



**MWD**

*METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA*

**F**

*Office of Board of Directors*

August 10, 1992

To: Board of Directors  
From: Chairman of the Board  
Subject: Goals and Objectives

Attached are the ten District-wide goals you developed at the August 4 Board Workshop. At its August 20 meeting, the Executive Committee will be reviewing these goals and submitting its recommendations to the Board for action that day.

Also attached are suggestions which could be used as the mechanism to monitor the progress of these goals, thereby ensuring that your efforts in creating the District-wide goals result in an effective Board and management tool.

Please review these attachments so that you can offer suggestions to the Executive Committee at the time it is deliberating on its recommendation.

  
Lois B. Krieger

Attachments

**METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA  
DRAFT DISTRICT GOALS**

On January 14, 1992, the Board of Directors adopted the following mission statement:

The mission of the Metropolitan Water District of Southern California is to provide its service area with adequate and reliable supplies of high quality water to meet present and future needs in an environmentally and economically responsible way.

In light of this mission, draft District goals were developed by the standing committees during the winter and spring of 1992. They were reviewed and revised at the Board Goals Workshop on August 4, 1992.

**1. WATER SUPPLY AND RELIABILITY GOAL**

MWD will provide a reliable supply of water to our member agencies such that there will be no more than a 20% supply reduction in any single year, even under adverse hydrological conditions.

**2. WATER QUALITY GOAL**

MWD will supply safe water that meets or surpasses all state and federal standards and will achieve the highest standards of customer satisfaction. MWD will contribute to the legislative and regulatory processes and pursue applied research programs to devise creative, economically feasible solutions to water quality problems.

**3. ENVIRONMENTAL GOAL**

In meeting its goals, MWD will consider the environmental effects of its actions and will seek to avoid or mitigate any adverse effects to the extent feasible.

**4. COST GOAL**

MWD will develop water resources and operate our facilities in a manner that is cost effective and with due regard to the economic resources of our service area.

**5. WATER RESOURCE GOAL**

MWD will seek through legislation and voluntary transfers to reserve 20% of all developed water in California for use by municipal and industrial water agencies throughout the state.

**6. FINANCIAL GOAL**

MWD will maintain a balance of fixed and variable revenue sources and appropriate reserve funds sufficient to withstand a water sales shortfall of 500,000 acre feet in one year with a resulting annual water rate increase of no more than 25% due to such shortfall. MWD will sell water to its member agencies based on a single uniform rate for each class of service.

**7. LAND RESOURCE GOAL**

MWD will, on a timely basis and at fair market value, acquire, manage, and dispose of real property necessary to meet the present and future purposes of the District.

**8. FACILITIES PLANNING AND DEVELOPMENT GOAL**

MWD will involve our member agencies in our facility planning efforts. MWD will provide for the completion, on-schedule and on-budget, of facilities needed to meet Board approved water supply, reliability, and quality goals.

**9. PERSONNEL GOAL**

MWD will recruit and retain an exemplary staff through equitable personnel policies and practices that train, develop, evaluate, promote, and compensate our people in ways that build expertise, innovation, efficiency, and service. In developing our staff, we shall seek to reflect the ethnically diverse community of Southern California.

**10. ORGANIZATION GOAL**

MWD will be organized and managed to focus District efforts to improve its ability to accomplish the MWD mission by the efficient use of its resources, augmented by the judicious use of contractors to supplement District capabilities. Our organization will foster open communications and accountability between senior management and the Board of Directors, and through them, between member agencies and the public. Whenever possible, authority and responsibility will be delegated by the Board and top management in order to minimize managerial/supervisory organizational layers. The organization structure and the use of District human resources in all areas will be reviewed periodically.<sup>1</sup>

---

<sup>1</sup> The goal developed by the Organization and Personnel Committee included the following as its final sentence: "The organization structure and the use of District human resources in all areas will be reviewed periodically by the Organization and Personnel Committee." In keeping with the format of the other draft goals, it is suggested that this reference to a standing committee be removed.

## Attachment 2

### **HOW THE MWD BOARD CAN USE THE DISTRICT GOALS AS A MANAGEMENT TOOL**

#### **1. Tie Strategic Plan to District Goals**

The Board should ask the General Manager to make sure that the district strategic plan (to be developed during 1992-93) explicitly addresses how it will further the accomplishment of the goals adopted by the Board.

#### **2. Relate the 1993-94 Budget to the Goals**

The Chairman of the Board, together with the Chairman of the Special Budget committee, should request the General Manager to prepare the 1993-94 budget (preparations begin in August 1992) in order to show how various budget items address the accomplishment of Board goals. Over the coming years the budget document and hearings should tie ever more closely to the goals of the Board. Performance data as well as proposed budget items should reference specifically how they address Board goals. As individual divisions develop specific objectives to meet District goals, information on performance relative to those objectives should also become part of the budget presentation.

#### **3. Require Standing Committees to Regularly Review Goals**

The Board Chairman and the Executive Committee should direct each standing committee to schedule (and put on the agenda) one to two hours of committee review of District performance relative to meeting goals in its jurisdiction. This meeting(s) should occur prior to March 1993 in order to allow time for this input to be provided to the Special Committee on Department Head Compensation as it begins its work. Committee chairmen should be held responsible for accomplishing this by the Executive Committee and Chairman of the Board. They should be asked to report at a full Board meeting about the results of their committee's review of progress towards the goals.

**4. Put Goals Review on the April 1993 Workshop Agenda**

Two to three hours of discussion should be devoted to District mission and goals at the April 1993 Board workshop. Each standing committee chairman should be prepared to discuss the results of the committee review of performance relative to the established goals. Directors should also discuss possible changes to the goals in light of this information.

**5. Use Goals in Department Head Evaluation**

The Special Committee on Department Head Compensation should use the Board adopted goals as an essential part of their performance evaluation process of the Department Heads.

**6. Improve Communication Between Committees about Goals**

The Executive Committee and Chairman of the Board need to ensure that there is proper communication among the standing committees concerning future decisions by the committees about District goals. For example, if Water Problems adopts new reliability goals, that must be communicated to Engineering and Operations so they can consider the impact of such changes on facilities and operations.

39770 Vice Chairman Witt moved, seconded by Director Barker, that the goals as recommended by the Executive Committee, revised from those set forth in Attachment 1 to the Board Chairman's letter dated August 10, 1992, be approved.

After additional discussion, the Board, by a unanimous vote, approved additional amendments to the goals and objectives, and, as amended, adopted the goals and objectives as follows, recognizing goals and objectives are not static and will change in light of future conditions:

**WATER SUPPLY AND RELIABILITY GOAL**

MWD will provide a reliable supply of water to its member agencies. Even under adverse hydrological conditions, there will be no more than a 20% supply reduction in any single year.

**WATER QUALITY GOAL**

MWD will supply safe water that meets or surpasses state and federal standards and will achieve the highest standards of customer satisfaction. MWD will participate in the legislative and regulatory processes and pursue applied research programs to devise creative, economically feasible solutions to water quality problems.

**ENVIRONMENTAL GOAL**

In meeting its goals, MWD will consider the environmental effects of its actions and will seek to avoid or mitigate any adverse effects to the extent feasible

**COST GOAL**

MWD will develop water resources and operate its facilities in a manner that is cost effective and with due regard to the economic resources of its service area.

**WATER RESOURCE GOAL**

MWD will seek, through legislation and voluntary transfers, to reserve an additional 20% of all developed water in California for use by urban and related water uses throughout the State.

**FINANCIAL GOAL**

MWD will maintain a balance of fixed and variable revenue sources and appropriate reserve funds sufficient to withstand a water sales shortfall of 500,000 acre-feet in one year with a resulting annual water rate increase of no more than 25% due to such shortfall. MWD will sell water to its member agencies based on a single uniform rate for each class of service.

**LAND RESOURCE GOAL**

MWD will, on a timely basis and at fair market value, acquire, manage, and dispose of real property necessary to meet the present and future purposes of the District.



**FACILITIES PLANNING AND DEVELOPMENT GOAL**

MWD will involve its member agencies in its facility planning efforts. MWD will provide for the completion, on-schedule and on-budget, of facilities needed to meet Board approved water supply, reliability, and quality goals.

**PERSONNEL GOAL**

MWD will recruit and retain an exemplary staff through equitable personnel policies and practices that train, develop, evaluate, promote, and compensate its people in ways that build expertise, innovation, efficiency, and service. In developing its staff, we shall seek to reflect the ethnically diverse community of Southern California, and continue its affirmative action program.

**LEGAL REPRESENTATION GOAL**

MWD will vigorously protect its legal interests in all legal or administrative proceedings and in all other matters which raise legal issues.

**ORGANIZATION GOAL**

MWD will be organized and managed to focus District efforts to improve its ability to accomplish the MWD mission by the efficient use of its resources, augmented by the judicious use of contractors to supplement District capabilities. The organization will foster open communications and accountability between senior management and the Board of Directors, and through them, between member agencies and the public. Whenever possible, authority and responsibility will be delegated by the Board and top management in order to minimize managerial/supervisory organizational layers. The organization structure and the use of District human resources in all areas will be reviewed periodically.

Vice Chairman Witt reported that the Executive Committee has referred the matter of developing a goal relating to health and safety to the Organization and Personnel Committee.

The Board extended a special commendation to Chairman Krieger for her leadership in the development of the goals and objectives.