

Community Survey Analysis



General Manager San Francisco Public Utilities Commission

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Community Survey Analysis

Contents

Executive Summary

Survey Analysis

Community Survey Analysis

SFPUC GM Recruitment Community Survey Executive Summary

Survey overview

Item	Detail
Survey period	Responses received Sept. 25 – Oct. 9, 2026
Total individual responses	82 (includes 2 entries marked "test")
Open-ended comments (Q3)	33 answered, 50 skipped
Format	SurveyMonkey; Q1 and Q2 allowed up to 5 selections each

Q1 – Top priorities for the next GM

Respondents want a General Manager who can fix and fund aging infrastructure while keeping rates affordable.

Infrastructure and system resilience is the clear top priority, chosen by nearly 3 out of 4 respondents.

Rank	Priority	% of respondents	Responses
1	Advance Infrastructure & System Resilience	72%	59
2	Strengthen Financial Sustainability	57%	47
3	Establish a Long-Term Strategic Vision	54%	44
4	Build Greater Transparency & Public Trust	50%	41
5	Advance Climate & Environmental Leadership	45%	37

Community Survey Analysis

Q2 – Top attributes of the ideal candidate

The top three attributes are closely bunched (61–66%): collaborative decision-making, balancing affordability with reliability, and developing the workforce.

Rank	Attribute	% of respondents	Responses
1	Collaborative Decision-Making	66%	54
2	Utility Affordability & Reliability	62%	51
3	Workforce Leadership & Development	61%	50
4	Communication & Public Engagement	49%	40
5	Fiscal & Financial Stewardship	46%	38

Q3 – Themes from open-ended comments

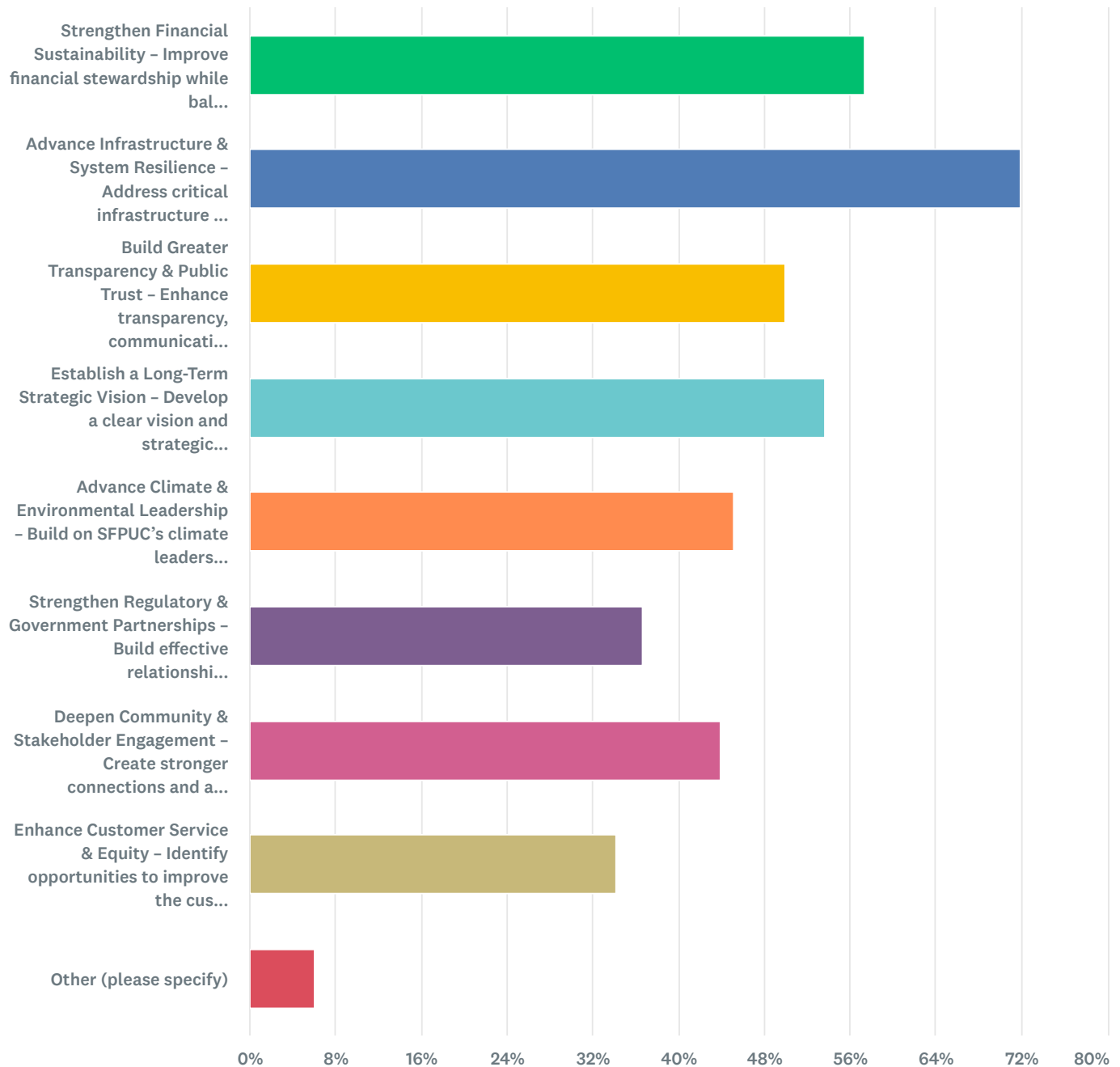
Of 33 comments (about 29 substantive), the most common themes were public power and utility-industry experience.

- **Public power / PG&E acquisition (6):** champion public power expansion, reduce transmission costs, and plan for the engineering and labor demands of a buyout.
- **Utility industry and technical experience (6):** prior utility experience at SF's scale; engineering or scientific background.
- **Affordability and fiscal discipline (4):** avoid rate shock, show ROI on capital programs, and examine SF's high construction costs.
- **Workforce, culture and accountability (3):** prioritize hiring and retaining staff at all levels, build in-house expertise, and address nepotism concerns.
- **Relationships and communication (3):** regular public interaction and strong ties with the Mayor, Board of Supervisors and sister agencies.
- **Equity and community commitments (3):** honor past commitments, including the Southeast mitigation agreement.
- **AI readiness (2)** and **climate and water-supply resilience (2).**
- **Internal vs. external hire:** opinion is split, with 2 favoring an internal or government candidate and 2 urging an outside hire.

Survey Analysis

Q1 82 responses

Opportunities & Priorities: What are the most significant opportunities/challenges facing the SFPUC that will require the next General Manager's attention? Choose up to 5 only.

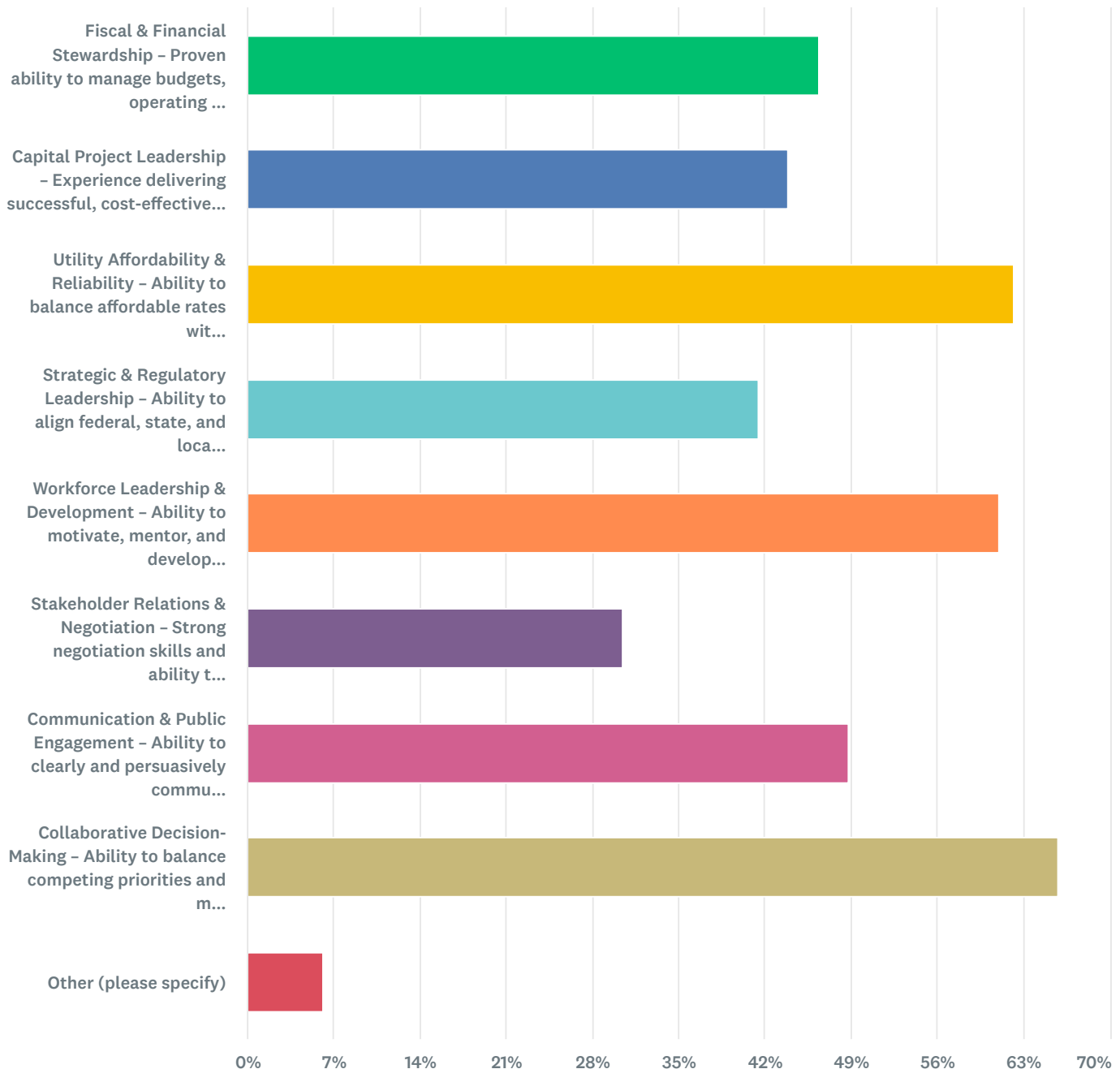


Answer Choices	Percentage	Responses
 Strengthen Financial Sustainability – Improve financial stewardship while balancing affordability and long-term fiscal health.	57.32%	47
 Advance Infrastructure & System Resilience – Address critical infrastructure needs and strengthen the long-term reliability and resilience of SFPUC systems.	71.95%	59
 Build Greater Transparency & Public Trust – Enhance transparency, communication, accountability, and public confidence in SFPUC.	50.00%	41
 Establish a Long-Term Strategic Vision – Develop a clear vision and strategic direction that positions SFPUC for future challenges and opportunities.	53.66%	44
 Advance Climate & Environmental Leadership – Build on SFPUC’s climate leadership while integrating environmental sustainability into long-term decision-making.	45.12%	37
 Strengthen Regulatory & Government Partnerships – Build effective relationships with federal, state, local, and regulatory partners to advance SFPUC priorities.	36.59%	30
 Deepen Community & Stakeholder Engagement – Create stronger connections and alignment among customers, communities, employees, elected officials, and other stakeholders.	43.90%	36
 Enhance Customer Service & Equity – Identify opportunities to improve the customer experience and ensure reliable, equitable access to essential services.	34.15%	28
 Other (please specify)	6.10%	5
Total		327

#	OTHER (PLEASE SPECIFY)	DATE
1	Increase the In-City build out of clean energy	10/9/2026 5:28 PM
2	improve customer service	10/6/2026 3:37 PM
3	Run our own power system!	10/1/2026 1:23 PM
4	test	9/29/2026 3:29 PM
5	test	9/29/2026 2:50 PM

Q2 82 responses

Ideal Candidate: What are the top attributes the General Manager must exhibit to be successful? Choose up to 5 only.



Answer Choices	Percentage	Responses
Fiscal & Financial Stewardship – Proven ability to manage budgets, operating costs, and expenditures responsibly.	46.34%	38
Total		333

 Capital Project Leadership – Experience delivering successful, cost-effective capital projects and overseeing capital investments.	43.90%	36
 Utility Affordability & Reliability – Ability to balance affordable rates with system reliability, regulatory compliance, climate goals, and infrastructure needs.	62.20%	51
 Strategic & Regulatory Leadership – Ability to align federal, state, and local priorities while ensuring regulatory compliance.	41.46%	34
 Workforce Leadership & Development – Ability to motivate, mentor, and develop a large and diverse workforce.	60.98%	50
 Stakeholder Relations & Negotiation – Strong negotiation skills and ability to build effective partnerships with key stakeholders.	30.49%	25
 Communication & Public Engagement – Ability to clearly and persuasively communicate complex operational, financial, and policy matters.	48.78%	40
 Collaborative Decision-Making – Ability to balance competing priorities and make sound decisions that support organizational sustainability and ratepayer value.	65.85%	54
 Other (please specify)	6.10%	5
Total		333

#	OTHER (PLEASE SPECIFY)	DATE
1	Leadership	10/9/2026 12:42 PM
2	none	10/6/2026 5:50 PM
3	improve customer service	10/6/2026 3:37 PM

Q3 Any other information you would like the Commission to consider during this recruitment process? (Optional, Open ended/free response)

Answered: 33 Skipped: 50

#	RESPONSES	DATE
1	I think it is important to have a GM who is regularly interfacing with the public	10/3/2026 9:42 AM
2	Consider someone from within who has a lot of potential but still has more to grow.	10/2/2026 4:25 PM
3	I would strongly like for San Francisco's transmission costs to be reduced, which will require capital investment in the purchasing of all our lines and upgrading as much equipment. I believe strongly that this will be worthwhile to likely halve electricity costs, and promote business and EVs in the city	10/1/2026 5:14 PM
4	Communication abilities are super important!	10/1/2026 1:23 PM
5	test	9/29/2026 3:29 PM
6	test	9/29/2026 2:50 PM
7	Ability to establish effective working relationships with other SF leaders (e.g., Mayor, BoS) and agencies (e.g., DoE, RecPark, PW).	9/28/2026 11:16 AM
8	I want the Commission to consider a leader who is not just here for their last career before retirement, but ACTUALLY wants to make a difference (both short and long-term) for the SFPUC. The next GM should consider its people as their top priority, both acquiring AND retaining top for the agency, specifically for ALL levels of the organization (not just management). The next GM should be a fiscal champion and advocates for financial literacy and accountability so that every person who touches the SFPUC's budget has the basic knowledge and accountability for ratepayer dollars. The next GM should be approachable, spends time checking in with EVERYONE (not just their direct reports and AGM direct reports), and creates opportunity/programs to build a culture that transcends the agency. The next SFPUC GM should have a clear and achievable vision (5/10/20/50) for the SFPUC that is achievable and inspires everyone to work towards. Finally, the next GM should possess the courage to make bold/tough decisions, take positions that are in the best interest of the SFPUC (even if they are not popular), and move the organization forward with innovative technologies, partnerships, continuous improvements/change. We need a leader who can make change happen in a respectful and collaborative way. I really hope the SFPUC Commission is able to recruit a GM who has industry experience and who is tune with the needs of the organization from the field, to the front-line supervisors, to the mid-level managers, and finally the senior managers of the SFPUC. Thank you for your consideration.	9/28/2026 10:23 AM
9	Hold accountability across all levels of employment and ensure qualifications. Stop the corruption from Employee behavior and practices and nepotism.	9/28/2026 10:12 AM
10	Be ready for current and future AI challenges and advantages.	9/28/2026 10:01 AM
11	Experience at a utility serving the size and complexity of SF.	9/28/2026 9:58 AM
12	Some lingering issues that haunt SFPUC: PG&E, sewer laterals. Herrera was promising to resolve both, but it's unclear if those long-standing issues will still be championed. Without a champion at that level the initiatives are obsolete.	9/28/2026 9:36 AM
13	Consider someone who is aware of past inequities in public services and who has a vision that includes better services for all.	9/28/2026 9:20 AM
14	N/A	9/28/2026 9:13 AM
15	As someone who has worked with SFPUC and is also a SF resident, I think the new GM should explore what makes San Francisco the most expensive place to do construction in the world, what drives those costs, and whether there are any changes that could be made to make construction more cost-effective.	9/28/2026 9:03 AM

16	GM should also prioritize the transparency about AI and the future of the workforce along AI. Next GM should acknowledge that it is a powerful tool both for the benefit of the City and work with leaders/experts to mitigate the risk that this technology pose.	9/28/2026 8:58 AM
17	Affordability is THE priority without compromising service level. Climate, diversity, etc are all regulated sufficiently by the California state agencied and we do not need any extra regulations.	9/27/2026 11:37 PM
18	Find someone who lives in, works in, and understands San Francisco as well as the broader public utility industry. We need someone who cares deeply about SF and who has experience outside the city to know what good looks like too.	9/26/2026 12:36 PM
19	SFPUC should lead on climate resilience in terms of renewable energy and coastal and inland flooding.	9/26/2026 11:42 AM
20	The new general manager should embody and live up to the commitments made over many years to our communities. From the mitigation agreement in the Southeast to being a reliable and affordable utility. SFPUC is a leading utility that has opportunity to be better than PG&E and safer water than anywhere in the country. This first, bureaucracy should not be the main focus of the GM	9/26/2026 10:47 AM
21	Prior experience at a utility is a must!	9/26/2026 1:47 AM
22	Diverse and woman, worked for SFPUC or in Government	9/26/2026 12:52 AM
23	Choose a leader that prioritizes protecting water quality and taking control over SF's energy services from PG&E	9/25/2026 11:53 PM
24	Do not hire from current employees for the city or has ties to the city. In my opinion, they are corrupt and does a lot of city politics. They are only focused on enriching themselves and their clicks.	9/25/2026 11:12 PM
25	The next candidate should not come from WWE. Please select someone from outside of this agency.	9/25/2026 10:23 PM
26	Use CCSF/City of San Francsico Permanent Civil Service staff for ALL planning, program management, ongoing replacement and rehabilitation planning, design, engineering, construction management, operations and maintenance whenever feasible and develop in house expertise to replace specialized skills currently being contracted out. Contracting out vital planning, engineering and program management tasks results in less in-house expertise, control and oversight and increases inefficiencies, work duplication and costs.	9/25/2026 7:16 PM
27	During this recruitment process, I respectfully ask that each candidate be interviewed on how they would respond to the following three issues facing the SFPUC if they were the General Manager: (1) The next GM must maintain fiscal discipline and demonstrate clear, transparent ROI on capital programs. This requires prioritizing essential system upgrades without triggering insurmountable rate shock or inequity from low- and middle-income residents. What will be your approach to accomplish this? (2) The SFPUC is heavily reliant on snowmelt flowing into Hetch Hetchy Reservoir and other reservoirs for most of its drinking water supply. In the face of climate change, how does the SFPUC plan to be more climate-resilient and develop water supplies to support its customers during times of water shortages? (3) As San Francisco continues to advance its multi-billion-dollar effort to buy out PG&E, one of the concerns is the significant wage gap between city lineworkers (\$85/hr base) and PG&E counterparts (\$92/hr base). This raises questions about operational feasibility and eventual cost savings. How will the next GM navigate deep utility negotiations with state regulators to deliver reliable, lower-cost public power that does not result in significant rate increases simply to operate the infrastructure.	9/25/2026 7:06 PM
28	For question #2, I see Fiscal & Financial Stewardship and Utility Affordability & Reliability as highly related, and sacrificed Collaborative Decision-Making to maintain both but that was a very close and important 6th choice. Collaborative decision making is paramount to the success of Utility Affordability & Reliability.	9/25/2026 5:46 PM
29	Should have scientific background	9/25/2026 5:39 PM
30	The next General Manager should be a dedicated advocate for public power expansion in the City and help streamline processes to enable that initiative.	9/25/2026 5:26 PM

31	We will have major engineering needs if the PG&E acquisition proceeds, I think someone with a strong engineering background is needed for Power, Water and Sewer	9/25/2026 5:18 PM
32	This should be someone with deep knowledge of and experience working within the utility industry, and who is relatable across socio-cultural boundaries.	9/25/2026 5:11 PM
33	Thanks for getting our input.	9/25/2026 5:10 PM