

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

7-11

DEC 13 1994



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METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

[Handwritten Signature]
EXECUTIVE SECRETARY

November 14, 1994

To: Board of Directors (Executive Committee--Action)

From: General Manager

Subject: Authorization to Enter into an Agreement, in an Amount Not to Exceed \$11,400, for Membership in the American Productivity and Quality Center/International Benchmarking Clearinghouse.

Report

In July 1993, Metropolitan committed to an overall productivity improvement goal of 15 percent by the end of fiscal year 1995/96 (District Strategic Plan). As a result, various Divisions are currently engaged in performance benchmarking and business process re-engineering activities. In support of these projects, the General Manager formed a staff Productivity Council to provide an interdivisional forum for the exchange of ideas which will advance the achievement of the 15 percent improvement objective.

The goal of performance benchmarking is to develop measurable efficiency, effectiveness and quality objectives for major work activities. Typically, the "best practices" for achieving these objectives are determined by researching the activities of similar organizations to determine an industry-standard, as well as those of other companies who are highly-regarded for their successful business practices. The results of these analyses are then used to determine a series of "best in class" and "world class" performance targets which are achievable, but will require some "stretch" beyond established performance expectations.

The establishment of "best in class" and "world class" performance targets is an ongoing process, which must be continuously re-evaluated to remain current with breakthroughs in information technology and advancements in business process re-engineering practices. Networking with other organizations facing similar productivity challenges is central to a successful performance improvement effort.

Staff believes that joining an organization such as the American Productivity and Quality Center/International Benchmarking Clearinghouse, which is dedicated solely to assisting its members keep abreast of these advancements will facilitate Metropolitan's networking efforts, and help to sustain and increase Districtwide productivity gains. The Center's membership includes nearly 300 major corporations and government agencies (Exhibit A).

Specific benefits to Metropolitan would include:

- networking with other member companies directly, or through an on-line network;
- assistance in identifying "best practice" companies;
- access to current information on continuous quality improvement and benchmarking;
- identifying benchmarking partners and participating in benchmarking studies;
- minimizing the cost of benchmarking efforts.

The first year cost of a corporate membership is \$11,400, which includes \$5,400 annual dues, and, a one-time initiation fee of \$6,000. Included within the total assessment is a \$2,900 credit which can be used towards training, electronic mail access or other individualized services. In subsequent years, the membership fee would be limited to the annual dues (\$5,400), which have been discounted 10 percent because of Metropolitan's government status.

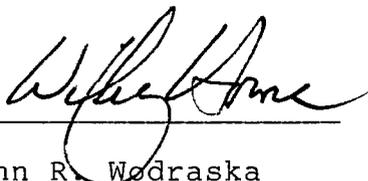
Recommendation

It is recommended that the Board of Directors authorize the General Manager to execute an Agreement, in an amount not to exceed \$11,400, for a one-year membership in the American Productivity and Quality Center/International Benchmarking Clearinghouse.

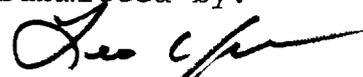
John R. Wodraska
General Manager

Concur:

Submitted by:



John R. Wodraska
General Manager

for 
Janet E. Marott
Director,
Information Systems

Member List

International Benchmarking Clearinghouse

299 Members as of September 30, 1994



A M E R I C A N
P R O D U C T I V I T Y & Q U A L I T Y
C E N T E R

Founders

AT&T
Arthur Andersen
Browning-Ferris Industries
Campbell Soup Company
DRI/McGraw Hill
General Motors Corporation
Hewlett-Packard Company
Honeywell, Inc.
IBM Corporation
Price Waterhouse
Xerox

Members

AAA Michigan
ABB Corporation
 ABB Combustion Engineering
 ABB Vetco Gray
AC Delco Systems, Inc., GMC
ADC Telecommunications
AGT Limited
AMP Incorporated
AMT Ireland
APQC Consulting Group
AT&T
 AT&T Global Business Communications Systems
 AT&T Paradyne
 AT&T Universal Card Services
Accuride Corporation
AgriBank, FCB
AirTouch Cellular
Albemarle Corporation
Alcoa Fujikura Ltd.
Alliant Techsystems, Inc.
Allstate
American Cyanamid Company
American Home Products Corporation
Ames Rubber Corporation
Amoco Corporation
Anheuser-Busch, Inc.
Aramco Services Company
Arco Alaska, Inc.
Armstrong World Industries
Arthur Andersen
Asia Foods Ltd.

BASF Corporation - Chemicals Division
BDM International
BP International Limited
Bama Pie Limited
Baptist Sunday School Board
Barclays Global Services
Baxter Healthcare Corporation
Bell Canada
BellSouth Corporation
Bethesda Inc.
Blue Cross Blue Shield of Florida
Blue Cross Blue Shield of Ohio
Boehringer Ingelheim Pharmaceuticals
Boise Cascade Corporation
Bramco, Inc.
Bristol-Myers Squibb Company
British Railways Board
British Telecommunications PLC
Browning-Ferris Industries
Burlington Northern Inc.
Burroughs Wellcome Company
Business International
CIGNA Corporation
CNA Insurance Companies
Cable & Wireless
Cabot Corporation
Cabot Medical Corporation
Campbell Soup Company
Canadian Government
 Canada Post Corporation
 Department of National Defense
 Industry Canada
 Office de Ressources Humaines, Quebec
Carolina Power & Light Company
Ceridian Corporation
Champion Paper International Corporation
Chase Manhattan Bank
Chemical Bank
Chevron Corporation
Chrysler Corporation
Ciba-Geigy Corporation
Cincinnati Bell Telephone
Citicorp/Citibank
Clarke American
Coca-Cola Foods
Computervision Corporation
Conoco Inc.
Continental Cablevision

ConvaTec
 Coopers & Lybrand
 DRI/McGraw-Hill
 DSC Communications Corporation
 Data General Corporation
 Deere & Company
 Delco Chassis Division, General Motors Corporation
 Delco Electronics Corporation, General Motors Corporation
 Dial Corporation (The)
 Diamond Shamrock
 Digital Equipment Corporation
 Dofasco, Inc.
 Doyle Wilson Home Builders, Inc.
 DuPont Merck Pharmaceutical Company (The)
 EDS
 EMC Corporation
 Eastman Kodak Company
 Ecolab, Inc.
 Eli Lilly and Company
 Entergy Corporation
 Ericsson Corporation
 Ernst & Young
 Exide Electronics
 Exxon Corporation
 Federal Express Corporation - Mktg. & Corporate
 Communications Division
 Fluke Corporation
 Ford Motor Company
 Franciscan Health System of Cincinnati, Inc.
 Furon
 GSI
 GTE Telephone Operations
 Gemini Consulting
 General Mills, Inc.
 General Motors Corporation
 General Public Utilities
 Grand Metropolitan Food Sector
 Groupe Bull
 Gulf Oil Great Britain Ltd.
 HMSO
 Harris Corporation
 Haworth, Inc.
 Herman Miller, Inc.
 Hewlett-Packard Company
 Hoechst Celanese Corporation
 Honeywell, Inc.
 Household Finance Corporation
 Houston Lighting & Power Company
 Hughes Aircraft Company
 IAMS Company (The)
 IBM Canada Ltd.
 IBM Corporation
 ITT Corporation
 ITT Defense
 ITT Sheraton
 Illinois Power Company
 Ingalls Health System
 Intel Corporation
 Intergraph Corporation
 JC Penney Company, Inc.
 JC Penney Life Insurance Company
 Jernberg Industries, Inc.
 Johnson & Johnson
 KPMG Peat Marwick
 Kaiser Permanente Medical Care Program
 Keithley Corporation
 Kellogg Company
 Kraft General Foods, Inc.
 Kraft General Foods International
 Lam Research
 Lexmark International, Inc.
 Libbey-Owens-Ford, Inc.
 Lion Nathan Limited
 Lockheed Corporation
 Lockheed Sanders, Inc.
 Lukens Inc.
 Lyondell Petrochemical Company
 Mack Trucks, Inc.
 Manor Care, Inc.
 Marion Merrell Dow
 MascoTech Forming Technologies
 Mason & Hanger
 MasterCard International, Inc.
 Maybelline Cosmetics Inc.
 McCaw Cellular
 Mead Corporation
 Medrad, Inc.
 Merck & Company, Inc.
 Merrill Lynch
 MetLife
 Micron Semiconductor, Inc.
 Moore Business Forms & Systems Division
 Morton International, Inc.
 Motorola MOS 10
 Mutual of Omaha
 NYNEX
 National Computer Systems
 Nationwide Insurance Company
 New York Life Insurance Co.
 Newbridge Networks Corporation
 Nomura Research Institute
 Norand Corporation
 North American Coal Company (The)
 Northern Telecom
 Northrop-Grumman Corporation
 Nova Corporation of Alberta
 NutraSweet Company (The)
 Olin Aerospace Company
 PHH Homequity
 PYA/Monarch, Inc.

Pacific Bell
 Pacific Gas & Electric Company
 Perkin-Elmer Corporation
 Perot Systems Corporation
 Petro-Canada
 Pfizer, Inc.
 Philips International
 Philips Electronics North America Corporation
 Podlatch Corporation
 Pratt & Lambert, Inc.
 Pratt & Whitney, United Technologies
 Price Waterhouse
 Printpack, Inc.
 Procter & Gamble
 The Prudential
 Prudential Assurance Co., Ltd.
 Public Service Electric & Gas Company
 RJR Nabisco
 Raytheon Company
 Rent-A-Center
 Rhone-Poulenc Rorer
 Rhone-Poulenc, Inc.
 Rosenbluth International
 Royal Bank of Canada
 Rubbermaid Incorporated
 SCIMED Life Systems, Inc.
 SERVISTAR Corporation
 SIEMENS
 SNET Mobility
 Sabre Computer Services
 Samsung Economic Research Institute
 Sandia National Laboratories
 Sandoz Pharmaceuticals Corporation
 Schindler Elevator Corporation
 Schlumberger Well Services
 Scott Foresman
 Sears Logistics Services
 Shell Chemical Company
 Shell International Petroleum Company
 Shell Oil Company
 Smith & Nephew United, Inc.
 Solvay Polymers, Inc.
 Southern California Gas Company
 Sprint
 Square D Company
 St. Luke's Episcopal Hospital
 Star Enterprise
 State of Texas, Comptroller of Public Accounts
 Statoil
 Stentor Canadian Network Management
 Sterling Chemicals, Inc.
 Stratus Computer
 Suncor Inc.
 SunHealth Alliance (The)
 Syncrude Canada Limited
 Syntron, Inc.
 TREMCO, Inc.
 Tektronix, Inc.
 Telecom Corporation of New Zealand, Ltd.
 Tenneco Inc.
 Tesoro Petroleum Corporation
 Tetley, Inc.
 Texas Children's Hospital
 Texas Instruments
 Time Telecommunications Sdn Bhd
 Times Mirror Company
 Titleist & Foot-Joy Worldwide
 Toshiba International Corporation
 UNISYS Corporation
 US West Technologies
 USAA
 Union Pacific Railroad
 United States Government
 Central Intelligence Agency
 Defense Acquisition University
 Federal Aviation Administration
 Federal Home Loan Mortgage Corporation
 General Services Administration/
 Public Buildings Service
 Internal Revenue Service
 Los Alamos National Laboratory
 National Academy of Public Administration -
 Center for Information Management
 National Aeronautics and Space Administration
 National Aeronautics and Space Administration -
 Johnson Space Center
 National Defense University
 National Security Agency
 Social Security Administration
 U.S. Air Force, Armstrong Laboratory
 U.S. Air Force, Quality Center
 U.S. Air Force Reserve, Quality Center
 U.S. Air Force Services Agency
 U.S. Army Materiel Command Management
 Engineering Activity
 U.S. Army, Rock Island Arsenal
 U.S. Bureau of the Census
 U.S. Department of Commerce
 U.S. Department of Defense
 U.S. Department of Energy
 U.S. Department of the Treasury
 U.S. Department of Transportation
 U.S. Headquarters Air Force Service Agency
 U.S. Navy
 Naval Undersea Warfare Center
 U.S. Patent and Trademark Office
 U.S. Postal Service
 United Technologies, Pratt & Whitney Canada, Inc.
 University of Texas Medical Branch At Galveston (The)
 Unocal Corporation

Utilicorp United, Inc.
Vedatech Corporation
Vista Chemical Company
WMX Technologies
Warner-Lambert
Washington Dental Service
Weyerhaeuser Company
Whirlpool Corporation
World Bank Group (The)
World Omni Financial Corporation
Xerox

Affiliates

Healthcare Forum
IFS International Limited
KMA Consultants Inc.
National Center for Manufacturing Sciences
Swedish Institute for Quality
 Electrolux, AB
 Jarfalla Industry Competence Center
 Reuters Svenska AB
 Volvo Penta, AB
U.S. Government, Department of the Navy - BMP Program