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METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

8 - 9

May 28, 1997

To: Board of Directors (Organization and Personnel Committee--Action)

From: General Manager

Submitted by: Edward Means
Deputy General Manager

Subject: Modification of Two Existing Unrepresented Positions

RECOMMENDATION(S)

It is recommended that the General Manager be granted authority to modify two existing unrepresented positions to the positions of Director of Business Development and Senior Executive Assistant to the General Manager, at salary grades 68 and 74, respectively. No new budgeted positions will be required as a part of this action. The essential duties and responsibilities associated with these positions are reflected in the attached classification descriptions; salary ranges for these positions are also referenced on these descriptions. (See Attachments A and B). Upon Board approval, Administrative Code Section 6500, Hourly Pay Rate Schedule, will be amended accordingly to incorporate these changes.

EXECUTIVE SUMMARY

Recent assessments of Metropolitan's business initiatives by staff, the Board, and member agencies concluded that joint action with the private sector to expand private sector opportunities would increase the enterprise value of this organization for our member agencies and the region. It was further determined that a Business Development Program was necessary in order to develop appropriate marketing strategies to increase revenue generation for Metropolitan through fee-for-service, product commercialization, and utilization of other assets. The emphasis of new marketing strategies to address partnerships with our member agencies and public and private sector organization requires specialized focus in areas that have traditionally not been addressed by Metropolitan. The title Director of Business Development and the attached job description appropriately describes the position responsible for this new program.

In addition, there has been increasingly more responsible and direct interaction required with Metropolitan's Board of Directors in order to closely manage key strategic issues within the organization. Therefore, a position of Senior Executive Assistant to the General Manager is being recommended. Further, it has become clear that this position necessarily must act for the General Manager with a high level of autonomy and discretion. This position will handle the greater and more sensitive scope of responsibilities and duties, including frequent interaction at the Board level; with other water organizations; and community groups.

DETAILED REPORT

In May of 1996, your Board adopted policies for business development programs. These guiding principles were subsequently amended in January, 1997. In order to focus more closely on these initiatives, a Business Development Office has been established within the Office of the General Manager, with direct reporting responsibilities to a Deputy General Manager. A position of Director of Business Development is being recommended to provide Metropolitan with the ability to more narrowly define the scope of duties and responsibilities required for the type of administrative and marketing expertise necessary for future business marketing ventures.

The Director of Business Development, at salary grade 68, will be responsible for the overall planning, management, and coordination of Metropolitan's Business Development Program activities. Kevin Wattier, Assistant Chief of Operations, has been selected for this position. In essence, the overall functions assigned to the Director of Business Development represent marketing-based entrepreneurial concepts which will, over time, become even more critical as public-private partnerships are developed and maintained.

The Senior Executive Assistant to the General Manager, at salary grade 74, will have direct reporting responsibility to the General Manager and will provide frequent and direct interaction with the Board of Directors. The General Manager is recommending that this position be filled by Gilbert Ivey, Executive Assistant to the General Manager. In addition to providing the General Manager with top level interface at the Board of Directors level, this position will also provide liaison for the General Manager and Metropolitan staff with external water organizations, community groups, and other agencies to ensure that the District's interests and needs are effectively communicated.

The Senior Executive Assistant to the General Manager, through close involvement with Metropolitan's key strategic issues, may be called upon frequently to provide the Board and other water organizations with critical and sensitive information relating to complex programs, studies, and/or other operational activities having significant impact on Metropolitan. This individual may also be called upon to disseminate information on Metropolitan's ongoing business programs and water activities. The Senior Executive Assistant to the General Manager will also provide key support to the General Manager in maintaining liaison with the various water organizations and community groups to ensure that Metropolitan's interests are represented accordingly.

The two individuals being recommended for the positions described herein are already unrepresented managers, thus these changes do not impact the number of unrepresented managers; however, two other unrepresented classifications will be moved to the Management bargaining unit. The net result will be a reduction in the number of unrepresented positions.

Attachments

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PROPOSED

Attachment A

Current

Hourly Range: \$42.59 - \$54.24

Monthly Range: \$7,382 - \$9,402

Annual Range: \$88,587 - \$112,819

Effective 6-29-97

\$41.47 - \$55.73

\$7,188 - \$9,660

\$86,258 - \$115,918

**METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA
CLASSIFICATION DESCRIPTION**

Classification Title:	<u>DIRECTOR OF BUSINESS DEVELOPMENT</u>
Unit:	<u>01-Unrepresented</u>
Class Code: _____ Grade: <u>68</u> EEOC Category: <u>A</u> Overtime Exempt: <u>Y</u>	
Physical Class:	<u>2 - Light</u>
Typical Career Path:	_____
Department:	<u>Office of the General Manager</u>
Reports to:	<u>Deputy General Manager</u>

JOB SUMMARY

Plan, manage, and coordinate the overall activities for Metropolitan's Business Development Program. Develop appropriate marketing strategies to increase revenue generation for Metropolitan through fee-for-service, product commercialization, and utilization of other assets. Assess, monitor, and implement business-related opportunities to market Metropolitan's expertise.

ESSENTIAL FUNCTIONS--*Essential and other important responsibilities and duties may include, but are not limited to, the following:*

Essential Functions:

1. Develop policies and procedures for Metropolitan's Business Development Program, including pricing, formation of joint business venture agreements, and marketing. Communicate program objectives to staff, member agencies, Directors, other utilities, and interested private parties.
2. Develop and coordinate an overall marketing plan in conjunction with business development liaisons within the various divisions.
3. Remain abreast of current legal and political issues and developments related to public/private partnerships.

**Metropolitan Water District of Southern California
Director of Business Development (Continued)**

Essential Functions:

4. Coordinate the assessment of various business opportunities, including probability of capture; partnering opportunities; potential rate of return; and legal, financial, and political risks.
5. Coordinate business development activities with staff within the Offices of the General Manager, General Counsel, and Auditor.
6. Develop and maintain strong working relationships with potential business partners in the public and private sector. Communicate regularly with key interest groups regarding Metropolitan's program to facilitate acceptance by the private sector.
7. Coordinate business development activities which involve real property within Metropolitan's Real Property Asset Management Program.
8. Oversee the preparation and administration of the corporate Business Development Program budget.
9. Supervise subordinate managerial, administrative, and clerical support staff.
10. Perform other related duties as required.

Other Functions:

MINIMUM QUALIFICATIONS

Education and Experience

- Bachelor's degree from an accredited college or university, majoring in Engineering, Business Administration, Public Administration, or a related field and 10 years of progressively responsible, directly related experience, 5 years of which must have been at the managerial level.

OR

- Master's degree or higher is desirable from an accredited college or university, majoring in Engineering, Business Administration, Public Administration, or a related field and 8 years of progressively responsible, directly related experience, 5 years of which must have been at the managerial level.

Licenses/Certification

Valid driver's license from state of residency equivalent to California Class C.
Ability to obtain a U.S. Passport

**Metropolitan Water District of Southern California
Director of Business Development (*Continued*)**

Knowledge, Skills and Abilities

Knowledge of:

- Marketing concepts and techniques
- Management/organizational concepts and techniques
- Complex project management
- Budgetary concepts and procedures
- Southern California water issues
- International business opportunities
- Private/public partnership opportunities

Skill and ability to:

- Develop specialized marketing programs to support business initiatives
- Develop business relationships with public/private sector partners
- Provide strong leadership within area of responsibility
- Manage a diverse workforce
- Effectively articulate and implement organizational goals and objectives
- Prepare detailed project plans and reports
- Develop and implement strategies, programs, policies, and procedures relating to area of responsibility
- Direct or conduct complex studies and programs
- Prepare and deliver clear, concise, and well-organized presentations to management, external and member agencies, the Board of Directors, private and public organizations, and the general public
- Communicate effectively both orally and in writing
- Effectively interface with high-level public officials, public agency representatives, private sector businesses, legislative representatives, and the general public
- Travel to represent Metropolitan's interests

SUPERVISORY RESPONSIBILITY/ACCOUNTABILITY

Supervisory scope:

- Small work group of up to 10 employees

Project management examples:

PROPOSED

Current

Hourly Range: \$50.01 - \$63.82
Monthly Range: \$8,668 - \$11,062
Annual Range: \$104,021 - \$132,746

Effective 6-29-97

\$48.71 - \$65.60
\$8,443 - \$11,371
\$101,317 - \$136,448

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA
CLASSIFICATION DESCRIPTION

Classification Title:	SR EXECUTIVE ASSISTANT TO THE GENERAL MANAGER			
Unit:	01-Unrepresented			
Class Code:	<u>020</u>	Grade:	<u>74</u>	EEOC Category: <u>A</u> Overtime Exempt: <u>Y</u>
Department(s):	<u>Executive Offices / /</u>			
Reports to:	<u>General Manager /</u>			

JOB SUMMARY

Function in a top-level staff capacity reporting directly to the General Manager. Responsible for General Manager and District staff liaison with members of the Board of Directors, water organizations, community groups, and other agencies to ensure that Metropolitan's interests and needs are effectively communicated. Act as project manager on special tasks and assignments; perform high-level administrative functions relating to various water-related issues and activities affecting Metropolitan. Research and develop strategic and business plans for the General Manager. Ensure that all activities in area of responsibility are in compliance with applicable laws, regulations, policies, and procedures, and that Metropolitan's mission, goals, and objectives are met.

ESSENTIAL FUNCTIONS AND EXPECTED RESULTS--*Essential and other important responsibilities and duties may include, but are not limited to the following:*

1. Represent the General Manager at board meetings, conferences, seminars, meets, and other events to ensure that Metropolitan's interests and needs are appropriately represented.
2. Ensure development and make presentations of administrative reports, documents, Board letters, and other correspondence to ensure that Metropolitan regulations, policies, and procedures are adhered to.
3. Act as project manager on major contracts, special tasks; coordinate assignments through division managers and other staff as required to ensure that project deadlines are met.
4. Conduct research and special studies for the General Manager to ensure that Metropolitan's short and long-term interests and needs are met.
5. Participate in the formulation and implementation of Metropolitan's Administrative Code and policies and procedures to ensure that Metropolitan's organizational activities are appropriately managed.

6. Perform other related duties as required.

MINIMUM QUALIFICATIONS

Education and Experience

- Bachelor's degree from an accredited college or university, majoring in public administration, business administration, finance, economics, or a related field and 8 years of progressively responsible and broad administrative experience;

OR

- Master's degree from an accredited college or university, majoring in public administration, business administration, finance, economics, or a related field and 6 years of progressively responsible and broad administrative experience.

Licenses/Certification

Knowledge, Skills and Abilities

Knowledge of (B/basic; J/journey; E/expert):

- Principles of business management (E)
- Project management (E)
- Policies, practices, and procedures related to public organizations (E)
- Southern California water issues (E)
- Public Policy Development (E)

Skill and ability to:

- Effectively articulate and implement organizational goals and objectives
- Prepare detailed project plans and reports
- Develop and implement strategies, programs, policies, and procedures relating to area of responsibility
- Communicate effectively orally and in writing
- Conduct complex studies and research projects
- Prepare and deliver clear, concise, and well-organized presentations to management, external and member agencies, the Board of Directors, high level policy officials, and the general public
- Effectively interface with high-level public officials, public agency representatives, private sector businesses, and legislative representatives
- Effectively communicate Metropolitan's interests before external government and regulatory agencies and the general public
- Effectively negotiate with top level executives and public officials issues affecting public agencies and utilities

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
- Customer satisfaction
- Internal and cross-functional teamwork
- Mutually beneficial working relationships with external regulatory and government agencies, public and private organizations, and the general public
- Public policy

SUPERVISORY RESPONSIBILITY/ACCOUNTABILITY

- **Supervisory scope (for supervisory positions)**
- **Project management examples:**