

# CHIEF INFORMATION OFFICER

San Francisco Public Utilities Commission



## THE COMMUNITY

San Francisco is the fourth largest city in California with more than 865,000 residents and a daytime population that swells to more than 1.2 million. It is also one of the most culturally and ethnically diverse of all American cities; the community's residents, businesses, institutions, traditions and tourists reflect and celebrate a myriad of cultures and backgrounds from around the world. Built on a 49 square-mile peninsula, its unique terrain is bordered on three sides by the Pacific Ocean and the San Francisco Bay. Regionally, San Francisco is often referred to as the economic and cultural hub of the Bay Area because of its vibrant make-up.

## SAN FRANCISCO PUBLIC UTILITIES COMMISSION

The San Francisco Public Utilities Commission's (SFPUC's) mission is foundational to the well-being of the Bay Area. Its utility services and programs support not only the public health but also the economic, environmental, and social development of much of the region. Its 2,300 employees provide reliable, 24/7 utility services including, the delivery of high quality drinking water to 2.7 million residents in San Francisco, San Mateo, Santa Clara and Alameda counties; the collection and treatment of wastewater and storm water for customers in San Francisco and San Mateo counties; and the generation, procurement and delivery of renewable energy to customers in San Francisco and San Mateo counties.

With operations across the state, an annual operating budget over \$1.5 billion and long-term capital improvement programs of nearly \$9 billion, the SFPUC has a large footprint and impact on the region. It is a national leader not only in the provision of utility service, environmental stewardship, and sustainability, but also in articulating a progressive vision for engaging in the communities it serves. Ten years ago, the SFPUC was the first utility in the nation to adopt an Environmental Justice Policy and develop a formal program for Community Benefits. More recently the Commission adopted a Racial Justice Resolution.

Both the City of San Francisco and the SFPUC have been leaders in responding to COVID-19 pandemic, implementing policies to protect public health, ensure employee safety, supporting customers impacted by the pandemic, and maximizing full-time remote work. SFPUC aims to lead the City in adapting to more resilient workforce norms including long-term remote work options of up to three days per week.

The SFPUC offers an exceptional opportunity for an enriching career built upon:

- Challenging, rewarding, and flexible work
- A meaningful mission centered around providing essential, life-enhancing services
- The ability to contribute on a large scale due to the fact that SFPUC has operations centers in seven northern California counties
- A commitment to environmental stewardship
- A strong emphasis on leveraging existing and emerging technologies to support current business needs and improve operations on a continuous basis

## THE POSITION

Reporting to the Chief Financial Officer/Assistant General Manager, the Chief Information Officer (CIO) is the highest Information and Technology (IT) leadership role at the SFPUC and partners directly with the organization's executive team. The CIO is responsible for developing and executing an IT strategy tied to the SFPUC's business objectives, and ensuring the secure and efficient operation of network infrastructure, enterprise systems and applications, operational technology, communications systems, and the cybersecurity environment.

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Through effective IT governance, the CIO will dynamically balance the range of technology needs across the SFPUC's utility enterprises and central support divisions—Water, Wastewater, and Power operations, Human Resources, Finance, Customer Services, Engineering and Construction, and External Affairs. Current priorities include improvements to Human Capital Management, Operational Technology, Customer Service and Billing, and systems that support remote working. Partnering with executive leadership, the CIO will have the opportunity to impact not only these areas but to help refine and set additional priorities for shaping the organization long term.

This role is a prime leadership opportunity for the right candidate—consolidating gains made under the incumbent, who is retiring, and charting a course for the future. The 100 member IT professional team has stability, deep subject matter expertise and a desire for growth and development. The IT leadership team has actively engaged in assessment work to support this leadership transition. The CIO will be stepping into an environment that is ready for growth, but for which a clear vision and strong talent leadership can make a significant difference. Essential duties and responsibilities include:

- **IT Strategy** - Leads development of SFPUC's IT strategic plan and roadmap; oversee integration with SFPUC's strategic planning process and associated business strategies and plans; serves on SFPUC and City planning and policymaking committees; drives the development of enterprise technology standards, governance processes and performance metrics.
- **IT Infrastructure** - Monitors changes and advancements in IT technology relevant to utility operations; introduces new technologies and platforms; provides strategic direction on new solutions and innovation; advises what emerging informational and operational technologies should be assimilated, integrated, and introduced to respond to the needs of SFPUC's digital business strategy; develops data governance policies for the overall organization; administers and enforces the SFPUC's IT policies and procedures; establishes a disciplined and coordinated approach to all data and analytics activities.
- **IT User Support** - Provides direction and oversight for the design, development, operation, and support of IT systems and programs that fulfill the needs of the business, including enterprise architecture management, application management, security and risk management, and infrastructure and utility operations support management; delivers training for technology and platforms to enhance the experience of internal and external customers; designs and implements the IT operating model, organizational structure, and governance process; uses influence and negotiation skills to create synergies across the organization to enable cost-effective and innovative shared solutions to achieve business goals; ensures IT's contributions are proactively delivered with reliability, sustainability, cost-effectiveness; and agility based on changing business



objectives, goals and strategies; establishes and maintains operating and development standards and service level agreements under which IT will function and provide service.

- **Digital Business** - Participates and partners with the SFPUC's leadership team to drive culture change in support of digital business transformation; collaborates with executive leadership and business partners to define and execute SFPUC's digital business strategy; participates in and contributes to the assessment of external digital opportunities for and threats to utilities; drives internal technology capabilities to achieve desired competitive positioning.
- **Cybersecurity** - Originates and leads SFPUC's cybersecurity program to ensure the protection of digital data and information systems through frequent and comprehensive reviews and upgrades; develops and coordinates programs and procedures to ensure overall security, confidentiality, integrity, and accessibility of data and network software; manages risks through the effective design, delivery and management of IT capabilities.
- **Leadership and Management** - Directs and manages the activities of the IT department; selects, trains, and reviews performance of assigned staff; plans and assigns work in alignment with SFPUC's values; provides leadership, coaching and direction to the IT leadership team and staff; develops and maintains an IT workforce with the appropriate mix of business knowledge, technical skills and competencies; balances the need for growing the agility required to achieve digital business objectives with ensuring the core IT functions are reliable, stable and efficient; continually assess organizational structure and propose changes based on organizational needs; leads the establishment and execution of a digital workplace strategy that enables the development of digital dexterity in the workforce; ensures employees have the tools and work environment to be engaged, productive and effective; partners with HR to continually look for leading-edge and innovative solutions to the recruitment, development and retention of the IT workforce.
- **Strategic Alignment, Agency Engagement and Governance** - Aligns the operating model for information and technology to foster a business needs-oriented and collaborative culture, characterized by supportive mindsets and practices; establishes and maintains positive working relationships with SFPUC's Water, Wastewater and Power enterprises and support bureaus; builds and oversees a governance model for setting and tracking IT priorities with agency leadership; serves as a trusted advisor to ensure all executive leaders can make informed decisions about the application of IT solutions within their units as well as across the organization.
- **Budget Management and Cost Control** - Develops and controls the annual operating and capital expenditure budget for IT to ensure SFPUC's investment in technologies is consistent with the organization's overall strategic objectives and is within plan; enhances IT's capabilities by leveraging a multitude of resources, both internally and externally; directs the development of the IT sourcing strategy and provides executive oversight for strategic vendor and partner relationship management.
- **Regulatory Compliance** - Monitors existing and proposed federal, state, and local laws and statutes affecting IT standards; implements changes as necessary.

## THE IDEAL CANDIDATE

SFPUC is seeking a results-oriented Chief Information Officer who possess a current knowledge and a future vision for leveraging information and operational technology to support operations, enhance performance, and facilitate service improvements. They value the fact that decisions and priorities at SFPUC are driven by business needs and understand that technology is an important tool for achieving organizational goals. They have a track record of producing results and possesses strong business acumen. They set clear expectations on delivery priorities; lead budget development linked to those priorities; and create accountability mechanisms and standards for delivery.

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The ideal candidate is a servant leader with high emotional intelligence and excellent interpersonal, listening, conflict resolution skills. They are skilled in defining and articulating an organization-wide IT vision and strategy and effective at gaining buy-in for its implementation. They have strong communication, collaboration, political, and advocacy skills and relate well to people at all levels. They understand the challenges of being part of a complex structure and aware of the opportunities that come with the complexity. They are adept at restructuring teams, developing talent and organizing stakeholders to meet new needs and address potential misalignment. They are skilled at developing a learning organization that fosters an innovative mindset among staff and stakeholders. They are able to move teams from a tactical to a strategic focus. They are not afraid to take calculated risks and adept at advocating others to be willing to take risks.

With respect to leadership skills, the ideal candidate has an educator mentality and a coaching mindset. They are skilled at setting the vision for their team and focusing staff to meet it. They foster employee engagement and an inclusive, psychologically safe work environment. They practice proactive workforce management; know how to attract and retain the best talent; and are skilled at developing people, particularly inspiring leaders.

The best qualified candidate will have excellent oral and written communication skills and will be effective in building trust and gaining the cooperation of others through discussion and persuasion. The patience to work in a central-office managed system will be an asset as will be previous experience in a large, complex, multi-site organization.

Finally, the successful candidate will be devoted to ensuring that SFPUC's mission, vision and values are honored and upheld. They will deliver excellent customer service; ensure impeccable stewardship of resources; promote long-term financial sustainability; cultivate a culture of excellence; and prioritize equity and inclusion in the workplace.

## Qualifying Education and Experience

### Minimum Qualifications:

- At least 10 years of progressively responsible informational and/or operational technology experience
- Five years of senior leadership responsibility
- A baccalaureate degree from an accredited college or university

### Highly Desired Qualifications:

- Previous responsibility for leading large, complex and/or transformational initiatives in a dynamic environment
- Five or more years of experience in a utility or public organization



- Experience with strategic planning, business planning and execution, and organizational design and development
- Experience managing industrial control systems, programmable logic controllers, discreet process control systems, Supervisory Control and Data Acquisition (SCADA) systems and/or radio telecommunication systems
- A master's degree

## COMPENSATION

The salary for this position is within an initial annual salary range of \$201,552 to \$312,624, dependent upon the qualifications and experience of the selected candidate. The City and County of San Francisco also provides an excellent benefits package, including:

- Retirement – Through the San Francisco Employee Retirement System (SFERS) a defined-benefit retirement is provided under the “2.3% at 62” miscellaneous employees’ formula.
- Life Insurance – Life insurance is provided in the amount of \$50,000.
- Benefits – Eligible Municipal Executives may enroll themselves and eligible family members in medical, dental, and vision benefits.
- Executive Leave and Vacation – Five days of paid executive leave and five ‘floating holidays’ are provided annually. Vacation days are accrued at increasing rates starting with ten days annually in the first five years of continuous service, rising to twenty days annually after completing fifteen years of continuous service.
- Legal Holidays – Eleven (11) paid legal holidays per year.
- Sick Leave – Thirteen (13) days annually.

For additional information regarding benefits, visit: <http://sfdhr.org/benefits-overview>

## HOW TO APPLY

Please **apply on-line** by **September 24, 2021**, at [www.alliancerc.com](http://www.alliancerc.com). For questions and inquiries, please contact:

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*The City/County of San Francisco encourages women, minorities and persons with disabilities to apply. Applicants will be considered regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, sexual orientation, medical condition or pregnancy.*