

Staff Survey Analysis



General Manager San Francisco Public Utilities Commission

October 12, 2026

Debbie Gutman

Manager, Executive Recruitment

dgutman@cpsshr.us

CPS HR Consulting

2450 Del Paso Rd. Suite 220

Sacramento, CA 95834

www.cpsshr.us



CPS HR  CONSULTING

Staff Survey Analysis

Contents

Executive Summary

Survey Analysis

SFPUC GM Recruitment Staff Survey

Executive Summary

Survey overview

Staff want a General Manager who will rebuild infrastructure under a clear long-term vision and who invests in the workforce, ideally a leader with real utility experience chosen on merit, not politics.

Item	Detail
Survey period	Responses received Sept. 28 – Oct. 9, 2026
Total responses	236 (Q1: 235; Q2: 236; includes about 2 test entries)
Open-ended comments (Q3)	141 answered, 95 skipped
Format	SurveyMonkey; Q1 and Q2 allowed up to 5 selections each

Q1 – Top priorities for the next GM

Infrastructure and system resilience leads by a wide margin, chosen by nearly 4 in 5 staff.

Rank	Priority	% of respondents	Responses
1	Advance Infrastructure & System Resilience	78%	184
2	Establish a Long-Term Strategic Vision	64%	150
3	Strengthen Financial Sustainability	57%	135
4	Advance Climate & Environmental Leadership	45%	105
5	Build Greater Transparency & Public Trust	41%	97

Q2 – Top attributes of the ideal candidate

Workforce leadership and development is the top attribute (64%), followed by collaborative decision-making and affordability with reliability.

Rank	Attribute	% of respondents	Responses
1	Workforce Leadership & Development	64%	152
2	Collaborative Decision-Making	59%	140
3	Utility Affordability & Reliability	57%	134
4	Fiscal & Financial Stewardship	53%	126
5	Capital Project Leadership	49%	116

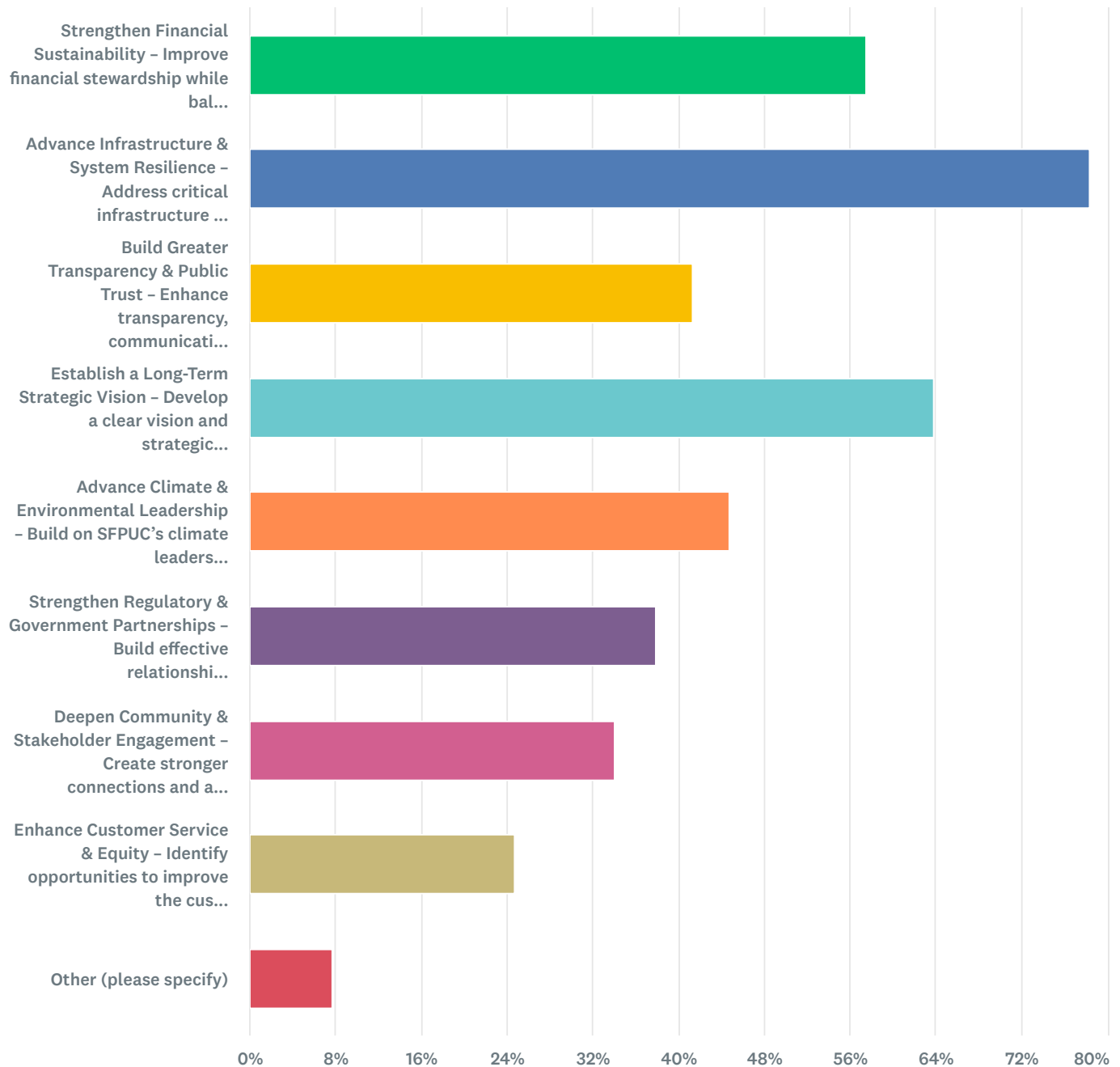
Q3 – Themes from open-ended comments

Of 141 comments (about 114 substantive), staff most often asked for a leader who cares for employees and brings real utility experience. Counts below are approximate.

- **Employee care, staffing and hiring:** an approachable GM who values staff, plus faster hiring, more trades and operations positions, career paths, and work-life flexibility.
- **Utility and technical experience:** experience running a water, wastewater and power utility, ideally public-sector, with knowledge of all three enterprises and Hetch Hetchy operations.
- **Merit-based, non-political selection:** choose the best-qualified candidate rather than a political appointee, and one willing to push back on City Hall when needed.
- **Public power / PG&E acquisition:** support public power expansion from start to finish.
- **Efficiency and management layers:** reduce bureaucracy and management layers, and fix purchasing and administrative processes.
- **Accountability and culture:** address favoritism, nepotism and uneven accountability.
- **Internal candidates:** promote from within to keep institutional knowledge.
- **Engagement during the search:** staff asked for candidate Q&A sessions and all-hands updates.
- **Telework:** about 4 ask to keep remote or flexible work; 1 asks for full return to office.

Q1 235 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.	57.45%	135
 Advance Infrastructure & System Resilience – Address critical infrastructure needs and strengthen the long-term reliability and resilience of SFPUC systems.	78.30%	184
 Build Greater Transparency & Public Trust – Enhance transparency, communication, accountability, and public confidence in SFPUC.	41.28%	97
 Establish a Long-Term Strategic Vision – Develop a clear vision and strategic direction that positions SFPUC for future challenges and opportunities.	63.83%	150
 Advance Climate & Environmental Leadership – Build on SFPUC’s climate leadership while integrating environmental sustainability into long-term decision-making.	44.68%	105
 Strengthen Regulatory & Government Partnerships – Build effective relationships with federal, state, local, and regulatory partners to advance SFPUC priorities.	37.87%	89
 Deepen Community & Stakeholder Engagement – Create stronger connections and alignment among customers, communities, employees, elected officials, and other stakeholders.	34.04%	80
 Enhance Customer Service & Equity – Identify opportunities to improve the customer experience and ensure reliable, equitable access to essential services.	24.68%	58
 Other (please specify)	7.66%	18
Total		916

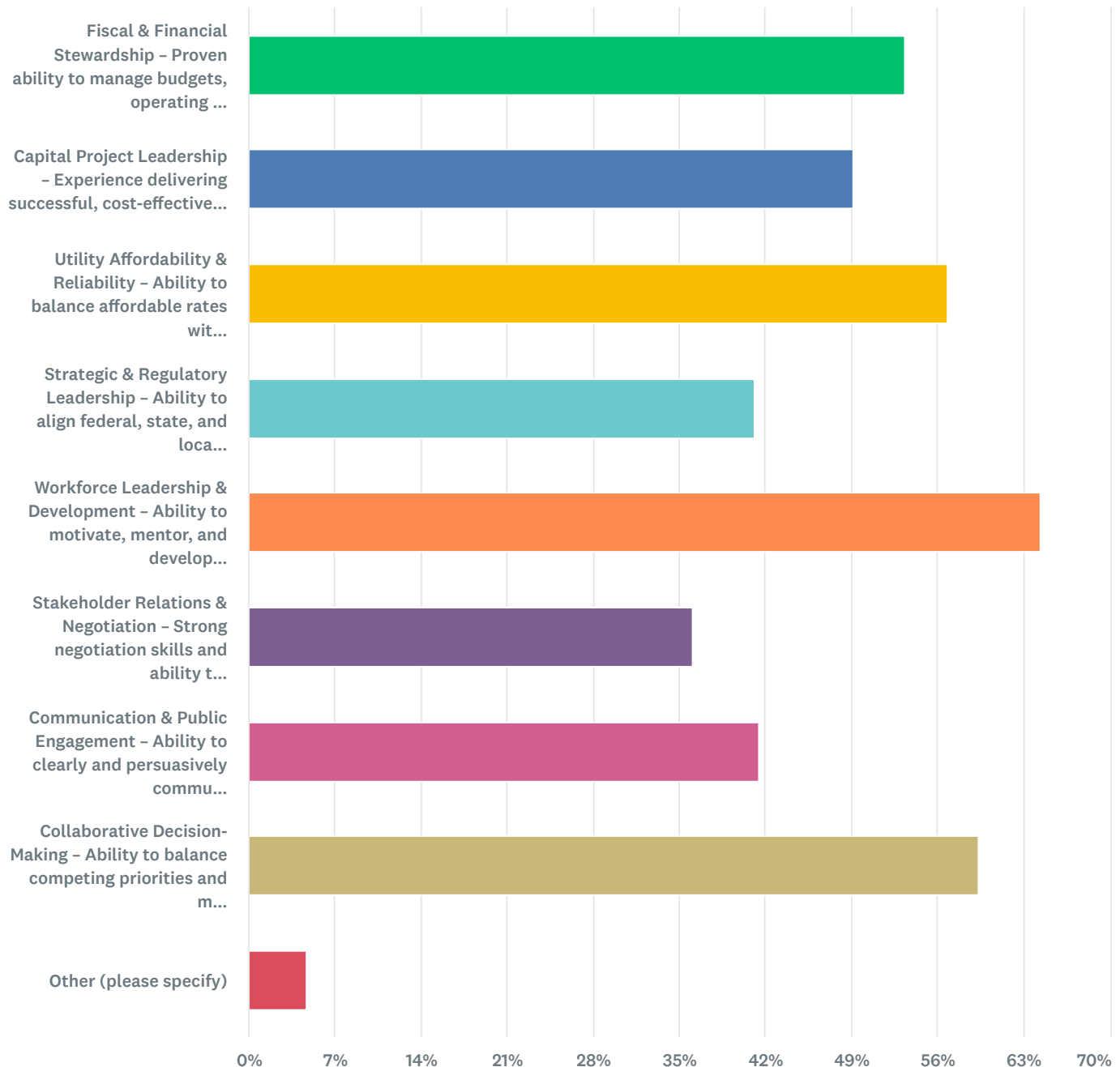
#	OTHER (PLEASE SPECIFY)	DATE
1	Increase workers ability to work and LIVE in San Francisco.	10/7/2026 11:31 AM
2	Facilitate development and champion implementation of strategic staffing plan	10/5/2026 12:10 PM
3	Push back on the use of Large Language Models or "AI" internally in the SFPUC, emphasizing the disparity between the SFPUC's commitment to environmental stewardship and the use of environmentally damaging tech like LLMs/AI.	10/5/2026 11:53 AM
4	Improve employee moral and establish accountability within the PUC.	10/5/2026 8:00 AM
5	Streamline authorization processes, both financial and administrative, for employee training and development requests.	10/2/2026 4:50 PM
6	Support and sponsor SFPUC People Strategy Plan and a unified approach to the people priorities and strategies.	10/2/2026 2:34 PM
7	Resilience and defense against Artificial Intelligence and resulting increases to cyber threats	10/2/2026 1:26 PM
8	Address the need for a stronger and larger Public Information staff, particularly supporting infrastructure projects. We construction PIOs "procure" public trust on the front lines, during	10/1/2026 4:44 PM

intense disruptions to SF residents and businesses, yet are invisible and starved for support.

9	To establish Safety as a discipline to strengthen both Safety for our employees and for those building our infrastructure on our Construction sites.	10/1/2026 4:06 PM
10	Acquisition of PG&E Distribution Infrastructure to become a true public electric utility	9/30/2026 7:26 PM
11	Advocate for SFPUC, even if that means pushing back on the Mayor's agenda.	9/30/2026 7:00 PM
12	Public Power Expansion	9/30/2026 3:41 PM
13	Number of employees nearing retirement	9/30/2026 12:45 PM
14	Discover "bright spots" and what has been working well in the organization and support these ongoing efforts.	9/29/2026 6:19 PM
15	Focus on the fundamentals of providing reliable water, wastewater, and power services. Obtain the staff resources needed to comply with the anticipated stringent regulatory requirements.	9/29/2026 5:38 PM
16	Eradicate corruption and create an equitable workplace.	9/29/2026 3:49 PM
17	Protection and enhancement around biological and cultural resources on PUC land	9/29/2026 3:48 PM
18	test	9/29/2026 3:29 PM

Q2 236 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.	53.39%	126
Total		959

	Capital Project Leadership – Experience delivering successful, cost-effective capital projects and overseeing capital investments.	49.15% 116
	Utility Affordability & Reliability – Ability to balance affordable rates with system reliability, regulatory compliance, climate goals, and infrastructure needs.	56.78% 134
	Strategic & Regulatory Leadership – Ability to align federal, state, and local priorities while ensuring regulatory compliance.	41.10% 97
	Workforce Leadership & Development – Ability to motivate, mentor, and develop a large and diverse workforce.	64.41% 152
	Stakeholder Relations & Negotiation – Strong negotiation skills and ability to build effective partnerships with key stakeholders.	36.02% 85
	Communication & Public Engagement – Ability to clearly and persuasively communicate complex operational, financial, and policy matters.	41.53% 98
	Collaborative Decision-Making – Ability to balance competing priorities and make sound decisions that support organizational sustainability and ratepayer value.	59.32% 140
	Other (please specify)	4.66% 11
Total		959

#	OTHER (PLEASE SPECIFY)	DATE
1	Someone with a legal background who can understand and resist corruption. Not a politician - someone we can trust	10/2/2026 1:26 PM
2	Understanding of SFPUC's unique collection of business lines	10/2/2026 12:07 PM
3	Able to bring diverse job classifications to the table, not just managers. Willing to see the gaps between rhetoric and reality, to truly address inequities. favoritism and losing great people due to ineffectual leadership.	10/1/2026 4:44 PM
4	To champion and prioritize Safety and those on our Infrastructure Construction site over other priorities. Someone who knows safety will always be more cost effective than injuries to worker, Cal/OSHA penalties and the labor-intensive work required of PUC to respond to such citations, or the damage to our reputation.	10/1/2026 4:06 PM
5	Operational utility experience, ideally at POUs not IOUs	9/30/2026 7:26 PM
6	Ability to not bend to political and financial bad actors.	9/30/2026 3:41 PM
7	testing testing	9/30/2026 12:45 PM
8	Honesty and Integrity	9/30/2026 11:23 AM
9	Firm-up and clarify roles/responsibilities and decision-making processes.	9/29/2026 6:19 PM
10	On the ground experience with biological/cultural resources that are impacted by our infrastructure	9/29/2026 3:48 PM

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

Answered: 141 Skipped: 95

#	RESPONSES	DATE
1	I feel having a very open and accountable GM would go a long way to restoring the public's trust in the agency. I also feel that a lot of the SFPUC's divisions and processes are silo'ed and create inefficiency, and could use some effort to increase efficiency on the administrative side of things.	10/9/2026 11:01 AM
2	nope	10/8/2026 1:34 PM
3	None	10/8/2026 11:56 AM
4	The candidate should have past successful experience working for a utility company.	10/8/2026 11:56 AM
5	Need a GM with background running a major water, wastewater, and power utility.	10/8/2026 11:47 AM
6	Water Enterprise needs to improve its track record of maintenance and replacement of infrastructure to ensure system viability. WE also needs to be strategic in upcoming negotiation with state and federal regulators.	10/7/2026 12:45 PM
7	No	10/7/2026 12:23 PM
8	I want a GM that is going to say hi to people in the building and care about their people!	10/7/2026 12:15 PM
9	Increase wages to lower level employees. Decrease management personnel.	10/7/2026 11:31 AM
10	no	10/6/2026 3:51 PM
11	n/a	10/6/2026 3:04 PM
12	It is important that our new GM have experience in the Municipal Utility business. The SFPUC is unique in that we are effectively three distinct utility businesses rolled into one org and each has its unique challenges and demands. On the business management side, the new GM should be able to understand and work with the unique demands that local City politics brings to delivering the core services of the PUC. Being able to partner with other City departments while still maintaining the autonomy the PUC depends on to be successful will require a level of maturity and experience that can only come from several years of experience in the utility and/or local government sectors.	10/6/2026 10:02 AM
13	No	10/6/2026 9:49 AM
14	People need to be able to see a clear path career wise, which we haven't seen in years. We need to invest in our infrastructure. We need less managers and more people who actually do the work.	10/6/2026 9:07 AM
15	NA	10/5/2026 6:08 PM
16	We need a GM who can run the business well on a day-to-day basis and lead through change, whether that's an emergency, a new strategic direction, public power acquisition of PG&E infrastructure in the city, or a regulatory shift, helping each enterprise adapt quickly while staying anchored to our core service goals.	10/5/2026 3:12 PM
17	Understanding that SFPUC is comprised of three enterprises of varying needs, I would like the incoming GM to continue regarding Power as a fully realized organization and not just through the lens of the Water Enterprise. The current GM and his team have brought a fresh and healthy perspective on Power and the sector in which it exists that should be maintained.	10/5/2026 12:10 PM
18	Please consider how important it is for the GM of a non-profit organization to understand the way the public views the SFPUC. Specifically, how the city sees us as a responsible, non-profit organization that is answerable to them and how their perspective can either empower us or strip us of resources.	10/5/2026 11:53 AM

19	NA	10/5/2026 11:52 AM
20	No	10/5/2026 11:51 AM
21	Please please please get someone with utility experience, particularly working with sister agencies like DPW and our regulators. We have to avoid getting SFPUC stuck with poor regulatory mandates (nutrient removal) and dysfunctional City family dynamics like SFPUC managing flooding alone, without DPW partnership. Lastly, our personnel and management culture is too vulnerable to rigidity, favoritism and short term thinking. This has to change.	10/5/2026 11:48 AM
22	n/a	10/5/2026 11:16 AM
23	N/A	10/5/2026 10:36 AM
24	PUBLIC POWER! PUBLIC POWER! PUBLIC POWER!!	10/5/2026 10:16 AM
25	Please don't sell out to data centers	10/5/2026 10:05 AM
26	I nominate Edgar Garcia	10/5/2026 8:00 AM
27	The new GM should have a strong work ethic with historical knowledge of how the system operates and where capital needs to be spent wisely for the delivery of services	10/3/2026 3:53 PM
28	more staffing for trades	10/3/2026 11:44 AM
29	Lower hiring timelines, prioritize filling PCS positions for enterprise and division mission-critical roles	10/2/2026 4:50 PM
30	I think it would be helpful to the Commission to consider the current political climate, both locally and federally. It is important that we have a general manager willing to fight for our services to the community, fight against AI in the bay area, and fight for our staff's professional and personal needs.	10/2/2026 2:34 PM
31	N/A	10/2/2026 1:51 PM
32	Resilience and defense against Artificial Intelligence and resulting increases to cyber threats	10/2/2026 1:26 PM
33	Have integrity, good work ethics, honest, valued diversity, great accomplishments.	10/2/2026 1:08 PM
34	The next general manager should be more fiscally responsible. It's now undeniable there is no need for most employees to physically be at the office. It's an unnecessary drain of money, time, and other resources. We can do our work better and more comfortably remotely. The SFPUC buildings should all be sold and keep just 1 for any in-person meeting needs. I hope the next GM will get with the times and adapt so we can thrive. Because it feels like we went backwards after the pandemic.	10/2/2026 12:46 PM
35	Just to have an open door and to listen to what people say.	10/2/2026 12:30 PM
36	The ideal candidate must possess an impeccable professional reputation and a proven track record of success, established through leadership roles within highly successful organizations.	10/2/2026 12:09 PM
37	Strong supporter of Power priorities (e.g. acquisition of PG&E grid)	10/2/2026 12:07 PM
38	Just to find someone that can balance relationships on both ends of the spectrum.	10/2/2026 9:04 AM
39	Consider how truly committed top level agency leadership is to addressing who gets promoted and who doesn't. Who gets heard and who doesn't.	10/1/2026 4:44 PM
40	A General Manager who truly valued both the Safety of our Employees and those on our Construction sites would be a General Manager would be in turn valued by our Employees, as supported by studies about all workplaces. Safety must start at the top, with someone who will lead by example. Safety must not be something we only think of when a tragedy occurs. A GM who would bring Safety to the forefront would also be able to bring many of the listed, desired goals, values, and likely have the above desired attributes.	10/1/2026 4:06 PM
41	Please consider internal candidates. Some of them have a lot of invaluable institutional knowledge of the SFPUC.	10/1/2026 4:05 PM
42	The recruitment process should focus on identifying the candidate who is best qualified to lead the department based on their experience, qualifications, leadership capabilities, and commitment to public service not on political affiliation or appointment considerations. To select	10/1/2026 3:17 PM

a leader who will serve the best interests of the department, its employees, and the residents of San Francisco. The successful candidate should bring strong leadership, operational expertise, accountability, innovation, and a commitment to continuous improvement. A leader who can build upon the department's strengths, elevate its standards of operations, strengthen organizational performance, and ensure that the department continues to provide the highest level of service to the people of San Francisco.

43	Do not make this a political decision	10/1/2026 2:41 PM
44	None	10/1/2026 2:39 PM
45	none	10/1/2026 12:55 PM
46	no	10/1/2026 12:38 PM
47	Inspirational leadership that is willing to get everyone in the same direction.	10/1/2026 11:53 AM
48	Can we have a Q&A session for each candidate with the employees? Something like when the President takes questions from reporters.	10/1/2026 11:39 AM
49	Please fix the 2nd and 3rd floor. We have met with the director; with Nancy and Dennis no changes are being made the staff that are the problem seem to be rewarded with promotions and moved to better units. Where is the fix? where is the accountability. We want to be happy coming to work and being at work. Not micromanaged and stressed out and afraid. we need good leadership from the top to the bottom. The favoritism has got to stop. We come to work as a team and excel not to be pinned against each other and have confrontations the reason for that is so that we won't talk to each other and will only work. there is no balance of that here. why are we not allowed to say good morning and have a quick 2 min convo about our day without being reprimanded. I am hoping a new general manager will come in and take these issues into consideration and listen to the agents and not to management. someone who will actually address these issues.	10/1/2026 11:27 AM
50	Nope	10/1/2026 9:45 AM
51	avoid candidates whose experience is exclusively in the corporate sector; the SFPUC is not a business delivering value to shareholders by cutting corners, we are a service to our citizen ratepayers and we want someone passionate about this	9/30/2026 7:26 PM
52	Yes	9/30/2026 7:00 PM
53	Someone who respects and enables others.	9/30/2026 6:42 PM
54	N/A	9/30/2026 3:57 PM
55	We are in an era where we see bad decisions being made at every level of government. We are now in a society where myopic financial decisions take precedent over long-term planning. We need a leader who is willing to go up against PG&E and politicians that are hindering our mission of providing affordable utilities with the least amount of environmental impact. We also need a leader who is committed building a resilient system that will adapt to and work through climate change, earthquakes, and scarcity.	9/30/2026 3:41 PM
56	I need competent technocratic leaders to advocate for SFPUC's critical infrastructure needs, particularly in the areas of procurement, HR, ITS, and budget. If CCSF needs a charismatic, public-facing GM, then please ensure deputy and assistant GMs are strongly supported and technically strong.	9/30/2026 2:53 PM
57	It is very important for the next general manager to be someone who has our ratepayer's as well as the broader SF communities' interests at heart and is not just someone put forth by the mayor.	9/30/2026 1:31 PM
58	Growth within agency and create opportunities for Temporary Exempt employees	9/30/2026 1:13 PM
59	None	9/30/2026 1:07 PM
60	testing testing	9/30/2026 12:45 PM
61	We need more practical experience not just how someone looks on paper	9/30/2026 12:39 PM
62	N/A	9/30/2026 12:09 PM
63	None	9/30/2026 12:06 PM

64	I think we need a leader that specializes in infrastructure resilience and has a long-term vision for a utility such as the SFPUC. I think we have legal and financial experts in house already. We need a visionary that will help prepare us for climate change, building resilience and working with similar stakeholders.	9/30/2026 11:59 AM
65	The Commission should seek a General Manager with proven experience leading agencies through extreme weather events and large-scale emergencies. This includes the ability to strengthen operational readiness, ensure material and equipment availability, and coordinate effectively with state and regional partners during storms, wildfires, droughts, and infrastructure disruptions. The ideal candidate must understand emergency logistics, resource staging, and continuity planning to safeguard SFPUC's critical water, power, and wastewater systems. The next General Manager should prioritize modernizing SFPUC's technology infrastructure, including asset management systems, digital workflows, and operational data platforms. Strong leadership in advancing tools like MAS, GIS, and SCADA will improve accuracy, efficiency, and transparency across the organization. A data-driven approach is essential to enhancing decision-making, optimizing resources, and supporting long-term reliability of SFPUC's core services.	9/30/2026 11:57 AM
66	Focus on technology leadership initiatives and hiring/retaining experienced IT professionals, converting contractors & consultants to FTE roles.	9/30/2026 11:41 AM
67	I would love the Commission to consider the importance of maintaining strong job security and stability for PCS employees, along with flexible work schedules that support employee well-being and productivity. A strong workforce is essential to providing reliable public services, and policies that promote stability, flexibility, professional development	9/30/2026 11:25 AM
68	Harlan Kelly's name should be removed from all plaques commemorating his involvement in the design and construction of SFPUC projects. He should not be celebrated.	9/30/2026 11:23 AM
69	Knowledge of, or experience in, all upcountry operations. Specifically, Hetch Hetchy Water & Power operations.	9/30/2026 10:47 AM
70	No	9/30/2026 10:41 AM
71	Would appreciate a diverse candidate that advocates for BIPOC employees and community members.	9/30/2026 9:40 AM
72	Stop attacking your own workers!!!	9/30/2026 9:21 AM
73	Dennis has created a "safe environment" and set a tone for the organization to flourish in the last few years. It's important for the next GM to continue to promote the current environment while fostering growth, promote opportunities, while addressing risks. Thank you for sending out this survey to gather feedback from staff!	9/29/2026 6:19 PM
74	Would love Executive management to send out a call for questions and then all-hands meetings hosted by the GM and GM team as well as the AGMs to answer these questions and concerns.	9/29/2026 5:38 PM
75	n/a	9/29/2026 4:53 PM
76	Do a deep dive into Hetch Hetchy corruption.	9/29/2026 3:49 PM
77	Consider BIPOC candidates and those with on the ground experience with the PUC in the last 20 years	9/29/2026 3:48 PM
78	test	9/29/2026 3:29 PM
79	N/A	9/29/2026 3:25 PM
80	Open ended	9/29/2026 3:09 PM
81	The next leader of the SFPUC should have integrity and a track record of successful leadership at a utility with diverse stakeholders. A person who is laser focused on reducing waste, increasing efficiency and transparency, and delivering projects on time, under budget, in a manner that's respectful to the SFPUC's ratepayers. It's someone who should be interested in minimizing waste, focused on excellence, and inspiring staff to work together to build a workplace that we can all be proud of.	9/29/2026 1:35 PM
82	A General Manager who values agency staff and considers employee well-being while making large-scale decisions would be great. Someone who knows how to navigate San Francisco's	9/29/2026 12:49 PM

political landscape would be a big benefit.

83	The sfpuc has talented people doing the work of running the sfpuc. We need a leader for our staff, someone who does not always say yes to city hall and who is a spokesperson for our work	9/29/2026 12:48 PM
84	Someone with expertise in running a large utility.	9/29/2026 12:33 PM
85	I would love to work for a GM that values their employees and works in their best interest	9/29/2026 12:25 PM
86	The candidate must be committed to being fair & equitable despite the mayor's billionaire agenda.	9/29/2026 12:13 PM
87	rates affordability and increasing water supply and energy generation are paramount	9/29/2026 11:56 AM
88	Open, honest, trustworthy, leadership skills, willing to reach out to management and field workers	9/29/2026 11:56 AM
89	Set aside political influences, select the person best fit for the job.	9/29/2026 11:46 AM
90	I'd very much like for the next GM to be compassionate and responsive towards employee concerns. Since return to office, employees have been experiencing a crisis in morale and our pleas to leadership have generally been brushed aside and ignored. I want a GM who is willing to listen and take feedback from employees, and allow spaces for people to voice their concerns outside of these kinds of surveys.	9/29/2026 11:39 AM
91	Will not let me submit with comment. 2. Other (please Specify) for Candidate should have a history of and demonstrate integrity, honesty and compliance with local laws and regulations.	9/29/2026 11:36 AM
92	We need someone familiar with how city government operates.	9/29/2026 11:31 AM
93	All of the qualities, plus someone who is attentive and engaged with staff of all levels. Someone who can balance affordability with long-term strategic and capital planning.	9/29/2026 11:28 AM
94	Make this person someone who has worked in the utilities sector before and has real working knowledge of the actual infrastructure and processes of the three enterprises. We do not want another generalist or political appointee.	9/29/2026 11:24 AM
95	Hire Experienced SF Native Leader, w/Ability to communicate with, support and advocate for Local Rank & File Trades Workers. Stop attacking local SF Native communities! Stop hiring out of state workers/consultants/contractors just in it for the money and not what's best for SF! SF Native Leader that will fight for SF and that will hire native SF High School students and trades workers that are invested in what's best for SF to keep up with SF Construction & Maintenance Integrity Infrastructure demands. STOP HIRING FROM OUT OF STATE AND OUTSIDE SF BAY AREA, that are just here for the money and could care less about infrastructure reliability and maintenance demands. Hire More Trades Workers from Local High Schools. Staff capacity is not being kept up with city Infrastructure needs	9/29/2026 11:23 AM
96	I think in the end staff will want to know whether the next GM was the best candidate that emerged from a thoughtful search, or whether they were chosen as a political tool. I would just hope that the Commission and Mayor are transparent with staff about which of those is the reality.	9/29/2026 11:21 AM
97	Support Public Power Expansion Project from start to finish	9/29/2026 10:59 AM
98	A strong technical background in the California utility space would be preferable. For its size, SFPUC is complex and requires leaders to empower and listen to expert staff and make practical decisions while steering toward long term goals. The very best candidate should be recommended at this critical time.	9/29/2026 10:57 AM
99	The next General Manager should have a strong understanding of SFPUC as an infrastructure and operating utility. The organization has enormous responsibilities and significant infrastructure needs, and the primary focus should remain on delivering, operating, maintaining, and improving that infrastructure and the essential services it provides. I would encourage the Commission to prioritize a leader with substantial experience delivering large, complex infrastructure programs and managing the technical workforce required to execute them. SFPUC has a tremendous amount of institutional knowledge and technical expertise among its engineers, project managers, operators, maintenance staff, and other employees directly responsible for the work. The next GM should also take a hard look at organizational efficiency and ensure that resources are directed toward SFPUC's core mission. As the organization	9/29/2026 10:55 AM

grows and becomes more complex, there should be clear accountability for whether new programs, processes, administrative functions, and organizational layers actually improve the delivery of services and infrastructure. This same focus on efficiency should extend to workforce management. The next GM should be willing to evaluate work arrangements, including telework, based on actual operational requirements, employee productivity, recruitment and retention, and overall cost to the organization. Where remote work is compatible with the work being performed, it should be recognized as a potential tool for improving efficiency and maximizing ratepayer value, rather than defaulting to physical office presence as a measure of productivity. Finally, the next GM should be willing to make decisions based on practical operational realities and the expertise of the people doing the work. Strong financial management, strategic planning, and stakeholder relationships are important, but they should ultimately support SFPUC's fundamental mission of providing reliable services and responsibly managing the infrastructure and resources entrusted to it by the public.

100	There is a level of inequality, including nepotism and favoritism that should be addressed. Also certain departments have been mismanaged at the highest level for years with no repercussions. This is holding back the advancement of certain bureaus.	9/29/2026 10:48 AM
101	Ensure enforcement of construction contracts.	9/29/2026 10:39 AM
102	Significant Utility leadership experience	9/29/2026 10:12 AM
103	We should be promoting from within. We need system experience and values. We do not need political appointees.	9/29/2026 9:47 AM
104	We need leaders who consider SFPUC to be more than the last stop on their retirement journey. The last GM, sadly, while coming from a highly respected background, did little to advance the mission and simply coasted to his retirement on the hard work and dedication of the SFPUC workforce. I hope the Commission doesn't repeat same mistake again. Additionally, I hope the commission looks within rather than bringing outsiders. Finally, the commission should be concerned with the amount of upper mgmt bureaucracy and hierarchy that has been created over the past 5 years that sucks ratepayer money but makes SFPUC less nimble than it has ever been, and uses this change as an opportunity to streamline and restructure for the better.	9/29/2026 9:41 AM
105	Also consider the candidate's empathy, integrity and approachability in your selection process. Good luck!	9/29/2026 9:38 AM
106	Want the next general manager to understand how important it is for work/life balance and for those that have kids. We all need flexibility, understanding and empathy about how to a great employee and be a functioning parent as well. Not all of us have the privilege of outside help to assist with children and supporting FFWO and AWS is key to helping employees with this.	9/29/2026 9:36 AM
107	Do not hire someone who's a professional manager/salesperson who works for different agencies/companies no matter what they do. Hire someone with a background on what the PUC does and is about. Look beyond a person who is able to speak to a large group effectively or sell you on their ideas. Because that doesn't make them a good decision maker or someone who can run an agency.	9/29/2026 9:29 AM
108	The Commission should look for a person that has strong utility and management experience who can lead improvements at lower management levels. Ideally select someone who is not an elected or political appointee for the first time in decades. Leading by example and strong ethics are important. If all levels of the organization followed the same rules, we would be a much stronger and efficient organization. Financial constraints are a SFPUC reality given large and increasing debt. Internal efficiencies (process and organizational) will have to be the new funding source for continually new operational and regulatory costs that are a reality in California.	9/29/2026 9:11 AM
109	it's all about the WATER, from Hetch Hetchy all the way to CCSF, the system is old and tired and needs to be rebuilt to today's modern standards, from transmission mains to treatment plants, the whole system needs to be updated !!	9/29/2026 9:04 AM
110	Purchasing system must be overhauled. We spend too much money and time purchasing needed items due to city policies.	9/29/2026 9:02 AM
111	Improve/streamline hiring process and promote better working relationship with unions	9/29/2026 8:41 AM
112	I just hope we look for someone with the appropriate skills.	9/29/2026 8:16 AM

113	make visits to departments; let work force see your face, know who you are; responsibility to personnel	9/29/2026 7:55 AM
114	Apprenticeship programs especially with Local 39 need to be strengthened. They are holding us hostage. Finding qualified candidates has become exceedingly difficult. The hiring process is too long and we lose people.	9/29/2026 7:44 AM
115	Promote within. I am a big proponent of hiring from within. Someone who is knowledgeable and has navigated the waters of upper management.	9/29/2026 6:44 AM
116	Hire a candidate that wants to help the SFPUC become an employer of choice, has San Francisco values and supports the employees of the SFPUC. Hiring a person of color can be good to show the diversity of San Francisco.	9/28/2026 7:40 PM
117	I believe our next GM should have municipal utility experience.	9/28/2026 7:09 PM
118	Strengthen partnerships and build trust around future investment, ideally a background in CA utility landscape, particularly water history	9/28/2026 6:55 PM
119	Dramatically improving our customer service response times is the single most important thing a new GM could do to help our agency's reputation. Customer service needs more staff. Expanding public power by buying out PG&E in SF is the second most important thing.	9/28/2026 6:49 PM
120	Prioritize and support public power expansion efforts.	9/28/2026 6:41 PM
121	the next GM should prioritize public power expansion	9/28/2026 6:39 PM
122	SFPUC needs to have professional accountability from the top down. The work force needs to return to the office work site and complete a 40 hour work week. We need to all be held accountable for productivity including management.	9/28/2026 6:30 PM
123	Hire Lori Mitchell -- former SFPUC -- Power employee. She is an amazing leader -- would be an excellent GM! Lori Mitchell is the Director of San José Clean Energy, where she leads the city's community-owned electricity provider and local renewable power programs. Career and Background • Role: She has led San José Clean Energy since its start in 2017, helping the city work toward carbon neutrality. • Experience: She has over 25 years of experience in the clean energy and utility fields. • Past Work: She spent ten years at the San Francisco Public Utilities Commission and held senior engineering jobs at SunPower Corporation and PowerLight. • Education: She holds a bachelor's degree in Environmental Resources Engineering from Cal Poly Humboldt and an MBA from Texas A&M University. She is also a licensed Mechanical Engineer in California. Key Achievements • Clean Power: Her department provides electricity to roughly 350,000 homes and businesses with over 60% renewable energy. • Leadership Awards: She was named a Woman of Influence by the Silicon Valley Business Journal in 2023. • Industry Board: She served as the board president for the California Community Choice Association (CalCCA) in 2023.	9/28/2026 6:29 PM
124	Status quo isn't enough. Change is needed. Staffing is essential. Quality work and program changes can't occur if groups lack the staffing. Hiring has always been a slow process since I've been with the agency for the past 15 years.	9/28/2026 6:29 PM
125	How will this candidate improve culture and make the City an Employer of Choice?	9/28/2026 6:27 PM
126	Needs to be the face of the SFPUC with great people and technical skills and be honest and forthcoming and not cater to SF politicians due to their community whims.....basically do what's right for the City of SF and be transparent about it, even if the news is negative.	9/28/2026 6:24 PM
127	A GM that understands, or willingness to develop an understanding, of the challenges in hiring skilled employees in service-critical positions and developing performance accountabilities, and a willingness to confront the internal and external barriers that make this increasingly difficult.	9/28/2026 6:20 PM
128	The next GM should be someone who runs the SFPUC as a "Utility First" organization. Enterprise staff (especially operators and trades staff) often cannot get new positions, which puts operations and services at risk. The next GM should ideally be someone who can champion a sustainable workforce.	9/28/2026 6:17 PM
129	Trying to add this to priorities in question 1 but having technical issues: Keep commitment to employee recruitment, training, and retention, as our employees are our most valuable resource.	9/28/2026 6:16 PM

130	Commitment to public power	9/28/2026 6:11 PM
131	Long term goals, that exceed their term, with true devotion to the public good.	9/28/2026 6:03 PM
132	Should be like Michael O'Shaughnessy, an engineer (civil or structural or mechanical or electrical, etc.)	9/28/2026 5:46 PM
133	Debt spending and, as a result, rates, are out of control	9/28/2026 4:53 PM
134	Our General Manager must be a decisive leader, a good manager of people, a shrewd negotiator and relationship builder with our elected officials, City partners, and regulators. Someone who knows when to delegate and when to step in. Thank you	9/28/2026 3:39 PM
135	If there were a way to be more horizontal instead of the extreme hierarchy, that would be nice. We need a strong leader who isn't afraid to exhibit humility.	9/28/2026 3:22 PM
136	We need someone who truly cares about the SFPUC and leads with kindness, curiosity and collaboration. We have an amazing system and a huge responsibility to look after it. The new GM needs to be the voice and figurehead of the SFPUC but also to invest in the future of the organization and it's staff. My worst nightmare would be a politically-motivated appointment of someone with an intimidating leadership style. Good luck!!	9/28/2026 2:48 PM
137	I appreciate the survey being open to solicit staff input on the process. I think it would bolster morale to keep the engagement and disperse available information as appropriate as the process progresses.	9/28/2026 1:44 PM
138	The short-term nature of the hiring process won't work for the long-term financial challenges the SFPUC has. This position should not be at the whim of the political inclinations of any particular mayor. Is there a way to change how the GM is appointed in the long term so that the person hired can have a longer-term view than the current mayor's term?	9/28/2026 1:42 PM
139	The next leader needs to improve the work life balance of employees and be champion of them. Also, SFPUC is seriously bloated at this point, and the next leader needs to streamline and reduce the layers of management. I would get rid of all the deputy positions to begin with. Improve functioning of HRS and change their culture to be more employee focused.	9/28/2026 1:38 PM
140	We should probably start avoiding the term "stakeholder" in our communications since it has associations with land allocation and colonization which can be offensive or disempowering to Indigenous communities. Please do some research on this and find alternative words to use in the future. Thank you!	9/28/2026 12:24 PM
141	Hire within SFPUC. Those with years of experience working withing SFPUC will have a great impact for those who work under their leadership.	9/28/2026 12:15 PM