

MWD

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

8-1

September 14, 1992

To: Board of Directors

From: General Manager

Subject: Recommendation of the Appointment of a New Assistant General Manager

Report

I have selected for appointment to the position of Assistant General Manager Dr. Frederick Wiley Horne. Dr. Horne is an outstanding manager with a proven track record at Metropolitan. His excellent credentials most closely conform to the selection criteria submitted to the Organization and Personnel Committee. After extensive review and agreement by the Committee on Monday, September 14, 1992, I now submit my recommendation for full Board approval. With your approval, Dr. Horne will commence his duties as Assistant General Manager effective September 15, 1992.

At the Organization and Personnel Committee meeting on August 20, 1992, I informed the Committee that I would begin interviewing candidates from staff within Metropolitan to fill the vacancy created by the resignation of Dr. Michael J. McGuire. I previously specified the criteria required of the next Assistant General Manager to fill this position; Dr. Horne meets all the criteria which were used to interview many outstanding candidates from Metropolitan's staff.

I recommend that Dr. Horne be appointed to the position of Assistant General Manager due to his outstanding qualifications and his superior conformance to the selection criteria. Also attached to this letter is a copy of his resume and memorandum dated August 31, 1992, which he wrote describing how he viewed the job functions and why he felt he was qualified for this position. The August 31, 1992, memorandum describes how Dr. Horne would manage the five divisions that report to the position.

With the approval of Dr. Horne by the Organization and Personnel Committee and now by the Board of Directors, I will have assembled a strong team of top staff to manage

Metropolitan's personnel in accomplishing the District's goals and objectives.

Recommendation

That the Board approve the appointment of Dr. Frederick Wiley Horne to the position of Assistant General Manager effective immediately.


Carl Boronkay

EJA/GJB/jj

Attachment

s:1116bo

MEMORANDUM

August 31, 1992

To: Director of Personnel

From: Director of Planning

Subject: Application for Position of Assistant General Manager

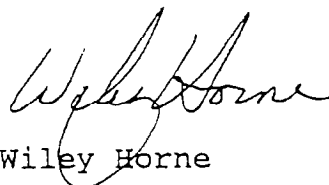
This is a request to be considered for the position of Assistant General Manager of the Metropolitan Water District. My resume is enclosed, along with a statement of priorities.

My qualifications include 20 years' progressively responsible experience in wastewater treatment and disposal, water reclamation and reuse, and water storage, treatment, and distribution. Seventeen of those years have involved supervising and administrating at the unit, section, branch, special program, and division levels. Each assignment has resulted in successfully operating facilities and programs. The assignments have involved working with management teams and decision-makers, and directing a wide variety of professional skills--to produce a successful project or program.

My management philosophy is leadership: To visualize the goal, and to convey the vision with clarity to others. This means being on the workfloor, in day-to-day touch with the team. When the vision is "owned" by the team, the second essential is to delegate to task managers, set specific goals, and measure their progress toward goals. This is a simple approach to building projects and building managers as well.

A statement of priorities is attached. My approach to Assistant General Manager reflects the austerity of the 1990s. To get more from less. We can achieve higher productivity--and higher quality--by simplifying procedures and making the goals of each functional unit specific and measurable. Finally, there are some strategic planning gaps to be filled which are essential to reaching Metropolitan's goals.

Attachments (2):
Statement of Priorities
Statement of Qualifications


Wiley Horne

cc: General Manager Carl Boronkay
Assistant General Manager Duane L. Georgeson
Assistant General Manager Richard W. Balcerzak

STATEMENT OF PRIORITIES
FOR ASSISTANT GENERAL MANAGER OF THE FINANCE, PERSONNEL,
INFORMATION SYSTEMS, ADMINISTRATIVE SERVICES, AND ENVIRONMENTAL
COMPLIANCE DIVISIONS

Metropolitan is reaching a new consensus as to purpose and goals. The Board of Directors' adopted a Mission Statement on January 14, 1992 and a Goals Statement on August 20, 1992. The Assistant General Manager will provide the human, financial, and infrastructure resources needed to carry out District goals, and will ensure excellence and efficiency in Board communications and internal administration.

PRIORITY 1: TASK MANAGER FOR BOARD COMMUNICATIONS

The Board of Directors is a "customer" of management. It has many tasks to perform with limited time and resources. Therefore, staff-to-Board communication is critical. I suggest assigning a professional staffer (now on board) with expertise in training and communications to interact between management, staff, and Board in order to meet any special needs of the Board, and to find ways to build higher quality into our standard Board letters and monthly reports. At the General Manager's direction, this task manager might survey the Board for suggestions, and find simple ways (not new procedure on top of old) to adapt our current practices to serve Board needs. Another suggestion would be to calendar special workshops each year geared to "sharing the vision", in which topics such as water transfers, water quality improvements, rate design, strategic planning, project management, and others, could be aired for discussion.

PRIORITY 2: STRATEGIC PLAN--REVENUE AND RATE DESIGN

The scale of outlays which are needed to meet the District's adopted goal for supply reliability will require substantial rate increases over the next few years. Recognizing this, the member agencies are raising issues of equity and efficiency: Are the beneficiaries paying their fair shares? Is growth paying its way? Should connection charges be used, or not? If water pricing were changed, could facilities be scaled down?

A Strategic Plan on Revenue and Rate Design should be scoped in conjunction with the members, and aimed at filling this most critical "gap" in Metropolitan's future. The recent Black and Veatch Study was not scoped to resolve problems of benefit distribution and rate design. Yet reaching consensus among the members on these issues is critical to Metropolitan's meeting the reliability goal adopted August 20.

The proposed study is a logical companion to the Strategic Planning Study, and the Strategic Resources Assessment being conducted jointly with the members. However, neither of the existing Strategic Studies is funded to resolve the main issues. An expanded scope of work and appropriate funding will be required.

PRIORITY 3: STRATEGIC PLAN, STAFFING AND SUCCESSION

Metropolitan has a staff of 2,166 comprising dozens of skills. The future will require a different mix of skills than those now aboard. We will likely have to hire these skills in an austere climate, perhaps under a "hiring cap." We have an opportunity now to start hiring for the future, as many older employees will soon be retiring. It would be short-sighted simply to fill these vacating positions "in kind."

Yet we have no long-range staffing or succession plan. Such a plan would enable the District (1) to hire future skill needs, rather than perpetuating the existing mix, (2) to adapt to changing skill needs within an overall "cap", through attrition, (3) to validate our long-term housing plans, and (4) to recruit the highest-quality affirmative action candidates. The key is to hire slowly, to hire quality, and to hire emerging skill needs, rather than to simply fill vacant billets.

PRIORITY 4: MOTIVATE MANAGERS TO ACHIEVE GOALS

Managers are not held accountable for meeting the goals and objectives printed each year in the District's budget. If the Board's Mission and Goals Statements are to be implemented through Strategic Plans, three things are vital. First, the objectives of each division, branch, and section must line up with District objectives. Second, the line unit's objectives must be specific, so that it can be determined whether it is being accomplished or not. Third, managers should agree to and be accountable for their objectives.

Accountability will raise productivity and quality. More thought, care, and planning will go into budgeted goals, because managers will answer for the results. We could expect fewer but more specific goals. This will increase productivity and quality, because managers will place a higher value on time and will commit man-hours only to carry out agreed upon goals. This discipline will uncover bottlenecks and inefficiencies which hinder performance, since managers will elevate problems for solution rather than live with them.

Of course, goals change. There are reasons why management must modify, add, drop, or reschedule objectives. Accountability is not a report card; it is a discipline in which

objectives are not allowed to drift away unnoticed. Each manager would report (perhaps semi-annually) as to progress, modification, or rescheduling of his assigned objectives. This ensures that problems and solutions are recognized and elevated in timely fashion.

PRIORITY 5: SHARING THE VISION AND RAISING MORALE

Metropolitan has historically expected--and gotten--commitment above and beyond the average performance of tasks. Field and office staff have historically done the extras which add up to commitment--speakers' bureaus, squared-away field offices and the like. This spirit can be nurtured and repaid by recognition, and by more informal workplace contact. Being in touch and listening is critical. Conveying management's vision is critical. The assistant general manager will make it his business to be on district workfloors, talking with the supervisors and troops, and finding out what is on their minds. That will be of immense importance in holding the organization together at negotiation time.

PRIORITY 6: RECRUITING FOR AFFIRMATIVE ACTION

Equal opportunity and affirmative action must be part of our basic business practice. I suggest active recruiting of minority professionals and services. At present, this is difficult to do, because as stated above, Metropolitan enters the job market on a "spot" basis to fill an existing vacancy. The long-range staffing plan cited above offers the opportunity to recruit highly-qualified minority professionals as part of a strategy to meet longer-range skill needs. We can take time to recruit and train. Internal minority applicants need not be slighted in this process, and special protections can be installed for them. In addition, we should take a close look at setting more specific targets or goals for District use of minority-provided services and supplies.

PRIORITY 7: SIMPLIFY FOR QUALITY AND EFFICIENCY

In the area of daily business practice, two goals to be sought are consistent professionalism and efficiency. I believe both goals would be helped by finding ways to standardize and simplify. For example, we continue to reinvent standard contract language, consuming major man-hours even in the most routine agreements. I propose to appoint a "simplification group" whose purpose will be to find ways to eliminate clutter and waste effort in daily practice.

RESUME

PERSONAL

Frederick Wiley Horne
229 West Whitcomb Avenue
Glendora, California 91740

Birthdate: May 14, 1942
Birthplace: Charlotte, North Carolina
Age: 50
Wife: Susan B. Horne
Son: Daniel C. Horne

EDUCATION

Bachelor of Science in Mathematics,
University of North Carolina, Chapel Hill, 1967

Master of Science in Environmental Chemistry and Biology,
University of North Carolina, Chapel Hill, 1969
Primary coursework included the chemistry and biology
of rivers, lakes, and estuaries; waste management and
purification processes.

Doctor of Philosophy in Water Resources Engineering,
Department of Environmental Science & Engineering,
University of North Carolina, Chapel Hills, 1976
Primary coursework included water and waste
treatment, systems analysis and operational research
techniques applied to reservoirs and water supply.
Sigma Xi Honorary Research Fraternity. First
National Bank Research Fellowship. U.S. Army Corps
of Engineers Research Grant.

Doctoral Dissertation: Dynamic Reservoir Control Using
Forecasts. Use of dynamic programming to find
seasonal storage and release rules for three
multipurpose reservoirs in North Carolina.

REGISTRATION

Registered Civil Engineer in California, No. C 28512

EXPERIENCE

Dr. Horne has a total of 20 years' progressively responsible experience in water and wastewater engineering, including wastewater reclamation and reuse. Specific assignments include the following:

I. METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA
[1982 to present]

A. Director of Planning, 1985 to present (September 1992)

As head of the Planning Division, Dr. Horne is responsible for projecting the demographics and water demands of 15 million people residing in 300 cities and communities, and overseeing engineering plans to meet their needs; specific duties include the siting, sizing, costing, and scheduling of major additions to Metropolitan's \$10 billion waste delivery, storage, treatment, and distribution system; and for all environmental documentation and permitting of District projects. Dr. Horne is directing the feasibility-level studies and environmental documentation for a \$6 billion upgrading and expansion of Metropolitan's water delivery system. To date, \$3 billion in projects have successfully entered design or construction, including the San Diego Canal enlargement, Mills Plant Expansions I and II, Jensen Plant Expansion, Skinner Plant Expansion, and Etiwanda Pipeline and Powerplant. Dr. Horne also pioneered the environmental mitigation techniques necessary for success.

He initiated Metropolitan's Conservation Credits Program. He developed the District's first computerized planning database, its first geographic information system, its first system simulation and linear programming models, its first integrated graphics unit, and its first statistical demand and water sales forecasting models essential to rigorous planning function.

B. Principal Engineer, 1982-1985

As Principal Engineer, Dr. Horne successfully developed and implemented all aspects of Metropolitan's Local Projects Program, a regional water reclamation financing authority. The engineering, financial, and institutional basis was developed in coordination with management, Board, and member agencies. Since its inception in 1982, the Local Projects Program has contracted to assist some 46 wastewater and groundwater reclamation projects in Southern California.

II. ORANGE AND LOS ANGELES COUNTIES WATER REUSE STUDY
[1977-1982]

The OLAC Water Reuse Study was formed by a Joint Powers Agency of six water and wastewater authorities in Southern California, in contract with six State and Federal water resource and environmental authorities. As Project Manager, Dr. Horne led staff and consultants to completion of a landmark research, marketing, engineering, health effects, environmental, financial, and institutional plan for water reclamation in Southern California. Following extensive public participation, the OLAC Study findings have now been implemented under the Metropolitan Water District's Local Projects Program, resulting in a major expansion of wastewater reuse throughout Southern California.

III. LOS ANGELES COUNTY SANITATION DISTRICTS [1972-1977]

Dr. Horne served as associate engineer, engineer, and supervising civil engineer. Determined regional wastewater conveyance and treatment needs, prepared cost, revenue, and system reliability analyses; prepared numerous engineering reports on proposed sewer, wastewater treatment, and reclamation facility plans; eventually directed the facility planning and environmental permitting for a \$1 billion upgrading and expansion of LACSD'S regional wastewater and reclamation system. Specific assignments included wastewater treatment and reclamation plans for districts serving the Antelope Valley, Santa Clarita Valley, and coastal plain of Los Angeles County. Supervised preparation of regional wastewater Facilities Plan and combined EIS/EIR for a Joint Outfall System serving a population of 4 million residing in 73 cities. This effort combined engineering, environmental, financial and public participation elements into a successful plan which has led to construction 300 million gallons per day of secondary treatment and 200 million gallons per day of tertiary treatment of municipal wastewater. In 1977, he received special assignment as Project Manager of a regional wastewater reclamation project.

PROFESSIONAL PUBLICATIONS

Horne, F. Wiley and Gary J. Hazel, "Regional Water Reclamation in Southern California," Proceedings of Water Reuse Symposium I, March 25-30, 1979, AWWA, Washington, D.C.

Grant, Frank A., Gordon P. Treweek, and F. Wiley Horne, "Water Reuse--Industrial Cost and Pricing Strategies," Consulting Engineer, September 1979.

Horne, F. Wiley, Richard L. Anderson, and Frank A. Grant,
"Water Reuse: Projecting Markets and Costs," Journal
AWWA, February 1981.

Horne, F. Wiley, Gary J. Hazel, and David J. Ringel,
"Implementing Water Reuse as a Regional Utility,"
Presentation to AWWA Water Reuse Symposium II,
Washington, D.C., August 1981.

Dryden, Franklin D. and F. Wiley Horne, "Comparability
Standards for Water Reuse," Presentation to Water
Pollution Control Federation Annual Meeting, Detroit,
October 7, 1981.

Horne, F. Wiley, "Wastewater Reclamation and Reuse in
Southern California," Proceedings of the 26th JSWA
Annual Technical Conference, Japan Sewage Workers
Association, May 15, 1989.

Rodrigo, Dan, F. Wiley Horne, and Ben Dziegielewski,
"Commercial and Industrial Water Use in Southern
California and the Potential for Water Conservation,"
Proceedings of Conservation '90, August 12, 1990.

Horne, F. Wiley, David Argo, Douglas Elder, and
O. J. Morin, "Desalination for California--Technical
and Cost Overview," Presentation to American Water
Resources Association, January 2, 1991.

OTHER PROFESSIONAL ACTIVITIES

Dr. Horne has authorized or coauthored numerous technical reports, area studies, and engineering and facility plans published by the employers listed above. He has been a frequent speaker at professional meetings of the American Water Works Association, the Association of California Water Agencies, and others. Dr. Horne served on the National Academy of Sciences' Groundwater Protection Committee, and is a member of the Lambda Alpha honorary land-use fraternity, and the American Water Works Association.