

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

SEP 13 1994



**MWD**

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

*[Handwritten Signature]*  
EXECUTIVE SECRETARY

August 25, 1994

To: Board of Directors (Executive Committee--Action)  
From: General Manager  
Subject: General Manager's Priorities (FY 1994-95)

Report

Over the last two meetings the Board through the Executive Committee has reviewed proposed General Manager's priorities for FY 1994-95. Revisions in both format and substance have been made as a result of those discussions. The General Manager's Priorities for the coming year are those issues that are critical, require emphasis and special attention. They are grouped according to Metropolitan's Preliminary Strategic Plan Guiding Principles of Water, Cost, Finance, Facilities, Environment, Workforce and Interdependence.

All unrepresented employees, including the General Manager, the Deputy General Managers, Division Managers, Assistant Division Managers and Executive Assistants will be a successful accomplishment of these priorities. A mid-point status report will be made to the Board in February. Adjustments or additions to the General Manager's priorities may be made by consultation between the General Manager and the Board throughout the year as circumstances warrant. A final report will be made to the Board at the June 1995 meeting.

Recommendations

1. It is recommended that the Board approve the General Manager's Priorities for FY 1994-95.
2. It is also recommended that the Board authorize the General Manager's Priorities for FY 1994-95 to be used as a basis for performance evaluation for unrepresented employees.

3. It is further recommended that the General Manager bring a status report to the Board in February 1995 that will include progress to date and any adjustments or additions to the priorities and a final report to the Board in June 1995.

John R. Wodraska  
General Manager

By: Anne Baker  
Anne E. Baker  
Executive Assistant  
for Strategic  
Policy Development

Concur:

JRWodraska  
John R. Wodraska  
General Manager

AEB/ev

Attachment

August 25, 1994

## GENERAL MANAGER'S PRIORITIES FY 1994-95

The priorities for the coming year are those issues I believe are critical and require emphasis and special attention. The priorities are grouped according to our preliminary Strategic Plan Guiding Principles of *Water, Cost, Finance, Facilities, Environment, Workforce and Interdependence*. The priorities reflect both core business activities and strategic initiatives. The core business priorities include key efforts in our fundamental purpose of delivering water to the member agencies which meets State and Federal standards 100% of the time. Strategic initiatives are those items that have a high external profile, are at a critical stage and/or would result in a significant improvement in delivery of service. The annual budget identifies 400+ divisional priorities or activities under way that are not all mentioned here. This is not to suggest they also are unimportant to Metropolitan. It is our intent to be responsive to all challenges confronting Metropolitan in achieving its mission.

All of the unrepresented employees, including the Deputy General Managers, Division Managers, Assistant Division Managers and Executive Assistants will be evaluated on successful accomplishment of these priorities. They will be also evaluated on implementation of the Strategic Plan, management of staff resources including achievement of a diversified workforce and MBE/WBE objectives, minimizing costs and managing dollars in a fiscally responsible, cost-effective manner, and their execution of the day-to-day activities of the District. Adjustments may be made by consultation between the General Manager and the Board as necessary during the year.

## I. WATER

### A. Guiding Principle

*Metropolitan is dedicated to the development and management of sufficient and wholesome water in an innovative, cost-effective, and environmentally sound manner that will sustain the economy and quality of life in Southern California; and it will accomplish this goal through collaborative stewardship with other water users in California and the Western States.*

### B. Priorities

**\*\*Maintain resources plans and operational procedures to provide an adequate, reliable delivery of high quality water including: 1) keeping the Colorado Aqueduct full (6/95); 2) assuring 1995 State Water Project allocations are based on entitlements, consistent with 1994 allocations and in cooperation with other state contractors (3/95); 3) complete agreement between Metropolitan and program partners to complete negotiations for 75,000 AF of transferred water from Central Valley Transfers (6/95); 4) Following revisions to the water management programs in the January Strategic Assembly develop implementation goals for development of reclaimed water through the local projects program, investigate and resolve short and mid-term solutions & toward maintaining water quality at a level in the Skinner service area to promote and maintain reclamation (3/95); 5) integrate groundwater programs and, in cooperation with member agencies develop at least 70,000 AF of groundwater concentrating on conjunctive use programs within the service area in the North Los Posas, Raymond and Chino Basins (6/95); 6) continue implementation of integrated water conservation program including enforcement of BMPs, revised incentives under IRP, and achieve 90% sign up of the cities and water agencies to BMPs (6/95); 7) maintain compliance with Safe Drinking Water Act standards 100% of the time. (6/95)**

**\*\*Complete Integrated Resources Plan/Water Rates and Revenues programs including update of the System Overview Study. (3/95) Develop and achieve consensus through Strategic Assembly on implementation programs, including drought management plan, operations plan, water management and seasonal storage programs, and related CIP. (3/95)**

**\*\*In the Bay/Delta, form urban, agricultural, environmental, regulatory partnerships to reach consensus on: 1) near term environmental standards and the initiation of a state-federal multi species habitat plan. (6/95)**

**\*\*Reach decision for lining All American Canal and complete negotiations for an agreement to provide an additional (up to 200,000 AF) Arizona underground storage. Continue to develop multistate management programs for increasing reliability of Colorado River water, including: a) completing Lower Basin feasibility report on MSHCP; b) develop a Lower Basin states forum. (6/95)**

## **II. COST**

### **A. Guiding Principle**

*Metropolitan will conduct its business with an unwavering commitment to providing value to its customers in a cost effective manner.*

### **B. Priorities**

**\*\*Continue implementation of cost control program by holding O & M costs below '94-95 budget level and reduce number of temporary employees as a result of Phase I implementation. (6/95)**

**\*\*Develop a value engineering program. (2/95)**

**\*\*Implement new workplace business programs including implementing Phase I reengineering and establish new career paths for affected workforce. (6/95)**

**\*\*Complete first round of benchmarking of core business activities including productivity measurement. (1/95) Manage business functions to achieve a productivity improvement of 5% consistent with the achievement of a 15% improvement by 1996 consistent with the Strategic Plan. (6/95)**

## **III. FINANCE**

### **A. Guiding Principle**

*Metropolitan is committed to the development and responsible stewardship of financial resources to meet our customer's needs in an efficient, effective, and equitable manner.*

### **B. Priorities**

**\*\*Complete Long Range Finance Plan in coordination with Integrated Resources Plan, including a revised and reduced CIP and new revenue programs. (2/95)**

**\*\*Reengineer Treasury operations and manage investment portfolio to provide interest earnings of \$46 million for 94-95 and increase portfolio yield by 40 basis points. (6/95)**

**\*\*Develop plan for maximizing revenues from MWD's hydroelectric power plants consistent with primary mission of delivery of water. Negotiate a new rate with DWR for Phase I plants to achieve an increase in revenue of \$1 million. (6/95)**

**\*\*Finalize and implement the new revenue structure including summarizing and reviewing with the Board findings and implications of the studies requested by the Board as a condition to adoption of the new financial structure. (1/95)**

#### **IV. FACILITIES**

##### **A. Guiding Principle**

*Metropolitan will plan and construct high-quality facilities, and operate and maintain them in a manner that ensures reliability, safety, and security.*

##### **B. Priorities**

**\*\*Refine and develop a Business Resumption Plan/Disaster Recovery Program including a response plan for restoring service in the Skinner Service area from an earthquake disrupting service in the Elsinore Valley area. (2/95)**

**\*\*Implement the Capital Improvement Program, including design and/or construction, to achieve water quality and reliability, with the projects common to all of the resource mix alternatives being developed in the IRP. (6/95)**

**\*\*Complete negotiations for acquisition of Union Station parcel and for a development agreement with Catellus Development Corporation; commence architectural/site planning/preliminary space programming activities, through schematic design, for the construction of the new headquarters. Complete an overall facilities master plan including the La Verne Master Plan (Weymouth/Water Quality Lab, as well as Arrow Highway sites) and the interim relocation of the Data Center to leased San Dimas facilities. (6/95)**

**\*\*Maintain present environmental, safety, and health compliance in a cost effective manner. (6/95)**

**\*\*Review Metropolitan's infrastructure relative to facilities that need additional monitoring/refurbishment to reduce risk to acceptable levels. (12/94)**

#### **V. ENVIRONMENT**

##### **A. Guiding Principle**

*Metropolitan will integrate environmental values and awareness in its decision-making to foster innovative and practical solutions in all its activities.*

##### **B. Priorities**

**\*\*Through partnerships, initiate comprehensive MSHCP to support Colorado River and Bay/Delta Endangered Species issues, including development of an action plan for implementation and GIS database to evaluate facility alternatives, and conduct an environmental review. (6/95)**

**\*\*Prepare and distribute comprehensive Environmental Report to document both Metropolitan's continuing commitment to incorporate environmental values in decision-making and performance. (11/94)**

## **VI. WORKFORCE**

### **A. Guiding Principle**

*Because a dedicated, diverse workforce of staff, vendors, and consultants is Metropolitan's most valuable asset, Metropolitan is committed to providing a work environment that fosters empowerment and accountability, performance and career enhancement, well-being and mutual respect.*

### **B. Priorities**

**\*\*Complete studies and implement plans for restructuring Engineering (3/95) and Operations Divisions. (2/95)**

**\*\*Achieve the objectives of the Office of Diversity by implementing the Business Outreach Program to meet MWD goals of 15% MBE and 5% WBE. (6/95)**

**\*\*Revise affirmative action plan, including increasing hiring and retention of minority and women through mentoring and career planning. (6/95)**

**\*\*Manage early retirement programs, including priority replacements, ensuring hiring of new employees that are reflective of the diversity within the labor market. (3/95)**

**\*\*Implement new organizational structure. Identify and develop new processes and procedures, communications programs, and human resources efforts, including development of dual career track for core business and project functions. (1/95)**

**\*\*Complete job classification study in cooperation with the field supervisors and MAPA. (10/94) Begin job classification study in cooperation with AFSCME and ACE. (6/95)**

**\*\*Develop and implement an apprentice program in conjunction with the Domenigoni Valley Reservoir project construction program and in the Operational Division. Implement a student mentoring program for engineering. (6/95)**

## **VII. INTERDEPENDENCE**

### **A. Guiding Principle**

*Metropolitan shall work cooperatively with our Member Agencies and their Subagencies to provide a reliable water supply to Southern California and to provide that service in an independent, fiscally - responsible, and equitable manner.*

### **B. Priorities**

**\*\*Improve collaborative decision making processes with member agencies and other resource agencies with the goal of providing a higher and more responsive level of service and communications with the Member Agencies. (6/95)**

**\*\*Review service area and annexation policy in light of regional resource requirements.**

**\*\*Develop an effective, cooperative, external affairs strategy and program through (a) collaboration with the Member Agencies and (b) development of a Metropolitan External Affair Issue Management Plan. (1/95)**

**\*\*Revise Strategic Plan based on Integrated Resources Plan, and new initiatives in external affairs, water transfers, Bay/Delta, groundwater, productivity, and human resources. (5/95)**

**\*\*Expand our Community Based Organization and business outreach programs. (6/95)**

**\*\*Work with the Chairman and the Officers to improve communications with the Board through workshops and inspection visits, develop and implement an orientation program for new Board members. (1/95)**