



● **Board of Directors**

***Organization, Personnel and Technology Committee***

1/12/2021 Board Meeting

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7-4

**Subject**

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Approve Job Description, Recruitment Brochure, and Outreach Plan for General Manager Recruitment; the General Manager has determined the proposed action is exempt or otherwise not subject to CEQA

**Executive Summary**

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This action is the next step in the General Manager recruitment process approved by the Board of Directors on July 14, 2020. This third step was outlined as “OP&T Committee works with the executive search firm to: (1) update job description; (2) survey Board on General Manager preferred qualities; (3) receive input from the public and stakeholders regarding the job description, and General Manager preferred qualities; and (4) develop an outreach plan. The Board will approve the updated job description, brochure, and outreach plan.” In August, an Executive Search firm was selected, and steps were taken throughout the next few months to gather information to complete the proposed action. This Board letter summarizes the General Manager recruitment process, actions taken to date, and next steps in this process.

**Details**

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**Background**

General Manager Kightlinger announced in March 2020 his intent to retire from Metropolitan. The Chairwoman of the Board announced at the April 28, 2020 Executive Committee meeting the need to start the recruitment process for the General Manager’s replacement. In April, the Executive Committee provided direction to place the recruitment and selection of the General Manager on the agenda of the Organization, Personnel and Technology (OP&T) Committee for their recommendation of a recruitment process to the full Board. The process was discussed at OP&T Committee meetings in May and June of 2020 and also at a Special OP&T Committee meeting on June 23. At the July 13, 2020 OP&T Committee meeting, and subsequently at the July 14, 2020 Board meeting, the General Manager recruitment process was approved as follows:

1. OP&T reviews executive search firm proposals with Human Resources Group Manager, Ms. Diane Pitman, for qualifying criteria purposes and forwards firms to the Board with its recommendation.
2. The Board reviews executive search firm proposals and OP&T Committee recommendation and selects firm, and instructs Ms. Pitman to establish a contract with selected vendor.
3. OP&T Committee works with the executive search firm to: (1) update job description; (2) survey Board on General Manager preferred qualities; (3) receive input from the public and stakeholders regarding the job description and General Manager preferred qualities; and (4) develop an outreach plan. The Board will approve the updated job description, brochure, and outreach plan.
4. The position is scheduled to be posted on January 15, 2021, until the end of February. During this time, the Executive Committee will work with the Executive Search firm to prepare questions, screen candidates, develop an interview process to ensure confidentiality, and develop a candidate pool for the first round of interviews. Executive Committee will conduct an interview process in a special closed session and recommend three to five finalists to the Board for interviews.

5. A special closed session board meeting will be scheduled for the Board of Directors to conduct interviews of the finalists and make a selection of a new General Manager by majority vote.
6. Once the selection of the General Manager has been made by the Board, Ms. Pitman and the executive search firm will negotiate the employment contract based on parameters provided by the Executive Committee and the Board. Once negotiations are finalized, Ms. Pitman will bring an action back to the Board to approve the final employment contract.

Ms. Pitman received five executive search firm proposals and shared the information at the August 18, 2020 OP&T Committee. The Hawkins Company was recommended by the OP&T Committee and approved by the Board of Directors at the August 18, 2020 Board of Directors meeting.

A Special OP&T Committee was held on September 22, 2020, to provide an update on the General Manager recruitment process. Specifically, Ms. Pitman updated the Board of Directors regarding the final contract details with The Hawkins Company based on requests for additional outreach and stakeholder engagement. Additionally, Ms. Pitman discussed the functional differences between a job description and a recruitment brochure, or executive profile. The job description typically summarizes the high-level expectations and qualifications of the position, while a recruitment brochure/executive profile highlights core leadership competencies to assist with identifying and screening potential candidates. The Hawkins Company provided a recommended stakeholder engagement process that was supported by the OP&T Committee.

At the October 13, 2020 OP&T Committee, Ms. Pitman reviewed the edits made to the draft General Manager job description and provided the Board of Directors with the opportunity to provide additional edits directly to Ms. Pitman at any time. The Hawkins Company provided an update on the stakeholder engagement process plan, which included:

- All Board members: one-on-one virtual meetings
- Metropolitan Executive Leadership team: one-on-one virtual meetings
- Bargaining Units: one-on-one virtual meetings
- Employee Resource Groups: one-on-one virtual meetings
- Metropolitan Member Agency Managers: one-on-one virtual meetings
- Metropolitan employees: online survey
- Community Organizations: online survey
- Environmental Groups: online survey
- Water Coalitions: online survey
- Public/Town Hall meetings: two scheduled for any and all to participate

The stakeholder engagement recommendation was presented at a Special OP&T Committee meeting on October 27, 2020. The stakeholder plan was approved, and The Hawkins Company took steps to reach out to Board members, Executive Leadership, employees, etc. The Public/Town Hall meetings were advertised in a press release on November 12. The dates were advertised on social media and on Metropolitan's and The Hawkins Company's website. The sessions required pre-registration on zoom and were held on November 19 and November 21. Approximately 150 individuals combined registered for these two events. On November 18, 2020, all employees were e-mailed a link to the online survey, that was also posted on Metropolitan's website, and available until November 25, 2020, for submission. A total of 417 online surveys were completed and analyzed as part of the stakeholder engagement process.

All of the steps above were completed with the objective of creating an updated job description, recruitment brochure, and outreach plan. **Attachment 1** is the General Manager job description showing edits made by Human Resources staff based on best practice recommendations, internal consistency, and recommendations from Board members. **Attachment 2** is the revised General Manager job description incorporating edits received. These changes are appropriate based on best practice, the changing role of leadership in organizations, and unique situations all organizations are facing based on our current environment. This document, once finalized, is not normally revised unless significant changes are made to the role and expectations of the position.

**Attachment 3** is the final draft recruitment brochure, created by The Hawkins Company, used to advertise the position and attract potential candidates. It is in text form only, and once approved, graphics and color printing will be added. It is designed to describe the organization, the role of the position, the challenges/expectations

anticipated in the first year of employment, and key qualities desired in an ideal candidate. This brochure was informed by input from the various stakeholder engagement strategies outlined above. **Attachment 4** is the outreach plan listing the various sources that will be contacted to advertise the position. This outreach plan is designed to ensure diverse and qualified candidates are sought and encouraged to apply based on their expertise and interest.

## **Policy**

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Metropolitan Water District Administrative Code Section 11104: Delegation of Responsibilities

## **California Environmental Quality Act (CEQA)**

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### **CEQA determination for Option #1:**

The proposed action is not defined as a project under CEQA because it involves continuing administrative activities, such as general policy and procedure making (Section 15378(b)(2) of the State CEQA Guidelines). In addition, the proposed action is not subject to CEQA because it involves other government fiscal activities, which do not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment (Section 15378(b)(4) of the State of CEQA Guidelines).

### **CEQA determination for Option #2:**

None required

## **Board Options**

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### **Option #1**

Adopt the CEQA determination and

- a. Approve the revised General Manager job description.
- b. Approve the final draft of the General Manager recruitment brochure.
- c. Approve the proposed General Manager outreach plan.

**Fiscal Impact:** None

**Business Analysis:** Facilitates moving forward with the recruitment of a new General Manager in a timely manner.

### **Option #2**

Do not approve recommended action.

**Fiscal Impact:** Unknown due to delay in continuing the General Manager recruitment process.

**Business Analysis:** Delays the process of hiring a new General Manager.

**Staff Recommendation**

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Option #1

  
\_\_\_\_\_  
Diana Pitman  
Human Resources Group Manager

1/7/2021  
Date

  
\_\_\_\_\_  
Jeffrey Kightlinger  
General Manager

1/7/2021  
Date

**Attachment 1 – Edited version of General Manager job description**

**Attachment 2 – Final draft version of General Manager job description**

**Attachment 3 – Final draft version of General Manager recruitment brochure**

**Attachment 4 – Outreach Plan for the General Manager recruitment process**

Ref# HR12673262



THE METROPOLITAN WATER DISTRICT  
OF SOUTHERN CALIFORNIA

## GENERAL MANAGER

<b>Group-Section:</b> Chief Executives Offices	<b>FLSA Status:</b> Exempt <b>Bargaining Unit:</b> Unrepresented	<b>Salary Grade:</b> FR <b>Job #:</b> 001
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### JOB SUMMARY

This position ~~executes the policies and strategic initiatives set by the Board of Directors with a commitment to integrity, respect, transparency, fiscal and ratepayer responsibility, sustainability and equity. is responsible for the leadership and management of Metropolitan in fulfilling its mission and directly reports to the Board of Directors.~~ In this capacity, the position is responsible for ~~managing the agency's assets and water resources to ensure a reliable, sustainable and resilient water supply for its member agencies in an environmentally and fiscally responsible manner, including incorporating the impacts of climate change and water initiatives to reduce costs and create new forms of revenue.~~ ~~implementing public policies and strategic initiatives, managing the assets and resources, and directing all administrative, operational, and financial activities and water management programs for Metropolitan consistent with Metropolitan's mission, goals, and objectives that are established by the Board of Directors.~~

### OVERSIGHT

Reports to the Board of Directors. Direct supervision of the Assistant General Managers and dotted-line responsibility (functional supervision) for approximately 1800+ employees assigned to various management units.

### JOB DUTIES

1. Directs the development and implementation of Board policies, rules, and regulations in accordance with Local, State and Federal law, Metropolitan's Administrative Code and other Board-approved policies.
2. Determines administrative policies, programs, and procedures; directs their execution. Monitor program results to ensure that they effectively support Metropolitan's goals and objectives.
3. Directs Metropolitan's activities throughout the various employee groups that reports to the General Manager through delegation of authority; meet with ~~division~~ managers on a regular basis to ensure efficient and cost-effective operations and ensure a culture of inclusivity and opportunities for employee growth and development.
4. Approves special studies, reports, and documents for submission to the Board of Directors with recommendations and options for policy determination for Metropolitan. Make presentations to the Board of Directors as required to seek authorization for policy recommendations and to advise them of ongoing ~~divisional~~ activities and programs, capital projects, and other such matters required to maintain Metropolitan's internal operations.
5. Directs financial and administrative affairs relating to bond sales, tax levy, determination of revenue requirements, long- and short-term capital projects, water resources, ratepayer

impacts and water sales to ensure that Metropolitan's short- and long-term needs are addressed.

6. Directs the development of reliable, sustainable and resilient water resources for Metropolitan to ensure that Southern California's water supply requirements can be met consistent with Metropolitan's goals and objectives established by the Board of Directors.

7. Formulates and implements Board authorized policies, set standards and procedures, and administers activities related to Metropolitan's operations to ensure that they comply with applicable laws, regulations, policies, and procedures.

7-8. Directs the creation and maintenance of comprehensive and effective human resources management programs, policies, and systems; policies and practices that support diversity, equity, and inclusion of all employees; facilitates leadership development and training opportunities; and directs and monitors the District's labor relations, labor negotiations, and labor-management programs and initiatives.

8-9. Presents Metropolitan's annual budget for Board consideration and adoption, and monitors approved expenditures within the organization to ensure the most efficient use of resources and adherence to established guidelines.

9-10. Represents, and negotiates, Metropolitan's position and interests as directed by the Board in hearings held by the state and federal legislatures, and in meetings with regulatory agencies, state and local governments, and outside interests.

10-11. Performs other related duties as required

## **EMPLOYMENT STANDARDS MINIMUM REQUIREMENTS**

### **Education and Experience:**

- Bachelor's degree from an accredited college or university, majoring in public administration, business administration, economics, engineering, finance, natural resources or a related field and 12-fourteen years of progressively responsible and directly related managerial experience;

**OR**

- Advanced degree from an accredited college or university, majoring in public administration, business administration, economics, engineering, law, finance, natural resources or a related field and 10-twelve years of progressively responsible and directly related managerial experience;

**AND/OR**

- Experience leading an organization with a significant workforce and complex governmental regulation; experience leading an organization with numerous organizational customers; experience with government relations at the state and federal levels; experience in negotiating issues or projects with significant and diverse political interests; and Ssuch experience as the Board of Directors deems appropriate.

**Required Knowledge of:** Federal, state, and local government legislative processes; political processes; administrative practices for a public agency organization with responsibilities for a variety of water issues relating to contract negotiations, water management programs, water resources, and regulatory requirements; regional water resilience and local water project development and implementation; energy and environmental impacts of water management and operations; climate science as it pertains to weather patterns and water availability; communications strategies and tools; Southern California water problems and issues; Urban, agricultural, and environmental water interests; ~~State of California water infrastructure and issues including State Water Project and Delta; Colorado River regulation and rights, and parties who are entitled to Colorado River supplies~~ current business and organizational management theories and practices; public sector personnel practices and regulations; budgeting practices and procedures; contracting practices and regulations; management and supervisory concepts and techniques; team building; consensus-building best practices; governmental and community relations; contract administration; and complex project management.

~~— State of California water infrastructure and issues including State Water Project and Delta Colorado River regulation and, rights and parties who are entitled to Colorado River supplies~~

- ~~● Southern California water infrastructure and issues:~~
- ~~● Principles of governmental fiscal management, budgetary control, taxing principles, and bond sales~~
- ~~● Public agency trends as they relate to business practices~~
- ~~● Administrative practices for a public agency organization with responsibilities for a variety of water issues relating to contract negotiations, water management programs, water resources, and regulatory requirements~~
- ~~● Southern California water problems and issues~~

**Required Skills and Abilities to:** Manage a diverse work force; plan, organize, and review the work of subordinates; review work products for quality and validity; encourage and facilitate cooperation among subordinates, peers, stakeholders and political leaders; mentor, develop, and motivate staff; determine training needs of staff; exercise vision, integrity, respect, judgment, and discretion; act with ethics and integrity; -research and analyze legislation and evaluate its impact; develop position papers; communicate orally and in writing on administrative and technical topics; represent Metropolitan to regulatory agencies, public agencies, and elected officials; establish and maintain effective and collaborative working relationships with all levels within the organization, member agency managers, outside other agencies, elected officials, community-based organizations and the public; use presentation and business applications; supervise preparation of ~~prepare~~ presentations for executive management, Board of Directors, and member agencies; effectively communicate Metropolitan's position on diverse and competing interests; interface and maintain effective liaison with member agencies, the Board of Directors, elected officials, civic and business leaders and community-based organizations; and travel to various and remote sites within the area, other Metropolitan areas, and out of state.

- ~~● Manage a large and diverse workforce~~
- ~~● Formulate and implement organizational goals and objectives~~
- ~~● Formulate and implement strategies, programs, policies, and procedures~~
- ~~● Prepare and deliver clear, concise, and well-organized presentations to management, employees, external and member agencies, the Board of Directors, the media, and the~~

~~general public~~

- ~~• Effectively interface with external governmental and regulatory agencies, high-level officials, and the general public~~
- ~~• Travel to various and remote sites within the area and other Metropolitan areas~~

### **Certificates, Licenses, and Registrations Requirements**

Employees in this position may be required to obtain and maintain the following certifications, licensing, and registrations:

#### **Certificates**

- None

#### **Licenses**

- Valid California Class C Driver License that allows you to drive in the course of your employment

#### **Registrations**

- None

### **DESIRABLE QUALIFICATIONS**

- Knowledge of pertinent regulations and laws that impact Metropolitan objectives; or an understanding of water regulations and laws governing a similarly situated water agency awareness of current water issues at all levels of government; and understanding of California water history.
- Knowledge of ~~Southern~~ California water agencies including Metropolitan's member agencies; and active involvement in relevant community, business, or other associations in the candidate's current location.
- Knowledge of interstate water infrastructure and policy issues including negotiations on water rights, projects and contracts.

### **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:

- Availability of water supply for Southern California
- Sustainability and climate change policy
- Diversity, Inclusion and Equity
- Budget
- Cost containment
- Productivity measures for employee performance
- Customer satisfaction
- Mutually beneficial working relationships with external regulatory and governmental agencies
- Mutually beneficial working relationships with environmental and environmental justice non-profit organizations
- Mutually beneficial and respectful working relationships with member agencies and those agency's managers.

- Selection and retention of workforce to meet Metropolitan diversity objectives

### **SUPERVISORY RESPONSIBILITY/ACCOUNTABILITY**

#### **Supervisory scope:**

- ~~Dotted-line responsibility (functional supervision) for approximately 1800+ employees assigned to various management units.~~
- ~~Direct supervision of the Assistant General Manager/Chief Operating Officer, Assistant General Manager/Chief Administrative Officer, Deputy General Manager and Assistant General Manager/Chief Financial Officer~~

### **PHYSICAL DEMANDS, WORK ENVIRONMENT, AND VISION REQUIREMENTS**

The physical demands and work environment characteristics described here are representative of those that must be met or may be encountered by an employee to successfully perform the job duties of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties.

**Physical Demands:** The work is sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking; standing; bending; carrying of light items such as paper, books, or small parts; driving an automobile, etc. No special physical demands are required to perform the work.

**Work Environment:** The work environment involves everyday risks or discomforts that require normal safety precautions typical of such places as offices, meeting and training rooms, libraries, and residences, e.g., use of safe work practices with office equipment, avoidance of trips and falls, observance of fire regulations and traffic signals, etc. The work area is adequately lighted, heated, and ventilated. Travels that require overnight stays.

**Vision Requirements:** No special vision requirements



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### OVERSIGHT

Reports to the Board of Directors. Direct supervision of the Assistant General Managers and dotted-line responsibility (functional supervision) for approximately 1800+ employees assigned to various management units.

### JOB DUTIES

1. Directs the development and implementation of Board policies, rules, and regulations in accordance with Local, State and Federal law, Metropolitan's Administrative Code and other Board-approved policies.
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4. Approves special studies, reports, and documents for submission to the Board of Directors with recommendations and options for policy determination for Metropolitan. Make presentations to the Board of Directors as required to seek authorization for policy recommendations and to advise them of ongoing activities and programs, capital projects, and other such matters required to maintain Metropolitan's internal operations.
5. Directs financial and administrative affairs relating to bond sales, tax levy, determination of revenue requirements, long- and short-term capital projects, water resources, ratepayer impacts and water sales to ensure that Metropolitan's short- and long-term needs are addressed.
6. Directs the development of reliable, sustainable and resilient water resources for Metropolitan to ensure that Southern California's water supply requirements can be met

consistent with Metropolitan's goals and objectives established by the Board of Directors.

7. Formulates and implements Board authorized policies, set standards and procedures, and administers activities related to Metropolitan's operations to ensure that they comply with applicable laws, regulations, policies, and procedures.
8. Directs the creation and maintenance of comprehensive and effective human resources management programs, policies, and systems; policies and practices that support diversity, equity, and inclusion of all employees; facilitates leadership development and training opportunities; and directs and monitors the District's labor relations, labor negotiations, and labor-management programs and initiatives.
9. Presents Metropolitan's annual budget for Board consideration and adoption and monitors approved expenditures within the organization to ensure the most efficient use of resources and adherence to established guidelines.
10. Represents, and negotiates, Metropolitan's position and interests as directed by the Board in hearings held by the state and federal legislatures, and in meetings with regulatory agencies, state and local governments, and outside interests.
11. Performs other related duties as required

## **EMPLOYMENT STANDARDS MINIMUM REQUIREMENTS**

### **Education and Experience:**

- Bachelor's degree from an accredited college or university, majoring in public administration, business administration, economics, engineering, finance, natural resources or a related field and fourteen years of progressively responsible and directly related managerial experience;

**OR**

- Advanced degree from an accredited college or university, majoring in public administration, business administration, economics, engineering, law, finance, natural resources or a related field and twelve years of progressively responsible and directly related managerial experience;

**AND**

- Experience leading an organization with a significant workforce and complex governmental regulation; experience leading an organization with numerous organizational customers; experience with government relations at the state and federal levels; experience in negotiating issues or projects with significant and diverse political interests; and such experience as the Board of Directors deems appropriate.

**Required Knowledge of:** Federal, state, and local government legislative processes; political processes; administrative practices for a public agency organization with responsibilities for a variety of water issues relating to contract negotiations, water management programs, water resources, and regulatory requirements; regional water resilience and local water project development and implementation; energy and environmental impacts of water management and

operations; climate science as it pertains to weather patterns and water availability; communications strategies and tools; Southern California water problems and issues; Urban, agricultural, and environmental water interests; current business and organizational management theories and practices; public sector personnel practices and regulations; budgeting practices and procedures; contracting practices and regulations; management and supervisory concepts and techniques; team building; consensus-building best practices; governmental and community relations; contract administration; and complex project management.

**Required Skills and Abilities to:** Manage a diverse work force; plan, organize, and review the work of subordinates; review work products for quality and validity; encourage and facilitate cooperation among subordinates, peers, stakeholders and political leaders; mentor, develop, and motivate staff; determine training needs of staff; exercise vision, integrity, respect, judgment, and discretion; act with ethics and integrity; research and analyze legislation and evaluate its impact; develop position papers; communicate orally and in writing on administrative and technical topics; represent Metropolitan to regulatory agencies, public agencies, and elected officials; establish and maintain effective and collaborative working relationships with all levels within the organization, member agency managers, outside agencies, elected officials, community-based organizations and the public; use presentation and business applications; supervise preparation of presentations for executive management, Board of Directors, and member agencies; effectively communicate Metropolitan's position on diverse and competing interests; interface and maintain effective liaison with member agencies, the Board of Directors, elected officials, civic and business leaders and community-based organizations; and travel to various and remote sites within the area, other Metropolitan areas, and out of state.

### **Certificates, Licenses, and Registrations Requirements**

Employees in this position may be required to obtain and maintain the following certifications, licensing, and registrations:

#### **Certificates**

- None

#### **Licenses**

- Valid California Class C Driver License that allows you to drive in the course of your employment

#### **Registrations**

- None

### **DESIRABLE QUALIFICATIONS**

- Knowledge of pertinent regulations and laws that impact Metropolitan objectives; or an understanding of water regulations and laws governing a similarly situated water agency
- Knowledge of California water agencies including Metropolitan's member agencies; and active involvement in relevant community, business, or other associations in the candidate's current location.
- Knowledge of interstate water infrastructure and policy issues including negotiations on water rights, projects and contracts.

**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:

- Availability of water supply for Southern California
- Sustainability and climate change policy
- Diversity, Inclusion and Equity
- Budget
- Cost containment
- Productivity measures for employee performance
- Customer satisfaction
- Mutually beneficial working relationships with external regulatory and governmental agencies
- Mutually beneficial working relationships with environmental and environmental justice non-profit organizations
- Mutually beneficial and respectful working relationships with member agencies and those agency's managers.
- Selection and retention of workforce to meet Metropolitan diversity objectives

**PHYSICAL DEMANDS, WORK ENVIRONMENT, AND VISION REQUIREMENTS**

The physical demands and work environment characteristics described here are representative of those that must be met or may be encountered by an employee to successfully perform the job duties of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties.

**Physical Demands:** The work is sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking; standing; bending; carrying of light items such as paper, books, or small parts; driving an automobile, etc. No special physical demands are required to perform the work.

**Work Environment:** The work environment involves everyday risks or discomforts that require normal safety precautions typical of such places as offices, meeting and training rooms, libraries, and residences, e.g., use of safe work practices with office equipment, avoidance of trips and falls, observance of fire regulations and traffic signals, etc. The work area is adequately lighted, heated, and ventilated. Travels that require overnight stays.

**Vision Requirements:** No special vision requirements

## **Metropolitan Water District of Southern California Position Profile General Manager**

### **History**

The Metropolitan Water District (Metropolitan) was established by the California Legislature in 1928 through the Metropolitan Water District Act. The primary purpose of the Act was to construct and operate the 242-mile Colorado River Aqueduct. Metropolitan was one of the first wholesale water agencies in the United States and remains the largest.

Metropolitan imports water from the Colorado River and the Feather River in Northern California to supplement local supplies, and helps its members develop increased water conservation, recycling, storage and other resource-management programs. Supported by an annual budget of \$1.8 billion dollars and 1800 + employees, Metropolitan's assets include the following: the Colorado River Aqueduct, 16 hydroelectric facilities, nine reservoirs, 819 miles of large-scale pipes and five water treatment plants. Four of these water treatment plants are among the 10 largest plants in the world.

Metropolitan is governed by a 38-member Board of Directors, representing each of Metropolitan's 26-member agencies. Each member agency is represented by one or more director based on the assessed property valuation of its jurisdiction. The Board is responsible for establishing and administering Metropolitan's policies and upholding the articles in the MWD Act.

Today, the Metropolitan Water District of Southern California is a regional wholesaler that continues to provide water for its 26-member public retail agencies to deliver – either directly or through their sub-agencies – to nearly 19 million people living in Los Angeles, Orange, Riverside, San Bernardino, San Diego and Ventura counties. Metropolitan is the largest distributor of treated drinking water in the United States.

### **The Mission**

The mission of the Metropolitan Water District of Southern California is to provide its service area with adequate and reliable supplies of high-quality water to meet present and future needs in an environmentally and economically responsible way.

**The Role of General Manager:**

The Metropolitan Water District of Southern California is led by the General Manager who reports to the 38-member Board. For an extensive list of specific duties, [click here](#). Today, Metropolitan is positioned to continue its mission as the largest wholesaler and challenged to meet the current and future needs of the changing population and customer base. Having led one of the most extensive water conservation efforts in the US coupled with a leveling off of the population, the future demand for water has begun to level. The member agencies and their respective customers have adopted best practices for water use, supply and conservation which has resulted in manageable water usage. Historically, Metropolitan has served as a leading advocate for this sector of the industry. Noted for their excellence in all technical areas and a strong commitment to embracing water strategies that include supply and conservation, the organization has earned a reputation statewide and nationally for leadership in key areas of water and conservation.

The core responsibilities of the General manager are to ensure water resiliency, reliability, sustainability and innovation as defined below:

Water Reliability is the core mission of Metropolitan to ensure that the water needs of the 19 million people living in the southern region of California always have access to potable water, without interruption. Further, the future water needs of the region must continue to be addressed through careful resource planning and capital investments.

Water Resiliency is about making sure the staff, systems and infrastructure are strong and can quickly return to service in a business interruption.

Water Sustainability is about charting a long-term course that addresses external challenges like climate change, aging infrastructure, contaminants of emerging concern, and affordability of water supplies.

Water Innovation is Metropolitan's long tradition of creatively solving difficult challenges. Metropolitan has been recognized as one of the most impactful water utilities in the nation. The commitment to innovation is best evidenced by Metropolitan's continuous commitment to improve its operations and business processes.

Using these four key objectives as a framework, the General Manager's key priorities and new opportunities will be to maintain current operations without interruption and fully execute according to the vision outlined by the Board. The first priority will be to build very strong relationships with all key constituencies including key external stakeholders, governing and regulating bodies, continue to build strong relationships with its 26-member agencies and support the Board in its efforts to effectively govern. The second priority will be to shift and strengthen the culture of Metropolitan to be inclusive, values centered and culturally sensitive to all who support this high-performing organization. The third priority will be to review along with the Board the fiscal realities: rate structure, strengthening the capital program and financial/fiscal innovation.

**Key Objectives:**

The new General manager will be expected to accomplish the following priorities in the next 18-24 months:

- Elevate the culture of the organization to ensure a high-performing, inclusive and innovative organization noted for valuing diversity, workplace equity, and a shared vision and mission;
- Strengthen the operations of the organization through the continued adoption of best practices and a continued commitment to innovation;
- Work closely with the Board to enhance and support the shared vision of resiliency, reliability, sustainability and innovation;
- Strengthen relationships with the 26-member agencies to support their efforts to provide services to their customers that reflect quality and affordability;

**The Ideal Candidate will possess the following Personal and Professional Characteristics:**

- Demonstrated leadership style that reflects Metropolitan's core values: high performance, inclusiveness and a mission that manifests in the organizational culture leading to the organization being recognized as a 'great place to work';
- Demonstrated management skills and experiences based on performance that have resulted in growth and development of an organization;

- Demonstrated fiscal and financial skills that would support the review of the fiscal realities that will confront Metropolitan in the near and long term; experience working with 'rate' structured organizations;
- Expertise in 'water' or an adjacent industry gained through extensive work experience, solid knowledge of the industry and a keen appreciation for the water needs of the region.
- Demonstrated communication skills noted for clarity, appropriate frequency and engagement. Experience working closely with a wide range of constituencies: member agencies, key stakeholders, the Board, which will all be key partners in the growth and development of Metropolitan.

**Personal characteristics:**

The new General manager will be expected to have the following personal characteristics

- Trustworthiness, honesty, integrity;
- A professional style noted for transparency;
- Engaging and inspiring interpersonal skills;
- A demonstrated commitment to 'water;'
- Appreciation for the needs of key stakeholders

**Education and Experience:**

- Bachelor's degree from an accredited college or university, majoring in public administration, business administration, economics, engineering, finance, natural resources or a related field and fourteen years of progressively responsible and directly related managerial experience;

**OR**

- Advanced degree from an accredited college or university, majoring in public administration, business administration, economics, engineering, law, finance, natural resources or a related field and twelve years of progressively responsible and directly related managerial experience;

**AND**

- Experience leading an organization with a significant workforce and complex governmental regulation; experience leading an organization with numerous organizational customers; experience with government relations at the state and federal levels; experience in negotiating issues or projects with significant and diverse political interests; and such experience as the Board of Directors deems appropriate.

**Required Knowledge of:** Federal, state, and local government legislative processes; political processes; administrative practices for a public agency organization with responsibilities for a variety of water issues relating to contract negotiations, water management programs, water resources, and regulatory requirements; regional water resilience and local water project development and implementation; energy and environmental impacts of water management and operations; climate science as it pertains to weather patterns and water availability; communications strategies and tools; Southern California water problems and issues; Urban, agricultural, and environmental water interests; current business and organizational management theories and practices; public sector personnel practices and regulations; budgeting practices and procedures; contracting practices and regulations; management and supervisory concepts and techniques; team building; consensus-building best practices; governmental and community relations; contract administration; and complex project management.

**Compensation:**

Compensation will be commensurate with the experiences of the selected candidate.

**The Selection Process:**

This is a confidential process and will be handled accordingly throughout all phases of the recruitment and selection process.

Nominations and Submittals from interested candidates are desired immediately but should be submitted no later than February 26, 2021. The recruitment is open until the position is filled. Candidates are strongly urged to apply early; evaluations of all potential candidates will be done throughout the recruitment process. Only a select number of highly qualified candidates will be invited to participate in the interview process.

An electronic version of all submittals is required. Interested candidates should apply immediately by sending a comprehensive resume and compelling cover letter of interest to [MWD.GM@thehawkinscompany.com](mailto:MWD.GM@thehawkinscompany.com) by February 26, 2021. Resumes received before the deadline will get first consideration. Should anyone have questions regarding the role or this process, feel free to contact Chris Boulware, 312-391-6098 or [chris@thehawkinscompany.com](mailto:chris@thehawkinscompany.com); or Brett Byers, Executive Vice President, 323-403-8279 or [brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com)

The General Manager position will be advertised at the following sources as a start. Additional outreach will be done as necessary.

- American Water Works Association (AWWA)
- Association of California Water Agencies (ACWA)
- CAwaterjobs.org
- GovernmentJobs.com
- Linked In
- Disabledperson.com
- Diverstiy.com
- RecruitMilitary.com
- Womensjoblist.com
- American Backflow Prevention Association
- American Institute of Hydrology
- American Water Resources Association
- Eastern Pennsylvania Water Pollution Control Operators Association
- Groundwater Foundation
- Pennsylvania Organization for Watersheds and Rivers
- Water Environment Federation
- Water Environment Research Foundation
- National Rural Water Association
- Water Environment Federation
- National Environmental Service Center
- Water Quality Association
- New England Water Works Association
- Chinese American Water Resources Association
- Army Corps of Engineers
- Federal Highway Administration
- US Department of the Interior
- US Department of Environmental Protection Agency
- Society of Hispanic Professional Engineers
- American Association of Blacks in Energy
- The Association of Women in Water
- Women of Water
- The Association of Women in Water, Energy and the Environment