



Job Opening: Chief Operating Officer

Filing Deadline: March 22, 2019
SCP reserves the right to close this recruitment
at any time based on candidates.

Sonoma Clean Power (SCP) is recruiting a full-time Chief Operating Officer (COO) to work in its Santa Rosa office. This is a new position for SCP.

Us: Changing the way Sonoma and Mendocino Counties use energy by decarbonizing and electrifying buildings and transportation. Adapting quickly to serve local needs, such as creating the Advanced Energy Rebuild incentive for fire survivors.

You: Ready to manage the operations that implement our region's transition to affordable, reliable, zero carbon energy for all human purposes. Excited to use your skills in staff and financial management to strengthen an already-strong public agency and take it to the next level.

About SCP

As a community choice aggregator or "CCA," SCP is a public agency and the default electricity provider for Sonoma and Mendocino counties. SCP provides its customers with environmentally friendly electricity at competitive rates, and delivers customer programs to promote electric vehicles, building electrification, low-income housing efficiency and grid reliability.

Our 22-person team works in a collaborative style in the office, and with our 30+ contractors and consultants, and our member cities and counties. The ideal candidate will have excellent interpersonal skills, deep experience in staff management, budgets and finance, and a background in energy/utility operations.

SCP is a Joint Powers Authority formed by the local governments in Sonoma and Mendocino Counties to finance and implement solutions to the climate crisis. SCP has annual revenues of \$160 million and serves a population of about 550,000 people with 230,000 customer accounts.

SCP is governed by an 11-member Board of Directors, consisting of one member appointed by each of the 8 participating cities and towns in Sonoma County, one each from Sonoma and Mendocino Counties, and one collectively representing Mendocino's three participating incorporated cities. The Board's Joint Powers

Agreement governs the purpose of the Authority, its voting, and how members can join and leave. The Board meets monthly, appoints the members of a Community Advisory Committee, and hires and reviews the performance of the CEO and General Counsel.

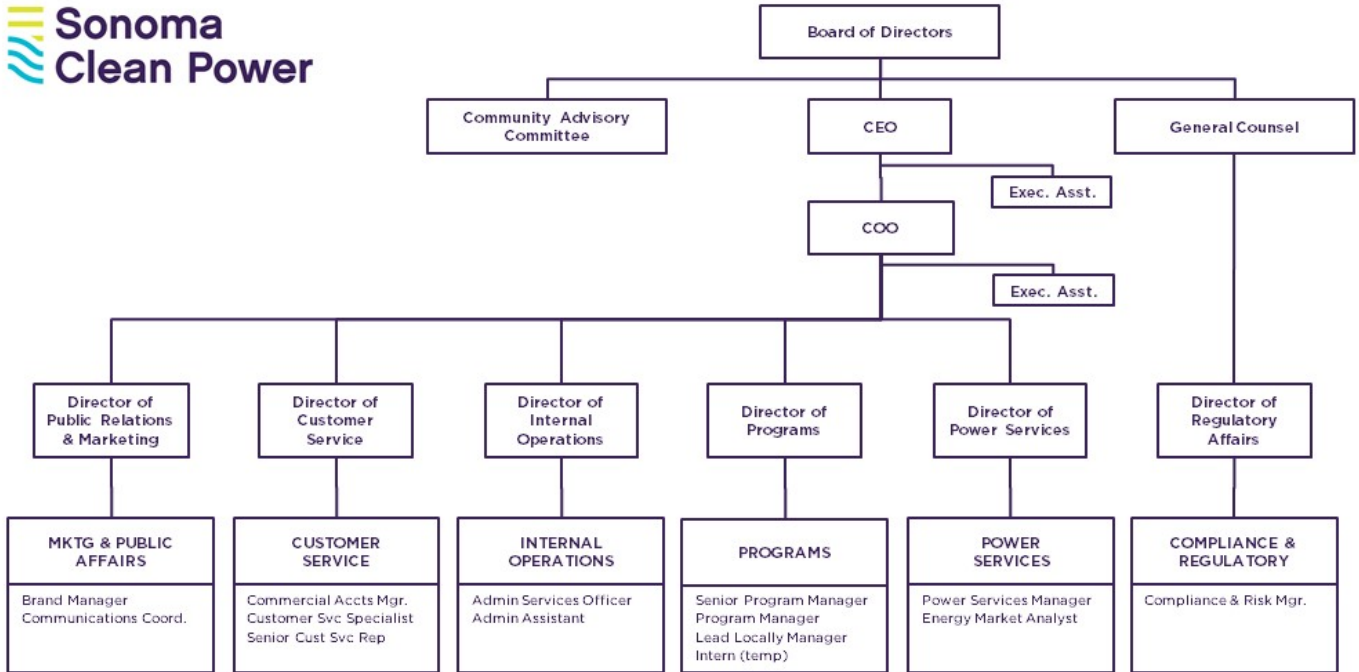
SCP currently employs six senior staff as Directors, with the Director of Regulatory Affairs reporting to the General Counsel. The Directors of Power Services, Programs, Customer Service, Marketing, and Internal Operations will report to the COO. Each department's Director has a small staff of one to four analysts, specialists, managers and administrative staff, as needed.

Supervisory Responsibilities

The COO oversees SCP's operations, including supervising five of the agency's six departmental Directors (excluding Legal/Regulatory). Management of these Directors is a key function of the COO, and includes frequent engagement, feedback, performance reviews, setting and tracking departmental metrics, as well as support for professional development, encouraging work-life balance, and mentoring on good management practices when engaging their own staff. Supports the practice of high-performance teams while attracting, recruiting and retaining talent. The current employees of SCP work under a collaborative model, where most day-to-day management is supportive, flat and engaging, and the hierarchy of management — while clear — is not invoked every day. Because of SCP's unusual position among public utilities of having to compete for customers, and because CCAs are still relatively new in California, we have found this management style to be helpful in fostering creativity, encouraging "naïve" questions, soliciting critical input to improve draft decisions, and creating a playbook for CCAs.

The COO manages relationships with SCP's contractors, banks and financial partners, energy suppliers and key staff at PG&E, the CPUC and various regulatory agencies. The COO also has significant relationships with SCP's Board of Directors and the Community Advisory Committee members. Some of these relationships are also maintained by the CEO, so frequent communication with the CEO is important to ensure alignment.

Anticipated Organizational Structure



COO Role in Relation to CEO and General Counsel

The COO works closely with the CEO in a relationship of mutual trust with frequent communication. The first tasks of the COO are to establish:

- A good rapport with staff at all levels.
- A routine for regular communication and coordination with the CEO.
- Clear roles and decision rights for the COO, to ensure there is mutual agreement with the CEO on decisions which are exclusively the COO's, those which are mutual, and those which are the CEO's. The table on the following pages is a starting point for this process, but the successful candidate will propose clarifications and improvements.
- A proposed set of objectives and metrics, which will serve as the COO's annual review criteria.

The CEO sets the vision and strategic direction for SCP, and secures Board approvals for guiding plans and metrics, such as the Integrated Resource Plan (IRP), changes in service territory, financial reserves policy, and high-level customer program goals. The CEO also pursues the Board's policy goals in the legislature and in regulatory agencies, oversees the Authority's government relations, establishes the SCP brand, and serves as SCP's director in key trade associations, including CalCCA.

The COO manages the agency's operations and implements the CEO's vision and strategy.

Both the COO and CEO work closely with SCP's General Counsel, who provides legal advice and services, protects and represents the interests of SCP in various regulatory and legal forums, and oversees risk assessment and compliance. The General Counsel is hired by and reports to the Board of Directors. In practice, the General Counsel's day-to-day provision of legal services is responsive to CEO, COO and other staff inquiries and priorities. The COO will coordinate with the General Counsel on operational matters delegated by the CEO, particularly those related to risk assessment and compliance, to ensure that actions by or on behalf of SCP are taken in accordance with applicable legal requirements. Significant legal decision-making, including matters related to litigation, any matters that require consultation with SCP or joint action governing Boards, and any legal issues with the potential for media coverage will continue to be made via consultation between the CEO and GC.

The following table is a starting point for establishing clear roles and decision rights between the COO and CEO.

	COO	CEO
Authority Strategy	Informs the CEO on the practical impacts of proposed strategies and advises the CEO on strategic matters.	Recommends changes in strategy to SCP’s Board and the Board’s committee relating to mission, vision, service territory, business model, JPA, Board-level policies, legislative platform, and brand identity.
Finance, Budget, Contracts and Accounting	Develops and proposes the Authority’s budget to the CEO, Committee and Board. Oversees management of accounting, audits, financial reporting, budget adjustments and contracts. Has signing authority of \$50,000. Proposes updates to the Board’s financial policies to the CEO. Implements reserve fund investments subject to the CEO’s priorities and any applicable Board policies.	Recommends overall agency financial goals, policies and strategy to Board. Prioritizes and sets high-level agency investment objectives. Executes contracts over \$50,000.
Rates and Billing	Develops and proposes the Authority’s retail rates to the CEO, Committee and Board, subject to Board policies (e.g., B2). Oversees management of all aspects of customer billing, including the billing aspects of SCP’s relationship with its Billing Agent, data management contractor, and the CPUC.	Sets high-level objectives for customer rates subject to Board approval. Has emergency rate-making authority. Selects SCP’s data management contractor, and decides matters relating to the creation or dissolution of customer rate classes. However, generally the CEO has no day-to-day role in customer rates and billing.

	COO	CEO
Customer Service	Oversees management of all aspects of customer service, except those policy and high-level messaging issues reserved by the CEO. Oversees customer communications, required noticing, day-to-day engagement via mail, email, social media, phone, website and events. Has rights to provide exceptions to customer collections up to \$5,000.	Decides high-level public messaging (including call center, web, mail, TV, radio) and internal policies relating to customer service (e.g., collections), but in normal practice may delegate such decisions to the COO. Approves exceptions to customer billing in excess of \$5,000.
Staff	Directly manages Directors of Internal Operations, Programs, Marketing, Power Services and Customer Service. Manages staff recruitment, development, goal setting, reviews, promotions, terminations, salaries and overall management. Recommends overall annual budget available for salaries to CEO, subject to Board approval. Has ultimate and final decision-making authority over all subordinate staff hiring and termination, subject only to intervention by SCP's General Counsel on legal grounds. The GC and her direct legal, regulatory and compliance/risk staff are not under the CEO or the COO, but their salaries are set only upon mutual agreement between the COO and GC.	Manages COO and Executive assistant. Maintains direct consultation and decision-making relationship with GC. Maintains direct relationship with the Board. May set limits on overall annual budget available for salaries and benefits.

	COO	CEO
HR	Serves as the Authority’s “Personnel Director” (a legal designation conferring rights to set salaries and benefits). Sets HR policies and employee benefits subject to budget limits and in general alignment with comparable public agency practices. Oversees training and HR compliance.	May set minimums or limits on allowed benefits, if the CEO determines benefits are not in line with public agency practice or otherwise could harm SCP’s reputation, but in practice, generally leaves this up to COO.
Board and Committee Meetings	Proposes meeting agendas to CEO and the Board’s Executive Committee. Develops board packets. Shares the presentation of items with the CEO and staff. Oversees all meeting management, including preparation, minutes and AV.	Reviews proposed meeting agendas and may revise before presenting to Board and Committee Chairs. Shares in presenting items, and generally leads presentation of policy and strategy items, and allows COO and other staff to present all other items.
Supply Resources	Oversees management of load forecasting, resource procurement, hedging strategy and portfolio management, invoice validation, achievement of emissions targets and other established goals. Proposes resources for all energy products, subject to approval per adopted Board and CEO policies (e.g., Procurement Policy C3). Oversees relationships with business partners.	Proposes overall Authority electric supply objectives to Board on environmental performance, local economic impacts, labor objectives, resource diversity, overall resource cost and related goals. Manages the high-level objectives in SCP’s IRP.

	COO	CEO
Compliance and Risk Management	<p>Either directly or in a supporting role to the GC and Director of Regulatory Affairs, manages preparation and timely filing of data and reports to SCP’s governing Board of Directors, CAISO, CEC, CPUC, EIA, WREGIS and other compliance and reporting agencies as required by law. Is required to report actual or potential compliance violations as early as possible to both the GC and the CEO. Spearheads the development and implementation of effective risk management policies and processes in close consultation with the GC.</p>	<p>Directs the COO’s activities generally only when conflicts or disagreements arise between the COO and GC, or when SCP is at risk of a compliance violation or has failed to be compliant.</p>
Regulatory Advocacy	<p>May manage or support the GC’s management of regulatory staff, analysis, preparation of comments and testimony. Advises the CEO and GC on regulatory matters, and ensures other departmental staff are available and responsive to aid with regulatory engagement.</p>	<p>Identifies high-level regulatory objectives, directs the COO to provide support on those matters. Directs SCP’s engagement with CalCCA and other advocacy organizations.</p>
Customer Programs	<p>Oversees management, design, implementation and evaluation of all customer programs. Sets the program budgets subject to the annual limit adopted by the Board and specific program approval by the Board. Selects contractors. Jointly with the CEO determines when specific programs start and end, and generally makes all detailed program decisions, subject to Board approval.</p>	<p>Sets high-level program strategy and goals subject to Board approval. Sets the annual budget for discretionary program expenditures subject to Board approval.</p>

	COO	CEO
Marketing, Advertising and Public Relations	Oversees management of marketing, advertising, campaigns, social media, website, community outreach, engagement and community giving, subject to sign-off on messaging and brand use by the CEO.	May direct public messaging, branded materials and public advertising.
Internal Operations	Oversee the management of SCP's internal operations, office hours, holidays and schedule, Board and committee meetings, agenda development, minutes, packet preparation, Public Record Act requests, records management, contracts management, public office reception, office supplies and equipment, computers telephones and IT management and security, bookkeeping, accounts receivables and payable, cash management and banking relationships.	May select the Authority's place of business and decide matters having political consequences, subject to Board approval.
Legal	Supports the GC and CEO in legal matters, including by providing staff, feedback on business/operational Issues and subject matter expertise.	Decides on legal action in consultation with the GC, and when applicable in consultation with and based on direction from the Board and Committee.
Policy and Governmental Affairs	May advise the CEO on policy impacts and recommend actions and positions. Oversees staff engaging on local policy within SCP's territory, in coordination with the CEO's objectives.	Secures Board approval for and directs all aspects of policy development, updates to SCP's Legislative Platform, legislative advocacy and related work.

General Information

Location/Employment: This position is located at SCPA headquarters in Santa Rosa.

Compensation and Benefits: Compensation package offered that is competitive in the public sector, based on candidate experience. Annual salary range is \$180,000 - \$280,000 depending on experience. Additional benefit details will be available at the interview.

Submission Requirements: Applicants must submit a cover letter outlining key qualifications and reasons for your interest in position, current resume including education and relevant experience, a writing sample, and 5 professional references. Please email these documents and any questions to Stephanie Reynolds, Director of Internal Operations at jobs@sonomacleanpower.org. (*Applications that do not contain all the submission requirements will not be considered.*)

Minimum Qualifications

Education: Any combination of educational course work and training, which would provide for the knowledge and abilities listed above. Normally, academic course work equivalent to Master's in Business Administration.

Experience: Any combination of experience and training which would provide the opportunity to acquire the knowledge and abilities listed above. Normally, a minimum of ten years of full-time management experience supervising professional staff engaged in energy related fields, including specific experience in financial, budget, program and organizational administration, analysis and planning will provide this opportunity. Specific experience with public agencies, governing boards and California's energy market is a strong plus.

Skills and Abilities

- Strong interpersonal skills, conflict resolution, ability to motivate and draw the best out of staff
- Strong time management, project management skills
- Ability to quickly prioritize and adapt to changing conditions in a fast-paced environment
- Calm demeanor, can exercise sound judgment under pressure
- Takes responsibility
- Creative ability to solve new problems
- High-quality writing
- Deliver clear and persuasive oral communication

- Interact effectively with regulatory agencies, SCPA's Chief Executive Officer, General Counsel, Board of Directors, Community Advisory Committee and Staff
- Honest communication, patience, tact and courtesy.
- Spanish language proficiency a plus.

Working Conditions

The physical demands described here are representative of those required for the position. Position requires sitting, walking, standing, bending, and twisting in the performance of daily activities. The position requires hand manipulation and repetitive hand movement and fine coordination in using a computer keyboard. The position requires near and far vision in reading reports and use of a computer. Acute hearing is required in supporting meetings and providing phone and in-person customer service. The position occasionally requires lifting and/or moving objects up to 20 pounds. SCPA will make reasonable accommodation of the known physical or mental limitations of a qualified application with a disability upon request.

Licenses/Certificates

Possession and continued maintenance of a valid class C California driver's license and a safe driving record or the ability to provide alternate transportation as approved by the CEO.

The information contained herein does not constitute either an expressed or implied contract, and these provisions are subject to change.

THE SONOMA CLEAN POWER AUTHORITY IS AN EEO/ADA EMPLOYER