



Position Specification

New York Power Authority

Chief Executive Officer

Private and Confidential

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Our Client

The New York Power Authority (NYPA) is the nation's largest state-owned utility. Established by legislation signed by Governor Franklin D. Roosevelt in 1931, it has achieved one of the public power industry's most extraordinary legacies of long-term, top-tier operational and financial performance. Today, NYPA employs more than 2,000 people, and its assets, which include 16 generation facilities totaling over 7,000 megawatts and over 1,400 circuit-miles of transmission lines (one-third of the high-voltage transmission in New York State), generate more than \$3 billion in annual revenue. One of the most exciting areas of growth for NYPA, its energy services and customer solutions business, accounts for \$250 million in revenue annually and continues to evolve its innovative offerings.

Working with its subsidiary, the New York State Canal Corporation (NYSCC), NYPA is developing and delivering energy and water solutions that will impact the state's economic and environmental vitality for generations to come. NYPA's bold 10-year strategy, [VISION2030](#), charts the path for NYPA to pursue exciting and ambitious goals around energy resiliency, decarbonization, and economic development, such as creating a technologically-evolved energy marketplace and the revitalization of the 524-mile, 200-year-old Canal System. VISION2030 was designed to support New York State's battle against climate change and enable its decarbonization goals- among the most ambitious in the nation- and it provides the framework for how NYPA will compete effectively, serve its customers, and significantly enhance access to renewable, sustainable sources of energy.

Much of NYPA's identity is rooted in being a leader in innovation. This is reflected in NYPA's programs to reinvent New York's transmission system, install electric charging infrastructure from Buffalo to Long Island, pursue one of the nation's leading projects in green hydrogen, rethink solar arrays and energy storage, and convert streetlight systems to energy efficient LED lighting in major cities across the state. NYPA is also pursuing a digital transformation initiative with the goal of becoming one of the first "digital utilities" in the world, leading to improvements in cost structure, customer service, reliability, and innovation by taking advantage of widespread sensor deployment, connectivity and "big data" analytics.

NYPA's talented employees are at the core of the organization's success and it is building upon its progressive foundation with its industry-leading Diversity, Equity and Inclusion plan that is designed to create a more dynamic work culture and ensure that people from all walks of life are seen, valued, and heard. NYPA's commitment to ensuring DEI is embraced and evidenced across the organization includes ensuring an internal culture of inclusion, a diverse supplier base, and a commitment to Environmental Justice (EJ). Translating commitment into action, NYPA has doubled its investment in DEI, EJ and Minority/Women-owned business from \$5,000,000 to \$10,000,000.

NYPA is a vibrant, creative, and focused organization, working for the greater good of New Yorkers and creating a cleaner, better world for many years to come. In the context of the energy transition underway, NYPA's strong financial foundation, diversity of generation and transmission assets, and history of achievements in customer energy services, position it to create opportunities for New York State for many years to come.

For additional information, please visit www.nypa.gov.

The Role

The Chief Executive Officer (“CEO”) will be accountable to the Board of Trustees and his/her direct reports will include the Chief Operating Officer, Chief Legal Officer, Chief Financial Officer, Chief Human Resources & Administrative Officer, Chief Commercial Officer, Chief Information & Technology Officer, Chief Strategy Officer, Chief Transformation officer, and President of NYPA Development.

Key objectives for the Chief Executive Officer will include:

- Provide innovative leadership that will further enhance NYPA’s culture, priorities, and strategic focus. Ensure NYPA’s place as a leader in the state of New York and the Nation, particularly regarding the effort to drive continued adoption of clean energy technologies.
- Maintain public trust and stability in the business, overseeing continued strong business operations and the overall reliability and the power the organization provides to its customers.
- Be an active, visible ambassador for NYPA, in particular demonstrating a passion for engaging with and supporting the citizens of New York.
- Plan, develop, implement and direct the organization's operational and fiscal performance. Generate consistent, predictable and profitable business performance by constantly driving operations to deliver on key KPIs, while ensuring error-free, safe execution
- Retain and motivate the existing management team, while recruiting and integrating new senior leaders, and continually improving processes and effectiveness measures to facilitate the ongoing transformation. The CEO must attract the best talent and develop that talent, while never losing momentum on addressing the leadership mandate at hand.
- Instill confidence with stakeholders, regulators, customers, employees by managing an active communications program that has the new CEO front and center on all important issues related to NYPA.
- Set a tone for NYPA’s culture that allows for effective leadership throughout the organizational structure - one that promotes personal accountability and high-integrity behavior through example rather than decree.
- Partner with the Board of Trustees to create a close working relationship aimed at navigating the challenges at hand with their guidance and support.
- Maintain a focus on preserving the value of hydroelectric power in the state.
- Proactively managing the impact of legislative, regulatory, and political structures and trends.

Candidate Profile

The successful candidate must be an innovative leader with a strategic mind-set accompanied by a passion for execution. The candidate will ideally have demonstrated leadership in the power and utilities sector or in another relevant industry of meaningful scale and complexity, ideally having held significant P&L responsibility and/or having run an organization of meaningful size and complexity. The CEO must exemplify customer-centricity in her/his actions, underpinned by an unwavering commitment to a culture grounded in accountability, transparency, and operational excellence.

While maintaining the momentum at NYPA, the CEO must also demonstrate a nuanced understanding of the changes impacting the utility industry in the near and longer-term. S/he must be able to provide innovative strategic leadership to guide NYPA through these changes.

The successful candidate must have excellent communication skills; and the ability to both assimilate into and impact for the better NYPA's organizational culture. The CEO must also thrive in an operating environment where s/he must work closely and effectively with public officials, regulators, and community leaders. Pursuant to this, the CEO must possess the relationship-building capabilities to establish themselves as a leader in New York.

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

Setting Strategy

- The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for but also for the enterprise.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much difference the organization can handle to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set transparent and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes intelligent risks.
- Others view a leader as having a high degree of integrity and forethought in their approach to making decisions and acting transparently and consistently while always considering what is best for the organization.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards commands respect from followers.
- A leader who is self-reflective and aware of their limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating vital emotional intelligence and communicating clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the team's success.
- Creates a sense of purpose/meaning for the team that generates followership beyond their personality and engages others to the greater purpose for the organization.

Driving Sustainability

- Firmly believes that sustainability and profit are in the organization's best long-term interest.
- Integrates economic, societal, and environmental factors into a purpose-driven strategy, turning sustainability into a competitive advantage.
- Understands and incorporates viewpoints from all key stakeholders to drive decision-making and share the benefits.
- Delivers breakthrough innovations and business models that create value for all stakeholders, continually challenging traditional approaches.
- Sets audacious business and sustainability goals, driving concerted action and investments, and stays the course in the face of setbacks or push-back from short-term oriented stakeholders.

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