



MWD

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

APPROVED
by the Board of Directors of
The Metropolitan Water District
of Southern California
at its meeting held

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FEB 11 1992

Karen E. Duff
EXECUTIVE SECRETARY

Office of Board of Directors

February 4, 1992

To: Board of Directors (Executive Committee--Action)
From: Chairman of the Board
Subject: Amend Price Waterhouse Contract to Provide
Additional Funds to Complete Board Goal Setting
Process

Report

Price Waterhouse has recently assisted the Organization and Personnel Committee to complete a goal setting process. This same goal setting process would be a valuable tool for the remaining five standing committees.

Attached is a proposal from Price Waterhouse outlining the approach they would use to accomplish this goal-setting effort. As part of the process, Directors will participate in break-out groups. Each break-out group will be made up of representatives from a standing committee on which the Director serves. The goals recommended by each of the committees and adopted as District goals necessarily will be subject to change or additions as agreed upon by the committees from time to time.

Recommendation

I recommend that approval be given to amending the existing contract with Price Waterhouse to add to the scope of work completing the goal setting process for five standing committees at an additional cost of \$18,500.

Lois B. Krieger

Lois B. Krieger

Attachment

Price Waterhouse



January 31, 1992

Mrs. Lois B. Krieger
Chairman
Metropolitan Water District of
Southern California
1111 Sunset Boulevard
P.O. Box 54153
Los Angeles, California 90054

Dear Mrs. Krieger:

***ASSISTANCE WITH COMPLETING
THE BOARD GOAL SETTING PROCESS***

The purpose of this letter is to describe the proposed assistance that Price Waterhouse would provide to help the MWD Board of Directors complete the goal setting process. Our assistance would permit the five other standing committees to conduct a goal setting process similar to that recently completed by the Organization and Personnel Committee. The balance of this letter provides a description of the proposed assistance as originally presented to you and the Overview Committee on January 14, 1992.

THE PROPOSED GOAL SETTING PROCESS

The proposed goal setting process is based on the method successfully used by the Organization and Personnel Committee to develop recommended District goals in the area of its jurisdiction. The approach outlined below is designed to assist the other five standing committees to complete the process in a short period of time. The process is summarized in graphic form in the enclosure. The three steps of the process are:



1. Conduct a one-day goal setting workshop for the entire Board. The workshop would begin with an overview briefing on the goal setting process for all Directors. Following the briefing, the Directors would divide into five break-out groups to begin the goal development process. Each group would address goals in the subject matter area of one of the five standing committees (all except Organization and Personnel). Each break-out group would move through a series of structured group exercises designed to obtain initial goal ideas from Directors. A written summary of these ideas would be prepared and sent to all Directors after the workshop. The workshop would occur at MWD headquarters and would last from 9:30 a.m. until 2:30 p.m. If the Board approves of this idea, the workshop could be scheduled in early March.
2. Each standing committee would schedule time at their next committee meeting to refine and elaborate on the goals developed at the workshop by the break-out group that addressed their subject matter area. Prior to this meeting, Directors would receive written comments from MWD management on suggested goals. They would also have the opportunity to individually consult member agencies and other stakeholders concerning goals. The result of the second meeting would be one to five draft written goals in each committee. The draft goals would be sent to committee members prior to the next meeting.
3. Each standing committee would consider final revisions to the draft goals at a second meeting. These goals would be adopted by the committee and forwarded to the Executive Committee and entire Board of Directors with a recommendation that they be adopted as District goals.
4. The Executive Committee would collect the committee goals and forward them on to the full Board of Directors with its comments. If



the Executive Committee noted areas where goals were missing, it may recommend to the Board that an appropriate committee be requested to study the area and suggest goals. The full Board of Directors could adopt the suggested goals by resolution at a regular meeting. If necessary, goals could be referred to committee for further study if the Board is not in agreement with proposed language.

RESPONSIBILITIES

Each Director would help develop and refine goals in the two standing committees to which they are assigned. The responsibilities of the Directors during the goal setting process are as follows:

- Develop and refine proposed goals;
- Obtain and consider the viewpoints of stakeholders;
- Consider the views of MWD management and staff;
- Adopt District goals as they deem appropriate; and
- Attend the one-day workshop and two committee meetings of the two standing committees to which they are assigned.

The responsibilities of Price Waterhouse during the goal setting process are as follows:

- Organize the workshop and conduct the orientation meeting;
- Facilitate workshop sessions as a neutral observer to the goal setting;
- Prepare written summaries of workshop results; and
- Facilitate follow up committee meetings (two for each committee).

SCHEDULE

The Organization and Personnel Committee conducted the entire goal setting process between December 20, 1991 and January 30, 1992. If the the one-day

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Mrs. Lois B. Krieger
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workshop is conducted in early March, it would be possible for all committees to complete the process by late April. This would allow the Board to review and consider committee recommended goals during May of 1992.

PROJECT COST

In keeping with the wishes of the Overview Committee, we have prepared a workplan for this project that minimizes the amount of Price Waterhouse staff time required to complete the goal setting. Should the Board choose to use our services in this regard, our current contract with the Board would be amended to provide an additional \$18,500 for professional fees and expenses.

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I hope this letter has provided you with the information you need. If you have any questions, please don't hesitate to call me at (916) 321-5407. We look forward to the opportunity to continue working with the Board of Directors on this important project.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Kevin M. Bacon'. The signature is written in black ink and is positioned above the typed name.

Kevin M. Bacon
Principal

Enclosure