

To: Jackson, Ryan[jackson.ryan@epa.gov]
From: Stephanie Tomasso
Sent: Tue 12/5/2017 7:15:16 PM
Subject: SVP of Advocacy and Communications search for APPA - thoughts?
[SPEC - APPA SVP Advocacy and Communciations.pdf](#)

Dear Ryan,

I hope this note finds you well. I can't believe it is December – the year is flying by!

I wanted to pick your brain for a search I am just kicking off for the **Senior Vice President of Advocacy and Communications** for the **American Public Power Association (APPA)**. The SVP oversees APPA's integrated external affairs function, including the 25-person government affairs, regulatory advocacy and communications teams. S/he will lead the development and implementation of a coordinated advocacy strategy and the seamless execution of a multi-faceted external communications plan with the ultimate goal of raising the visibility of the critical role public power utilities play in communities across the country. The ideal candidate would be an accomplished manager of people and teams with demonstrated expertise in the external affairs arena within the utility sector.

I have attached a copy of the position specification and would welcome any thoughts you might have of potentially strong candidates. I'm happy to hop on a quick call to talk through in more detail if that would be helpful.

Thanks in advance for your assistance!

Best,

Stephanie

Stephanie J. Tomasso

Russell Reynolds Associates

1700 New York Avenue | 4th Floor | Washington, DC 20006

P: +1.202.654.7843 | M: +1.202.236.5821 | F: +1.202.638.5178

stephanie.tomasso@russellreynolds.com | [My Bio](#)

RussellReynolds.com

Executive Assistant: Amy Walker

P: +1.202.654.7835 | amy.walker@russellreynolds.com

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Position Specification

American Public Power Association

Senior Vice President, Advocacy and Communications

Private and Confidential

Position Specification

Ref: Senior Vice President, Advocacy and Communications
American Public Power Association

Our Client

The American Public Power Association (Association), based in Arlington, Virginia, is the voice of not-for-profit, community-owned utilities that power 2,000 towns and cities nationwide. Collectively, APPA members serve more than 49 million customers, employ over 93,000 people, and play a vital role in their local communities. The Association advocates and advises on electricity policy, technology, and trends, and also provides training and technical services and works with its members to instill pride in community-owned power.

Public power utilities are operated by units of state and local governments. They exist to provide communities with reliable, responsive, not-for-profit electric service, and are directly accountable to the people they serve through elected or appointed officials. Some of the nation's largest cities—Los Angeles, San Antonio, Seattle and Orlando—operate publicly owned electric utilities, but many public power communities are small, with their utilities serving 2,000 or fewer customers.

In 2016, the Association delivered against the first year of its 2016-2018 Strategic Plan, *Power with Purpose*, designed with the goal of helping the public power industry respond to rapid changes in how electricity is produced, delivered and regulated. APPA 'powered forward' on six critical external initiatives.

- Raising Awareness of Public Power: The Association helps its members tell the public power story in their communities, and explain why being served by a public power utility gives them an advantage. The Association also provides turnkey resources that can be adapted and used to deliver these messages. Further, APPA assists its members in developing relationships with elected officials to better influence public policies. The Association has made a concerted effort to increase its engagement on industry issues such as infrastructure, reliability, clean power, safety and utility of the future. These activities have led to over 2,000 media mentions and 600+ articles in Association publications *Public Power Daily* and *Public Power Magazine*.
- Public Power Forward: A critical initiative to help its members address the technological and regulatory changes that are re-shaping relationships with customers, Public Power Forward is a roadmap designed to assist public power utilities in charting their futures. The Association has produced reports on solar trends, rate design, community solar, and changing residential customer perspectives and also provided member education and discussion forums.
- Advocating and Educating on Increased Federal Regulation: APPA's advocacy work is key to its members. The Association develops and advocates policy positions that put customers first, ensure a reliable and affordable supply of electricity while protecting the environment, and reflect the values of the community. Specific issues include protecting the tax-exempt status of municipal bonds, keeping distributed generation decision-making at the local level, the inclusion of public power priorities in comprehensive energy legislation, securing competitively priced and reliable wholesale power and key environmental regulations like the Clean Power Plan, coal ash, and the Waters of the U.S. rule. Further, the Association taps into the political strengths of public power mayors, city council members, and elected and appointed board members, to advocate for public power in Washington, D.C.

- Cyber-Security and Physical Preparedness: The Association partners closely with its members on matters related to disaster preparation and response, including the coordination of mutual aid to member utilities to assist in storm restoration. Further, APPA has entered into a multi-year cooperative agreement with the Department of Energy to promote public power cyber resiliency and security while also minimizing regulatory overreach in this area.
- Research and Development: The Demonstration of Energy & Efficiency Developments (DEED) program brings together 902 public power utilities to pool ideas and resources. DEED also provides grants to member utilities and students from public power communities. Its projects explore techniques and technologies that are a rich source of new ideas, best practices and lessons learned, ensuring public power is at the forefront of electricity innovation.
- Workforce Planning: The Association helps its members meet the workforce challenges facing the industry. The Association provides data and reports to help members educate their governing bodies on the need to pay competitive salaries, and disseminates best practices to support member recruiting and succession planning efforts. APPA is also taking the lead in making public power jobs more attractive to a diverse workforce, including the establishment of the Diversity Advisory Group, and providing networking opportunities for women, young professionals and new managers.

In addition to these important externally-focused activities, the Association also offers unparalleled learning and networking opportunities. The APPA Academy offers many opportunities for members to learn from and network with colleagues, utility experts, and local and national policymakers. The National Conference is the largest annual public power meeting, and other annual conferences cater to utility employees who work in business and finance, engineering and operations, legal and regulatory, and customer service. APPA also provides professional development courses, puts on a full series of webinars, and sells a variety of publications, including a widely used Safety Manual.

The Association is governed by a 37-member board of directors, composed of 30 elected member representatives from 10 geographic regions, five officers, and the chairs of the Policymakers Council and the Advisory Committee. More than 4,500 men and women participate in specialized APPA committees, task forces, and online forums. About 65 staff members serve the membership and the Association has a budget of approximately \$20 million. The Association's offices are located in Crystal City, Virginia.

To learn more about the Association, please visit: <http://www.publicpower.org>.

The Role

Serving as a key advisor to the Association's President & Chief Executive Officer, the Senior Vice President of Advocacy and Communications (SVP) will oversee APPA's integrated external affairs function, including the government affairs, regulatory advocacy and communications teams. The SVP will lead the development and implementation of a coordinated advocacy strategy and the seamless execution of a multi-faceted external communications plan with the ultimate goal of raising the visibility of the critical role public power utilities play in communities across the country. S/he will ensure that the Association's external affairs activities protect and enhance public power's interests and reputation both in Washington and outside the Beltway. A respected industry leader, the SVP will build and maintain relationships, both

internally and externally, that strategically position the Association as a respected player in policy dialogues about relevant legislative and regulatory issues affecting public power and the broader utility sector.

S/he will also oversee the Association's interactions with numerous important constituencies, such as Congress, the Executive Branch, including the Federal Energy Regulatory Commission (FERC), Environmental Protection Agency (EPA), Department of Energy (DOE), courts, and other governmental and industry policy forums. Further, the SVP oversees the Association's relationships with other industry trade associations and their advocacy efforts in policy forums on energy and environmental matters.

The SVP will partner closely with the President & CEO, as well as with APPA's Board of Directors, senior leadership team and utility membership, to ensure continued execution against the existing Strategic Plan, providing advice and counsel on necessary modifications related to the advocacy and communications functions, as well as other Association programs and services. While responsible for the external affairs organization, s/he will also, at the direction of the President & CEO, provide oversight for other critical projects and initiatives that advance APPA's strategic vision and priorities.

The SVP will lead and mentor an internal team of approximately 20 people, providing support as needed and fostering a spirit of cooperation and accountability. S/he will serve as a mentor and coach, offering the guidance and counsel necessary to help the team thrive, while respecting the considerable talents and knowledge of team members. An accomplished manager and leader of people, the SVP will ensure the team operates as a cohesive and aligned whole.

Candidate Profile

For this critical role, the Association seeks an accomplished government affairs/policy and communications executive with a clear track record of success. S/he must be an effective strategic thinker and tactical implementer with a history of delivering results. The successful candidate will be skilled at anticipating, identifying and addressing emerging public policy issues and related risks that could affect the Association and the public power industry. Partnering and coordinating closely with the President & CEO, the Association's senior leadership team, and the Board and other member leaders, the SVP will help assess new and ongoing legislative and regulatory issues and develop and implement comprehensive strategic and tactical plans to protect and advance the interests of the membership. S/he therefore must have a proven track record of serving in top advisory roles with senior executives and/or elected or appointed officials, and an ability to synthesize complex policy issues and communicate them clearly and succinctly.

The SVP must be an effective voice and influencer for the Association both Inside the Beltway and out. S/he must be an outstanding verbal and written communicator who can represent the Association with distinction in a variety of venues with many different audiences. S/he will possess established relationships with policymakers and other relevant constituencies, and must be skilled at developing and leveraging coalitions and working with fellow trade association executives. The SVP will develop strategies

and tactics with his/her team and utility member executives to grow and maintain effective relationships with key influencers, associations, and other alliances.

The successful candidate will be comfortable as a public face for the Association in front of a range of audiences, yet equally at ease working in the background to support APPA's President & CEO, other senior executives, Board leadership, and utility membership.

Given the complexity of the electric utility industry, and its various regulators at the state and federal levels, the successful candidate should fully understand the interrelationships between the legislative and regulatory arenas, and how substantive issues can move readily back and forth between them. Moreover, the SVP should have previous knowledge of/experience with utility matters, ideally those specific to public power, and the committees of jurisdiction and regulatory bodies that deal with issues relevant to APPA's utility members.

The SVP must have the management and leadership skills to manage a mid-sized team as well as expert external consultants. Further, s/he will possess the organizational acumen necessary to thrive in a lean, nimble environment. The successful candidate will bring the executive presence, gravitas, interpersonal skills, and acute sense of humor required to work effectively with senior staff and other employees with very different skill sets and personalities at all levels across the Association and membership. In addition, s/he must be able to roll up their sleeves and pitch in to do the hard work when required, rather than just delegating and departing. Finally, the SVP must possess confidence, perseverance, and the resilience necessary to succeed in a fast-paced and results-oriented organization.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy and Executing for Results

- Proven ability to develop a comprehensive government affairs vision and strategy for an organization or company and then execute to deliver results.
- A wise yet approachable and down to earth leader capable of helping develop and implement sophisticated legislative and regulatory policy strategies for the public power industry during a time of great evolution and change.
- A strong grasp of the public policymaking process, including the ability to identify emerging issues and opportunities and to formulate strategies to favorably influence their trajectory.
- A strong understanding of issues that impact the electric utility industry, including knowledge of federal energy and environmental issues and related federal statutes/regulations.
- The ability to align the external affairs function to support the utility members' objectives, and to partner with members on tactical and strategic initiatives.
- A creative and independent thinker who can develop and persuasively articulate public policy ideas and solutions that may be different from the prevailing or conventional view.
- The ability to leverage finite media and communications resources and skilled personnel to effectively craft and deliver key messages and information to external and member audiences.

Leading Teams

- Demonstrated ability to manage cross-functional teams and motivate people – including those in other parts of the organization – to advance the Association’s interests in complicated public policy and government relations issues.
- Skilled at relating to multiple internal constituencies and engaging with them to advance the overall goals and objectives of the Association.
- Experience and ability to act on behalf of the Association in the absence of the President and CEO.

Relationships and Influence

- Outstanding ability to build relationships and use influence effectively in a variety of settings, both within the organization and with external constituencies, including public officials, trade associations and other relevant parties.
- The ability to partner effectively with President and Chief Executive Officer, other members of the senior leadership team, and Board of Directors.
- Possess the strong interpersonal acumen necessary to deal collaboratively and strategically with a broad range of individuals with differing backgrounds and perspectives.
- Strong influence and conflict management skills; ability to bring consensus on how to deal with difficult issues.
- Skilled at advocacy, influence and persuasion: able to convince others to act on information or recommendations based on compelling logic or common best interests.

Desired Professional Qualifications

- Bachelor’s degree required; advanced degree in law or policy desired.
- Possess or have the ability to possess a secret-level security clearance.
- Knowledge of, and 20 years work experience in, government relations/regulatory affairs, with at least five years in a management level capacity; ability to advise CEO and Board of Directors in these areas.
- Knowledge of the electric utility industry strongly preferred.

Contact**Stephanie J. Tomasso**

Russell Reynolds Associates
1700 New York Avenue, NW | Suite 400
Washington, DC 20006-5208
Direct: +1-202-654-7843
stephanie.tomasso@russellreynolds.com

Jennifer Rockwood

Russell Reynolds Associates
2 Alhambra Plaza | Suite 660
Coral Gables, FL 33134
Direct: +1-305-717-7403
jennifer.rockwood@russellreynolds.com

John McNaught

Russell Reynolds Associates
1700 New York Avenue, NW | Suite 400
Washington, DC 20006-5208
Direct: +1-202-654-7817
john.mcnaught@russellreynolds.com