

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

**MWD**

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

JUL 11 1995

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Karen E. Duff
EXECUTIVE SECRETARY

June 27, 1995

To: Board of Directors (Legal & Claims Committee--Action)
From: General Counsel
Subject: Transmittal of Report on Legal Department Management Study

RECOMMENDATION:

To accept the Report on Legal Department Management Study and direct and authorize the General Counsel to proceed with the implementation thereof, including but not limited to installation and roll out of new computer management systems, immediate filling of all staff vacancies, and initiation of client consultation program.

Submitted by:

N. Gregory Taylor
N. Gregory Taylor
General Counsel

EXECUTIVE SUMMARY:DETAILED REPORT:

Hildebrandt, Inc., a legal management consulting firm, was retained to prepare an evaluation of the Legal Department. The attached report of the General Counsel summarizes the report and sets forth a plan of action to implement appropriate recommendations. The most significant suggestions are to immediately install new computer management systems, fill existing vacancies in the department, reorganize the attorney organizational structure, commence a client consultation process and develop a better means of individual accountability. A time line for the accomplishment of these recommendations is attached along with the General Counsel's Report.

Implementation of the new computer management systems has begun. The primary software system Corporate LawPack has been purchased and upgrading of all existing computer equipment has been completed. Installation will begin in August, with roll out expected in the first quarter of 1996. This new system together with the pay for performance program will assist in establishing better individual accountability.

An executive search firm is completing its work in finding acceptable candidates to fill existing legal positions. This is expected to be completed by September 1st.

The Human Resources Division has initiated the recruitment process for a law department administrator. This will be completed by October 1995.

Client consultations will commence this summer and be conducted on a quarterly basis.

A study of outside counsel will be conducted during the first part of 1996.

**MWD**

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

June 5, 1995

To: Legal and Claims Committee
From: General Counsel
Subject: Report on Legal Department Management Study--
Hildebrandt, Inc.

In November 1993, Hildebrandt, Inc. was retained to conduct a management review of the Legal Department. The initial review (with the exception of outside counsel) has been completed.

Hildebrandt, Inc. is a multi-disciplinary management consulting firm serving law offices and legal departments. It is a national organization.

The scope of services Hildebrandt was to provide is set forth in Attachment 1.

I. Hildebrandt Fundamental Findings

The fundamental findings of Hildebrandt are as follow:

"The Department is fundamentally very solid with dedicated managers, lawyers and staff. The work ethic is generally very good. Compared to many public agencies and corporate legal departments, the Department is well-managed and focused on meeting clients' needs and expectations. Lawyers and staff are generally satisfied with their jobs and committed to the Department.

The General Counsel Greg Taylor and Assistant General Counsel Karen Tachiki, have the potential to be an outstanding management team.

Clients are generally very satisfied with the quality of legal services they receive. Clients were generally more positive than we find in comparable departments.

Most of the recommendations discussed in the Hildebrandt report can be implemented within the Department's current structure and personnel. The Department needs fine-tuning, not a major overhaul. The following are the primary issues that need to be addressed:

Management and administrative responsibilities are not clearly defined and responsibilities are diffuse.

Although generally positive, clients raised concerns about timeliness and the conservative approach taken by some of the lawyers in the Department. Clients perceive that the Department may not be adequately staffed, especially as the District's legal needs expand.

The Department's staffing has not kept pace with increased demand and complexity for legal services.

The lawyers are working hard, but perhaps not as efficiently as they could. The use of paralegals, technology and systems will greatly enhance their productivity.

The career path for lawyers in the Department is unclear.

Management has no effective way to quantify the Department's workload or the legal posture of the District as a whole. In addition, management does not have the information or tools it needs to establish quantitative performance goals or evaluate the performance of Department lawyers and staff.

The Department does not have a solid base of management information or management systems to help lawyers and staff be as productive and efficient as they could be. Without those tools, members of the Department must rely on their own memory and paper-based systems to track open matters, to find critical information and to package and deliver their products and services."

II. Legal Department Strengths

According to Hildebrandt departmental strengths are as follows:

"STRENGTHS"

- A. Department management, lawyers and staff are committed to their jobs, creating a positive working environment and providing quality legal services. They take great pride in their work.
- B. Mr. Taylor has a client-focused vision for the Department and a good progressive attitude towards Department management, including use of technology, approach to client service and empowerment of lawyers and staff.
- C. Mr. Taylor and the Assistant General Counsel Karen Tachiki, have the potential to be an outstanding management team. Their skills and knowledge complement one another. They are both extremely valuable resources whose roles need to be better defined and communicated.
- D. Unlike many public agencies and corporate law departments, most lawyers and staff have a solid work ethic. Hours are generally respectable and few appear to have a "nine to five" attitude. They view their jobs as interesting, challenging and exciting.
- E. Clients are generally very positive about the Department. They are generally satisfied with the quality and quantity of service and advice. They feel that most of the lawyers are accessible, responsive and timely. In fact, client satisfaction appears to be much higher than we normally find in similar operations. Some Board members are concerned about the Department and specific lawyers, but many of their concerns are based on past experience or their memory of the Logan Report.
- F. Under Mr. Taylor, the Department has taken a much more aggressive, proactive approach to client service and more broadly defined its role in the District's operations. Under Mr. Taylor, lawyers have more freedom to define their roles and expand their services. For example, as a result of the Department's insistence upon taking security interests, the Department has been able to safeguard the District's assets in several transactions.
- G. Many of the lawyers have substantial expertise in their areas. For example, Ms. Tachiki's years of

experience in Colorado River matters make her an extremely valuable resource.

- H. Lawyers and staff are generally cooperative with one another and willing to help one another on projects. There is a collegial atmosphere and minimal internal competition.
- I. We heard very few, if any, complaints about lawyer compensation, which is very rare and indicates that lawyer compensation is competitive and lawyers feel valued in their jobs. This helps the Department attract and retain high quality lawyers."

III. Client Service

The results of Hildebrandt's survey of client reactions to the services of the Legal Department are summarized below:

- A. Clients are generally very satisfied with the quality of legal services they receive from the Department's lawyers. Most feel that the quality has steadily improved over the last few years. They feel that the lawyers are accessible, responsive and knowledgeable. Most of the lawyers are willing to work with their clients as a team to solve problems and develop solutions.
 - 1. "There is not the aura of the negative side of lawyers. They tend to be real people. Most understand the issues and our business. They work hard to be our partners, not the lead horse. They work with us to get it done."
- B. However, clients raised a few concerns about the Department, which are largely the result of inadequate staffing and organization, not lack of technical expertise or competence.
- C. We talked primarily to high-level officials, most of whom feel that they receive timely, responsive service and have adequate access to the lawyers. However, some suggested that the lawyers may be less responsive to non-senior people within their Divisions.

For specific client issues and concerns see Attachment 2.

IV. Logan Report

Prior to the last General Counsel selection process the Board Legal and Claims Committee retained Robert J. Logan to conduct an analysis of the Legal Department. Hildebrandt was requested to review and comment upon this report as part of its scope of work. The written response is as follows:

"A. The Review of the Operations of the Office of the General Counsel for the Metropolitan Water District, prepared by Robert J. Logan ("The Logan" Report") has taken on almost mythic proportions in the District and the Department. Although few people have read it recently, many retain a negative impression of the Department because of it.

"B. We have reviewed and analyzed the report and have the following general observations:

1. Because of the limits placed on his engagement, Mr. Logan was only able to conduct a superficial, cursory review of the Department. He did not review written materials, statistics or the like.
2. The report raised many issues, but offered few concrete solutions.
3. The study was undertaken during a period of transition in the Department and the District. Since the Report was published, the District has a new General Counsel and General Manager. Greg Taylor and John (Woody) Wodraska have established a more effective working relationship and brought a new sense of cooperation to the interactions of the General Counsel and General Manager. Based on our interviews, it is clear that communications between the General Counsel and the Board and the General Manager have improved significantly and are at a satisfactory level.
4. Almost every client and Department member we interviewed agrees that Mr. Taylor has improved the Department's approach to legal services. He has begun to redefine the role of the Department

and develop a sense of client focus that may have been missing. One of the Report's fundamental criticisms was that the Department was too reactive. Mr. Taylor has worked hard to change that perception. Most clients we interviewed feel that the lawyers work hard to be involved earlier and provide preventive advice. Lawyers are more actively involved in the decision making process. To the extent that there is resistance to this new role, it is a result of clients as well as lawyers adjusting to the change.

- a. 'Under Fred, I was unhappy with the Legal Department. They constantly took a defensive stance and it seemed waited until the end to say "no" to something. All that has changed. We bring the lawyers in earlier to help us frame where we are going. They help shape decisions. This starts from the top and works down. Greg is leading by example.'
 - b. 'Greg has transformed the department into a dynamic organization.'
 - c. 'The new leadership has affected the Department for the better. The lawyers seem more open, more willing to consider different options.'
5. The Department outlined its response to the Logan Report in August, 1993 in a document entitled Recommendations. These recommendations were tabled pending the outcome of our study.
6. In our findings and recommendations below, we address many of the issues raised by the Logan Report and attempt to move beyond citing the problem to defining solutions. For example, we discuss:
- a. Department management and administration. (Sections (V, XI)
 - b. Practice management structure. (Sections V, XII)
 - c. The role and nature of supervision in the office and training. (Sections IV, V, XI, XII, XIII)

- d. Improving accountability and information regarding day-to-day operations. (Sections, X, XVIII and Exhibit G)
- e. Staffing issues. (Sections VII, IX, XII)
- f. Process for communicating requests for legal service to the General Counsel. (Exhibit G)
- g. Management of special counsel. (Section XVII and Exhibit G)
- h. Case, matter and project management. (Sections X, XVII and Exhibits A, G)
- i. The use of technology. (Exhibit H)"

The aforementioned findings and recommendations of Hildebrandt are summarized in the remaining portion of this memorandum.

V. Summarization of Hildebrandt Recommendations

1. Install New Computer Management Systems

The most important recommendation is that the Legal Department needs a solid base of management systems to improve lawyer productivity and efficiency. These systems additionally will provide an effective way to quantify the Department's workload and the legal posture of the District as a whole.

Two "off-the-shelf" computer software programs are recommended:

PC Docs Open for document management; and

CompInfo's Corporate LawPack for Windows for matter management.

Recognizing that such systems are the basis for the implementation of a majority of the Hildebrandt recommendations, work has already begun to install the recommended software programs.

CompInfo's Corporate LawPack matter management system has been demonstrated for the Legal Department Staff. It uses the Oracle DBMS and therefore is compatible with the District's

new standard systems architecture. A demonstration CompInfo program has been obtained and installed on the District's Information Systems hardware. It is being tested to insure compatibility with the new District programs. Assuming that the tests are successful, the recommended programs will be ordered and installation begun on the completion of necessary customization. Necessary department committees to assist in this process have been appointed and a target schedule for completion established. It is our goal for the systems to be installed and operational by the first quarter of 1996.

It should be noted that this same legal matter management system that is being installed by The Gas Company, Southern California Edison, Fox Studios and San Diego Gas and Electric legal departments.

The target schedule and description of the proposed new systems are attached as Attachment 3.

2. Hire a Director of Administration

Demands upon the Legal Department Administrative Staff have substantially increased in the past few years. For example, there has been a substantial expansion of support for the District's Legislative program. Demands and additional work required on the Third Floor in interacting with the Board and General Manager's staff have left little time for necessary administrative support activities.

After analyzing the situation, it is Hildebrandt's recommendation that a Director of Administration position be created and filled with a person having occupied such a position with a comparable law department. The Director would have combined supervision over the secretarial and administrative staffs. The person would be located on the twenty-ninth floor.

In addition to the aforementioned administrative duties, the Director would be responsible for the following:

- Play a key day-to-day role in the implementation of the new computer systems.
- Develop a policy and procedures manual.
- Ensure that the Department maintains adequate personnel records.

- Develop or fine-tune job descriptions for each support staff position.

- Fine-tune the evaluation system and honestly evaluate each member of the support staff.

Human Resources has prepared a job description for this new position which is Attachment 4. With the concurrence of the Legal and Claims Committee, this recommendation will be implemented immediately by reclassifying an existing attorney vacant attorney position. It would be hoped to find a qualified person and fill this position within the first quarter of the next fiscal year.

It will be necessary to adjust certain responsibilities of existing staff as a result of the creation of this position. The supervisory duties of the Secretary to the General Counsel and Special Projects Supervisor generally over secretarial and administrative staffs will be transferred to the Director of Administration. Due to the substantial extent of their current duties on other matters, this will have virtually no effect on their existing workload. The Secretarial Coordinator position will be phased out with the current incumbent continuing to handle matters for the Legal and Claims Committee on an interim basis.

An organization chart showing the proposed organization of the Legal Department is attached as Attachment 5.

[Other more minor staffing adjustments also are recommended by Hildebrandt. These matters will be addressed as a part of the secretarial/administrative reorganization after the arrival of the Director of Administration.]

3. Redefine the Roles of the General Counsel and Assistant General Counsel

Hildebrandt recommends that the position of General Counsel should be redefined. Although the General Counsel must remain responsible for and involved in management of the Department, he should delegate responsibility for day-to-day management and administration of the Department to the Assistant General Counsel and Director of Administration. It is suggested that the General Counsel's time is best used on such responsibilities as serving as chief liaison with the Board, providing high-level strategic counseling to clients, serving as part of the negotiating team, developing

Departmental policy and supervision lawyers on designated major projects and matters.

While the Assistant General Counsel should have a substantive practice, it is recommended that the Assistant General Counsel should dedicate a substantial amount of time to management. The Assistant General Counsel should be located on the 29th floor.

There is also the suggestion that the General Counsel and Assistant General Counsel should attend fewer of the same meetings outside the Department in order to maximize their joint productivity.

General Counsel's Response to Recommendations

These recommendations are an outgrowth of splitting the Legal Department between the third and 29th floors upon the move to Cal Plaza Two.

The General Counsel, Assistant General Counsel, their respective secretaries and the Special Projects Supervisor of the Legal Department are located on the third floor of Cal Plaza. These people are an integral part of the General Manager's Office and daily Board activities. It is essential to the District that the presence on the third floor be maintained.

The remainder of the Legal Department is located on the 29th floor. The different floor locations and access between them requiring use of two elevator banks creates a sense of separation and isolation. It also has an adverse effect upon communication and permitted certain ambiguities in reporting relationships to arise.

It should be noted, however, that this situation is no different than that between the General Manager and the various divisions located on separate floors.

The Hildebrandt recommendation that the Assistant General Counsel be relocated to the 29th floor and assume day-to-day management of the attorney staff is to seek to overcome these problems. However, it causes serious problems with continuity of General Counsel services on the third floor. It appears to increase and institutionalize the separation of Legal's staff. It removes the General Counsel from a direct relationship with the attorneys. Further, Hildebrandt makes no

suggestion as to how to concurrently readjust legal services on the third floor.

One of the strengths of the Legal Department has been the availability and access of the General Counsel and Assistant General Counsel on the third floor. It has also meant that Legal is involved in the daily affairs of the District and available whenever needed by the General Manager and his staff.

Therefore, at least initially, it is my intent to try to address the problems with a different organizational readjustment. If this fails, then implementation of the Hildebrandt recommendation can be reconsidered.

The reorganization which will be initiated is as follows:

- will:
- a. General Counsel and Assistant General Counsel
 - i. Meet each Monday morning to go over Department administrative matters to be handled for the week.
 - ii. Each will spend a minimum of 4 hours per week on administrative matters on the 29th floor.
 - b. There will be a clarification of reporting responsibilities (see No. item 7 below).
 - c. As to attorney staff:
 - i. Attendance at staff meetings will be **MANDATORY**
 - ii. Seek greater individual involvement in department administrative matters
 - d. There will be a maximization of staff meetings and Legal Department activities on the third floor for all departmental staff.
 - e. The need for maximization of communication and development of a sense of unity will be foremost in implementing the other Hildebrandt recommendations.

Another strength has been the complementary styles and respective backgrounds of the General Counsel and Assistant

General Counsel. Thus, their joint participation in management meetings has provided greater insights and contributions. For this reason, such joint participation will continue but with a greater care to insure that this occurs only to the extent necessary to obtain such benefits. Maximization of their time will be a key goal, however.

4. **Disband current attorney team structure and eliminate title of team leader. Senior Deputy General Counsels to continue supervisory responsibility for specific clients, projects and matters**

Hildebrandt found that the current organization of attorneys into teams exists more on paper than as a reality. They are not true working units and add a layer of unneeded bureaucracy. It is recommended that Senior Deputy Attorneys place their primary focus on practicing law while continuing to have supervisory responsibility on specific projects and matters. [It should be noted that independently a job description along these lines is being developed by Human Resources as a part of a general review of job descriptions.]

In place of the team structure, Hildebrandt recommends the appointment of a lead attorney for each client organization. That attorney may not handle all of the work for that client but shall be the primary contact for legal services and ensure that the work is assigned to the appropriate back-up attorney. On major inter-divisional projects, such as Domenigoni, a project team with a lead attorney and one or more additional attorneys should be created.

It is intended to implement these recommendations of Hildebrandt. This will be accomplished as indicated in Attachment 6.

5. **Define Responsibilities of Management and Administration and Clarify Reporting Relationships**

Hildebrandt makes a series of very detailed recommendations on the division of responsibilities between management and administration. To the extent it is proposed in this memorandum to implement those recommendations, they will generally be followed. This will be done on a continuing basis as they are implemented and in consultation with those affected.

Pending accomplishment of the suggested changes, it is advisable to restate the existing reporting/approval structure.

Attorneys --

Projects & policies of great sensitivity to District -- General Counsel

Other Projects and Administrative Matters (Absences, Vacations etc.) -- Assistant General Counsel (involvement of General Counsel only where necessary)

Board Letters & Opinions -- General Counsel through Asst. General Counsel [only those other Department persons who Asst. General Counsel deems appropriate will be involved]

Routine letters and approvals -- No supervisory advance approval required. If in doubt, follow above procedures.

Secretarial --

Dee Baca with exception of control of daily workload on the 29th floor where Judy Brown will be initial point of contact.

Administrative --

Chris Neal with exception of Karen Schlickemyer who reports to the Asst. General Counsel through Joe Vanderhorst during assignment on eminent domain matters.

6. Develop a Client Relationship and Education Program

A client relationship and educational program is recommended to be initiated including the following elements:

- a. Regular meetings between the lawyers and their primary clients to discuss the status of matters, developments in the law and the like.
- b. A process for eliciting feedback from clients.

- c. Preventive law training.
- d. Developing realistic expectations regarding how long matters take and when clients can expect a response.
- e. Training on how best to use the Department, including when to involve the lawyers.
- f. Training operational people to handle certain matters on their own.

Meetings at least once every quarter will be established by the General Counsel, Assistant General Counsel and lead attorney for the particular division or branch.

7. Improve Individual Accountability

For the Hildebrandt recommendations to be effective, the Legal Department must implement methods for holding all lawyers accountable. It is suggested that these methods include:

- a. Developing performance measures for each position.
- b. Implementing a client feedback program.
- c. Implementing a system for upward evaluations of supervisory personnel.
- d. Fine-tuning evaluation forms to ensure that they are tailored to the Department.

As noted in the Hildebrandt Fundamental Findings, the Legal Department does not have the necessary management tools in place to fully assess individual accountability. Therefore, the first priority is to get the recommended computer programs in place as soon as possible. Customization of the programs for Legal Department use will initiate the process of developing better accountability, since this work will be done by Law Department staff committees.

For example, the type of information which needs to be tracked is:

- a. Current workload broken down by type of matter, including:

- i. Number of matters
 - ii. Complexity of matters
 - iii. Age of matters
 - iv. Time since lawyer entered the matter.
 - v. Status of the matter.
- b. Analysis of lawyer performance:
- i. Number & types of matters per year.
 - ii. Turnaround time.
 - iii. Settlements and results
 - iv. Average age of matters
 - v. Use of lawyer time.
 - vi. Ability to meet deadline
 - vii. Cost-effectiveness
 - viii. Hours
- c. Results of client assessments.
- d. Results of annual evaluations.

During the installation of the new computer system, a new assignment form has been developed which will begin to capture some of this information on an interim basis. The form will be placed on-line using the Windows program.

8. Hire Additional Professional Staff

In addition to recommending the immediate hiring of a Director of Administration, Hildebrandt recommends the immediate filling of all attorney vacancies, including those included in the 95/96 Budget. This would be a total of three additional attorneys (if one of the positions is converted for the Director of Administration).

Once that is done, it is recommended that there be a moratorium on hiring additional attorneys until other staffing and system recommendations have been met. With additional paralegals and more focused support staff as well as increased use of technology and systems, it is thought that the Department may not need additional attorneys.

Hildebrandt feels that the Department's ratio of paralegals to lawyers (1:15) is extremely low. Comparable sized legal departments have ratios closer to 1:4 or 1:5. Presently, the Department has only one paralegal who works exclusively on eminent domain matters.

Based upon staff interviews, Hildebrandt believes that there is work which a good paralegal could handle efficiently and cost-effectively to free up attorney time for other work.

An evaluation of future staffing needs beyond those presently noted will be made at the time recommended by Hildebrandt.

With regard to existing attorney vacancies, substantial effort has gone into recruitment these past fifteen months. One new attorney, Henry Torres, has been hired. A professional search firm is completing its work and interviews with the finalists are scheduled for the first part of June 1995. It is hoped that this will be completed by the first of the new fiscal year.

9. Fine-Tune Litigation Management

With regard to Litigation Management, Hildebrandt had the following comments:

"At this time, the Department should continue to keep routine litigation such as claims, personal injury suits and torts in-house. The Department has the expertise and staff to handle this litigation. The Department should continue to send overflow, specialized and complex litigation to special counsel. It would not be cost effective for the Department to develop the in-house expertise or capacity needed to handle this litigation.

"The proposed document and matter management systems will allow the Department to track, manage and process litigation much more efficiently."

Hildebrandt concludes by recommending a study of the special counsel management process to ensure cost-effective, efficient service from special counsel. This will be done as soon as time permits. Priority will be given to the accomplishment of the other organizational change recommendations due to time constraints and the bigger return of those to Department productivity.

10. Worker's Compensation, Claims and Risk Management Functions

The Logan Report recommended that the Legal Department also should include the District Risk Manager (now in the Finance Division), and the Worker's Compensation and claims section (now in Human Resources Division). Hildebrandt does not discuss the issue although it assumes that they are in the Legal Department. At the present time, the Legal Department closely coordinates with the respective people handling these matters. Legal passes upon the hiring of outside workers compensation counsel and advises on questions which may arise. Legal works closely with the Claims Section and the outside adjustment consultant particularly on proposed settlements and matters to be litigated. Legal also works with the Risk Manager on a daily basis.

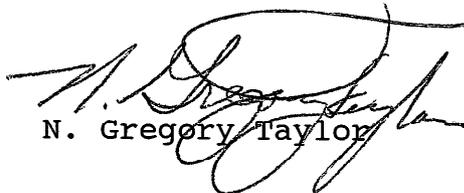
Given the substantial number of other organizational matters to be addressed as a result of the other Hildebrandt recommendations, it is proposed to postpone consideration of the appropriate location to house these functions until those others have been addressed. In the meantime, Legal will continue to closely coordinate with those functions.

It should be noted that the Worker's Compensation and claims matters were completely handled by the Legal Department some years ago until transferred at the request of the General Counsel at that time.

VI. Conclusion

This is probably the most comprehensive review of the Legal Department to be made in many years. Although called only fine tuning by Hildebrandt, implementation of the suggested changes will have a significant effect on the manner in which legal services are rendered for the District. This should result in a significant increase in quality and quantity of services. It will require a substantial effort by the Legal Department.

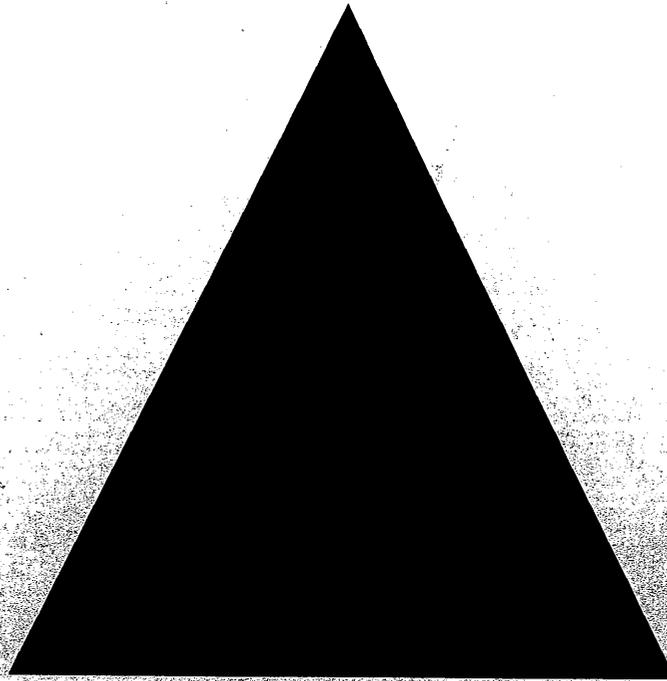
To be successful, it will require the cooperation and assistance of all concerned. Your comments and suggestions would be most appreciated.


N. Gregory Taylor

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BILL-OF-MATERIALS/BUDGET

(Prices are *pre-discount, planning estimates only* and will be finalized during procurement process)

Network Component	Component	Qty	Unit Cost	Total Cost	Comments
PC Upgrades - Optional	8 mb Upgrade Installs	30	110	3,300.00	
	8 mb Upgrades to each PC	30	\$500	15,000.00	
	SUBTOTAL				\$18,300.00
				<u>126,300.00</u>	

ATTACHMENT 4

ATTACHMENT 4

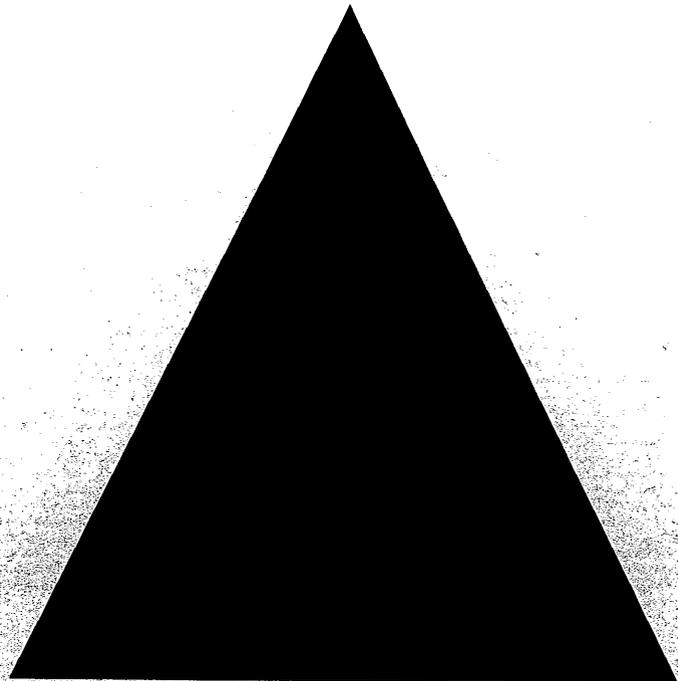
**Director of Administration
Special Projects Supervisor**

The position description for the proposed Director of Administration is set forth on the following pages.

After further review it was decided that an existing description -- Special Projects Supervisor -- would encompass the proposed duties and would avoid having to create a new specific class. This will speed the process of filling the position.

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PERFORMANCE CATEGORIES

Performance expectations would typically be tailored to the job and incumbent. The general categories for this job could include but are not limited to:

- Project management
- Budget
- Scheduling
- Cost containment
- Productivity measures for project management
- Internal and cross-functional teamwork
- Customer satisfaction
- External relationships with member agencies, external regulatory and government agencies, contractors and consultants
- Employee development to meet Metropolitan near- and mid-term needs
- Selection and retention of workforce to meet diversity objectives
- Consulting leadership to division management, direction-setting

SUPERVISORY RESPONSIBILITY/ACCOUNTABILITY

Supervisory scope

- Small work group of up to 10 employees
- Project teams of up to 40 members

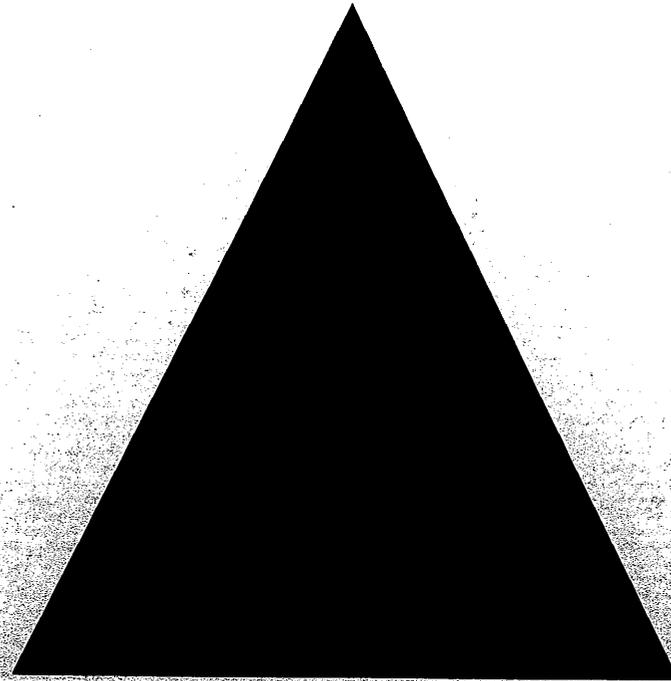
Project management examples:

- Define and implement planning for an agency-wide electronic messaging architecture and infrastructure to ensure compliance with all Metropolitan standard operating platforms as well as with external entities.
- Provide security equipment and systems throughout all facilities.

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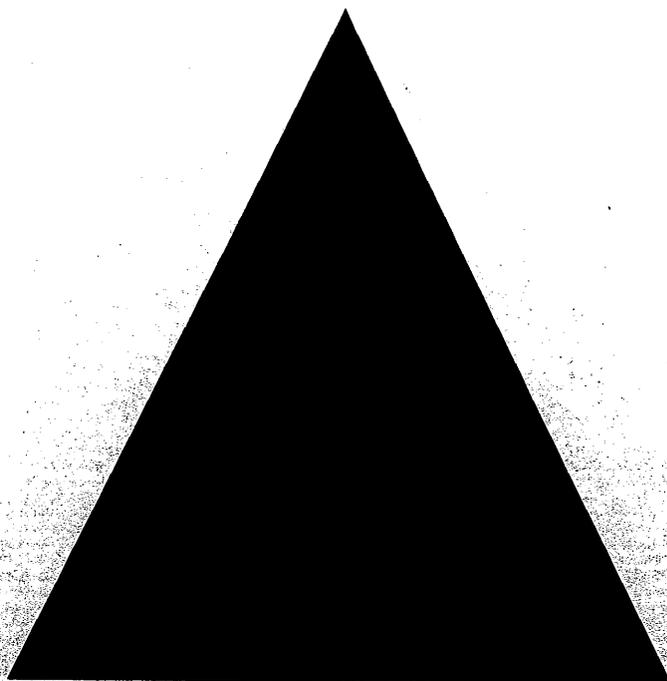
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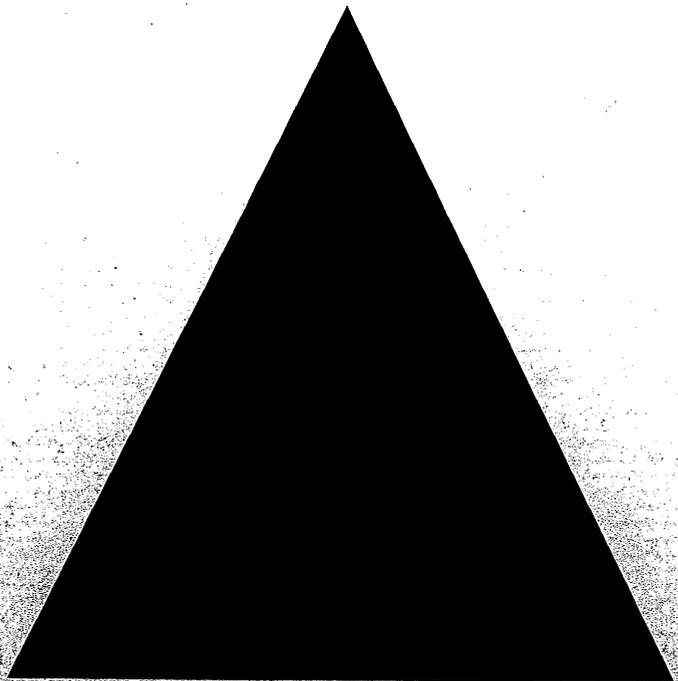
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Page Place Holder Sheet / Page Tracking Sheet

Page Place Holder Sheet

This sheet stands in for a section consisting of 1 total number of pages in this document, including those starting at page number _____ and ending with page number _____ as numbered in the document.

Page Tracking Sheet

This section of _____ total number of pages has been pulled from the document titled:

This section was pulled for seperate processing due to:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Duplex Pages | <input type="checkbox"/> Page Size |
| <input type="checkbox"/> Simple Binding | <input type="checkbox"/> Damaged Page |
| <input type="checkbox"/> Special Binding | <input type="checkbox"/> Text on Screen |
| <input type="checkbox"/> Mounted Components | <input type="checkbox"/> Image Only Pages |
| <input type="checkbox"/> Page Material | <input checked="" type="checkbox"/> Page Rotation |