

# REVISED

## The Opportunity

This is an exciting opportunity with a variety of unprecedented challenges and opportunities for an experienced, forward thinking utility executive.

Reporting to the City Manager, the next General Manager (GM) of the Riverside Public Utilities Department (RPU) will be self-starting, results-oriented, energetic, creative, innovative, resourceful and inspiring to staff and colleagues. The GM, with the assistance of five Assistant General Managers, will be leading a dynamic and robust organization of over 656 dedicated employees with a combined capital and operating budget of approximately \$454 million. RPU's organizational structure is included as an insert with this brochure.

Through a highly skilled executive team, the GM oversees a values-based organization that values exceptional customer service, affordability and reliability. The next GM must have a proven track record of developing strong teams, effectively communicating with customers and constituents, and be very experienced working in a multidisciplinary organization.

## The City of Riverside

From its incorporation in 1870, Riverside has been a prosperous, desirable place to live because of the foresight of its founders and successive leaders and the artistic spirit that pervades the culture of its residents. Today, Riverside is a leading Southern California city offering a blend of hometown charm, history, and hospitality with the vision, energy, culture, and diversity of a sophisticated metropolitan area. With a population of over 320,000, it currently ranks as the 12th largest city in California, 6th in Southern California, and is the economic powerhouse of one of the fastest growing regions in the United States.

Riverside's higher education system prepares a diverse workforce with an extraordinary collection of three universities and a community college with a combined population of over 50,000 – this advantage gives Riverside powerful tools to advance into the future. Being named the 2012 Intelligent Community of the Year by the Intelligent Community Forum (which ranks cities across the world) acknowledges Riverside's commitment to the success of our students, technological efforts and advancement and positions Riverside to stay ahead of the curve for years to come.

Riverside residents and business owners are excited by what's happening in the City and what the future holds. For instance, Downtown Riverside has experienced a series of improvements in the past few years, including the opening of the renovated Fox Performing Arts Center, the Fox Entertainment Plaza and Municipal Auditorium, the expansion and renovation of the Riverside Convention Center and the opening of the Culver Center for the Arts, the Citrus Tower Office Building and the Hyatt Place Hotel. These projects have served as a catalyst for the opening of a number of new restaurants and nightlife venues within the Downtown area. With several projects on the horizon – including four major mixed use developments – Downtown Riverside provides an urban mix of residential, retail and entertainment uses.

Riverside's quality of life is exceptional and getting better each and every day. It's no wonder the City was named #1 U.S. City for Small Business by Inc. Magazine, #2 Hot Spot for Tech in the U.S., #6 Happiest Place in the Nation for Young Professionals, #3 in California and #103 in the World for Economic Performance by the Brookings Institute, Coolest California City by the California Air Resources Board, the Intelligent Community of the Year in 2012, a Top 25 City for Business by Executive Outlook Magazine, and an Emerald City by the State of California Department of Conservation for sustainable green initiatives and renewable energy.

For more information, visit [RiversideCA.Gov](http://RiversideCA.Gov)

## City Government

Riverside has the council-manager form of government. In addition to the separately elected Mayor, the City Council is comprised of seven members elected by ward and serving four-year terms. The Mayor and City Council appoint the City Manager to oversee all City operations, which include a budget of \$1 billion, and staff of nearly 2,500. The Riverside Public Utilities General Manager is appointed by the City Manager with approval of the RPU Board – a nine-member advisory body appointed by the Mayor and City Council.

## A Community Utilities Company

Established in 1895, Riverside Public Utilities is a municipal water and electric utility governed by a advisory board of nine community volunteers and the City Council. With an annual budget of \$454 million, RPU provides high quality, reliable services to more than 110,000 metered electric customers and 65,000 metered water customers (serving a population of more than 320,000, encompassing over 82 square miles) in and around the City of Riverside. Based on the City Charter provision, Riverside Public Utility contributes a portion of its operating revenues to the City's General Fund; for FY 2017/18, this is estimated to be approximately \$45 million. This money helps to fund essential services such as public safety, library and recreation programs, street repair and park maintenance.

Riverside is one of more than 2,000 cities in the United States that light up homes and businesses with “public power” – electricity that comes from a municipally owned and operated utility. Additionally, RPU maintains local water resources that allows RPU to meet customer demands while being 100% independent of imported water sources. RPU has developed a 10-year strategic plan (Utility 2.0) that modernizes and updates all aspects of the City's utility.

Services provided by RPU include:

**Electric** – Riverside Public Utilities owns, maintains, and operates 91 circuit miles of transmission lines, 1,283 circuit miles of distribution lines, 14 substations, and 3 generating plants totaling 270 megawatts. The Electric Utility acts competitively, with a sharp focus on customers, while maintaining a financially sound utility. Compared to other local utilities, Riverside's rates are lower, reliability is higher, and more funds are returned to the local community in the way of low-income assistance, rebates, and community support. The Electric Utility is committed to renewable power, energy, and community education. Some of the most notable achievements are a commitment to an aggressive Renewable Portfolio Standard and an increase in locally generated solar power. RPU is recognized as a Diamond rated utility by the American Public Power Association's RP3 program.

**Water** – The Water Utility maintains its own distribution system, which contains 988 miles of pipeline ranging from 2 inches to 6 feet in diameter, 55 domestic wells, 15 active reservoirs (with a capacity over 100 million gallons), and 14 miles of canals. The Water Utility is responsible for providing adequate water supplies to its customers at the lowest possible cost. This includes ensuring continued access to water resources while maintaining a high-quality water supply and a reliable water distribution system. In addition, several significant water line replacements have been completed, ensuring improved reliability. Most recently, the first phase of a major recycled water system has been approved and nears completion.

## The Position

In consideration of the City's established goals and priorities, the GM is expected to provide inspirational leadership for the Utilities' employees to accomplish RPU's adopted mission, vision, and strategic objectives and to develop and implement specific business plans and programs to meet the strategic objectives of exceptional customer service, affordability and reliability. The GM will be responsible for leading the City in formulating and implementing the next wave of business process reengineering, with a focus on identifying and implementing opportunities for increasing efficiency, enhancing organizational performance and accountability, sustaining exceptional customer service, and developing talent throughout the organization.

### **Top three focus areas in the next couple of years:**

- Implementation of the strategic and operational plans, including Utility 2.0 as modified by the new rate plan;
- Alignment of RPU functions, programs and activities in the context of a larger city, and in coordination with all pertinent City departments; and
- Strengthening public interface.

### **Other relevant priorities:**

- Ensure ongoing and effective communication flow with the City Manager, RPU Board and City Council on what is being considered, taking place, and the status of initiatives and projects within the Utility;
- Provide leadership and management in the development and implementation of RPU strategies, policies, and programs in the areas of (1) the supply, distribution, quality, conservation, and management of surface water and groundwater, (2) the generation, supply, distribution, and transmission of electric power and electric industry deregulation and competition, and (3) employee development and training;
- Be a representative and spokesperson of the City with elected policymakers and local, State, and Federal agencies to protect and enhance the Utility's interests as they relate to water, electric power, and other relevant issues;
- Continually be on top of issues that affect the Utility, including current and potential future trends in California water and environmental issues, the electric utility industry, and innovative business practices;
- Provide leadership within key stakeholder groups on electric utility issues that affect the City and public power within California; and
- Act as a mentor and coach to the management team to develop the future leaders of the Utility.

## The Ideal Candidate

The ideal candidate will have a highly successful career with a verifiable track record of demonstrated leadership in guiding an organization that embraces best practices while providing a constructive culture to effectively and efficiently deliver its mission. This person must have the proven ability to instill a culture of constructive change that maximizes both staff and advanced technology resources. Candidates must have a proven track record of achieving goals and be comfortable working in an active labor environment. The successful candidate will bring personal

qualities and attributes necessary to support and encourage a staff of 656 in their important role of water and power energy delivery and utility system operations.

The GM will have strong technical skills in this highly regulated setting, ensuring that all water and energy delivery assets are in compliance with all licenses and regulations including WECC, NERC, and FERC requirements. Riverside Public Utilities' commitment to ensuring the safest of working environments is one of its highest concerns. The GM will bring a strong record of promoting and achieving a work setting that is safe for employees and prevents damage to property and the surrounding environment.

The GM will also have skills in performing ongoing evaluations of RPU services and operations by applying professional and operational standards as well as comparatives to other best practices in the utility industry. Excellent communication and interpersonal skills are essential for the success of this individual who must be able to effectively integrate into the highly professional and participatory team environment found throughout the RPU organization.

Other critical characteristics and attributes that will be expected in the new GM include:

- Creative entrepreneurship and effective financial management skills;
- Demonstrated leadership complemented by a high level of initiative, interpersonal and cultural sensitivity, creative and flexible problem-solving skills, and excellent internal and external communication skills;
- Integrity and intellectual honesty; belief in the value and necessity of equity and diversity;
- Outstanding interpersonal skills with an ability to engage in dialogue at all levels of the organization with ease and compassion;
- Knowledge of regulations and experience working collaboratively with governmental agencies;
- Being comfortable working in an active labor/union environment with successful experience in supervising large groups including training, mentoring, delegating and ensuring accountability;
- Able to present technical information and concepts clearly, convincingly, and effectively both orally and in writing; and
- Effectively lead the organization always striving for “best in class” and excellence in performance.

## Minimum Qualifications

**Education:** Bachelor’s degree in a relevant discipline; graduate degree in public administration, public policy or other similar field is highly desired.

**Experience:** At least five years of executive management and leadership experience in a relevant field.

Candidates will be expected to convey career history, accomplishments and overall match with this executive level position through submitted materials. The selection process for this position will include **at least two interview panels**, focusing on the right combination of experience, education and career history that will uphold the ideals and values of the City and RPU.

**Final Selection and Appointment:** The City Manager will select the most highly qualified candidates with concurrence of the Board of Public Utilities, based on a combination of education, career experience, and accomplishments that best fit the needs of the City of Riverside.

## Compensation and Benefits

The established salary range for the General Manager is up to \$268,607. Placement within the range is based on qualifications and experience, skills and abilities, and career accomplishments. In addition, the City offers a \$400 per month auto allowance and an excellent benefits package. Further details on the benefits package may be obtained through Ralph Andersen & Associates.

## To Be Considered

Interested candidates may apply by sending their resume, cover letter highlighting relevant experience and talents, and six professional references to Ralph Andersen & Associates via [apply@ralphandersen.com](mailto:apply@ralphandersen.com).

Candidates are requested to submit materials prior to Monday, February 12, 2018. Candidates may be asked to complete a series of written responses for further evaluation and possible presentation, and submit a summary of career accomplishments as part of the final steps of the selection process. Ideally, the selected candidate will join the City of Riverside in April 2018 or at a mutually agreed upon date.

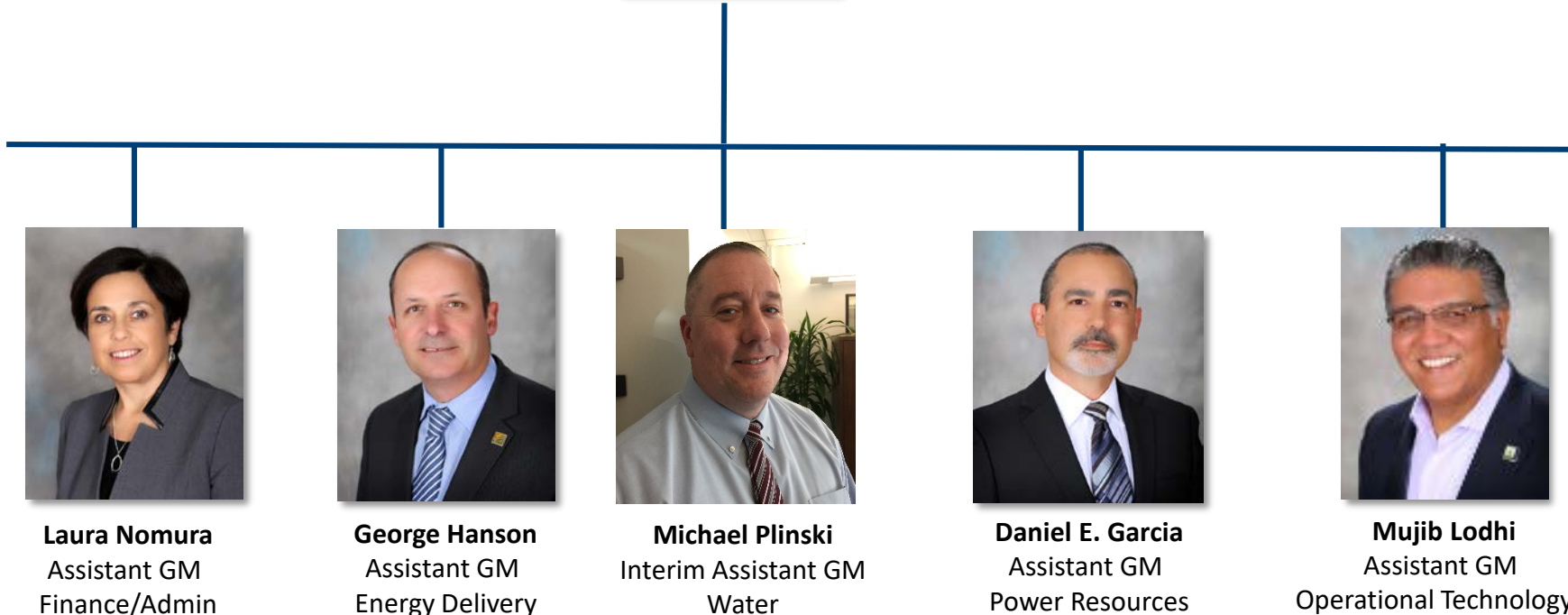
Interested individuals should be aware that Ralph Andersen & Associates will work closely with the City throughout this process to ensure confidentiality to the fullest extent possible. References will not be contacted until mutual interest has been established. If you have questions or would like to discuss the opportunity further, please call Mr. Robert Burg at (916) 630-4900. Confidential inquiries are welcomed.

# RPU EXECUTIVE MANAGEMENT

January 2018



Todd Jorgenson  
Interim Utilities General Manager





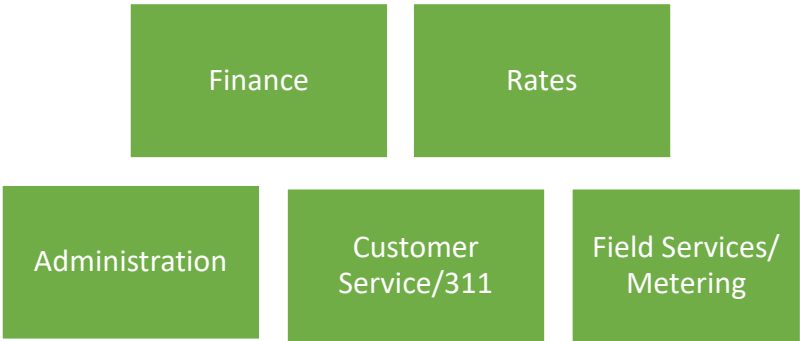
**GENERAL MANAGER'S OFFICE 11 FTEs**



**ENERGY DELIVERY- 205 FTEs**



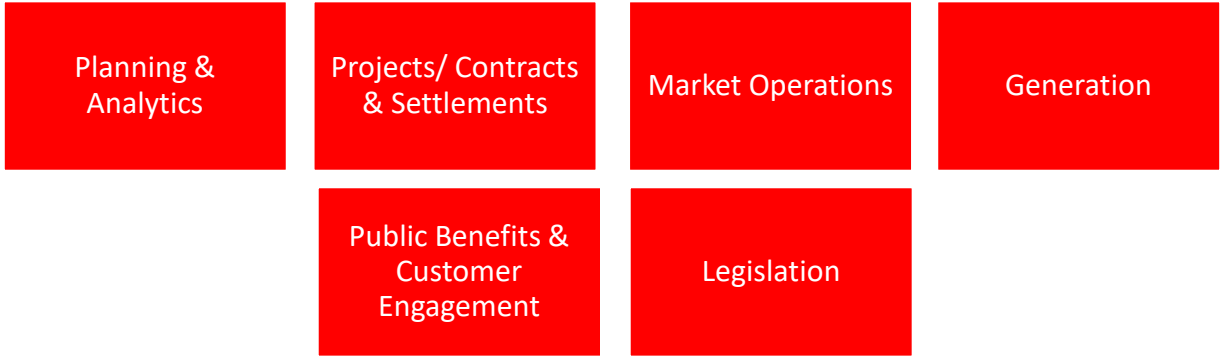
**ADMINISTRATION/FINANCE/CUSTOMER SERVICE/FIELD SERVICE - 159.25 FTEs**



**WATER- 156 FTEs**



**RESOURCE OPERATIONS & STRATEGIC ANALYTICS/CUSTOMER ENGAGEMENT/PUBLIC BENEFITS/LEGISLATION – 90.65 FTEs**



**OPERATIONAL TECHNOLOGY- 34 FTEs**

