - ◆ Los Angeles DWP ([www.ladwp.com](http://www.ladwp.com)) – no fee
  - ◆ Neighborhood Councils-EmpowerLA (97 chapters) – no fee
  - ◆ Citizens' Committee for the Selection of the Executive Director of the Office of Public Accountability (<http://opacsc.lacity.org/>) - no fee