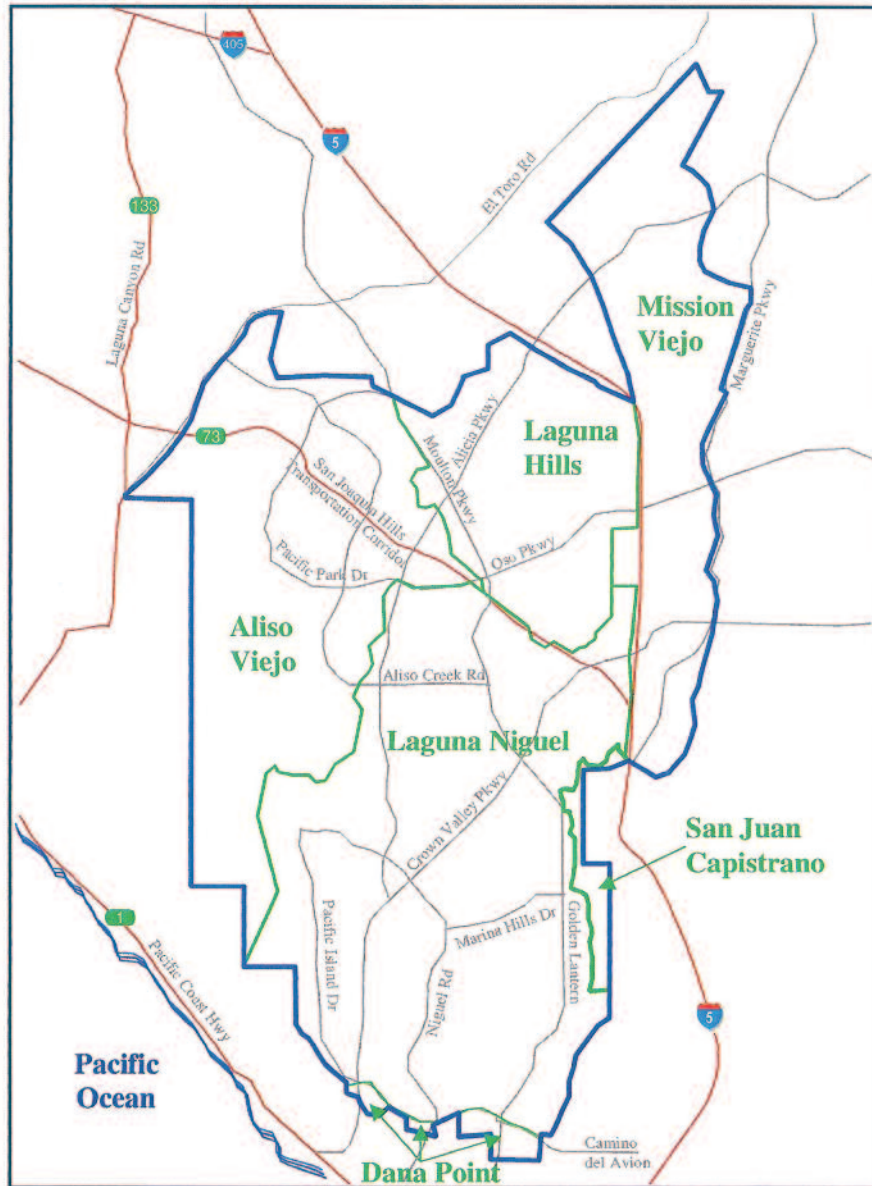


GENERAL MANAGER – MOULTON NIGUEL WATER DISTRICT
[Laguna Niguel, CA]



GENERAL MANAGER

Moulton Niguel Water District
(Laguna Niguel, CA)

ROBERTS CONSULTING GROUP INC



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THE DISTRICT

Moulton Niguel Water District (MNWD) provides water and wastewater service to more than 172,000 people living in Aliso Viejo, Laguna Niguel, Laguna Hills, Mission Viejo and Dana Point, encompassing 36.5 square miles. MNWD has about 100 employees and an FY 2012 adopted budget just over \$109 million. MNWD's seven Directors are elected by Division to four year staggered terms.

MNWD was created in 1960 serving eight ranching customers. As ranch land transformed into ranch homes, local water demands dramatically changed and MNWD began building water and sewer delivery facilities to serve its new customers. Initially, MNWD provided wastewater treatment service, but that is now provided by a joint powers authority, of which MNWD is a member. In 1974, MNWD became one of the first water providers in Orange County to deliver recycled wastewater for irrigation uses. After 40 years of consistent growth, south Orange County's population began to stabilize in the 21st century. MNWD turned its focus to maintaining its infrastructure and ensuring it provides reliable water and sewer service.

A major focus of the District is on ensuring its ratepayers a reliable, sustainable and economical water supply for the future.

The majority of MNWD's water is imported from the Colorado River and the Sacramento-San Joaquin Delta via the State Water Project and the Metropolitan Water District of Southern California (MWD). Approximately 77 percent of MNWD's water is purchased through the Municipal Water District of Orange County from MWD. MNWD meets about 23 percent of its demand by recycling treated wastewater that would otherwise be sent to the ocean. In total, MNWD saves 2.7 billion gallons of potable water each year through recycling.

MNWD is taking steps to increase its emergency water supply capacity from a three-day to a 31-day supply, to allow MNWD to continue providing customers water in both planned and unplanned service interruptions. To achieve this ten-fold increase in emergency storage, MNWD is partnering with other South County water agencies to develop a number of water supply reliability improvement projects. These include: 1) the Upper Chiquita Reservoir in Rancho Santa Margarita, which stores up to 266 million gallons of water; 2) the Baker Treatment Plant in Irvine, which will allow south Orange County to treat water from MWD or from Irvine Lake when regional treatment plants shut down; and 3) the South Orange County Ocean Desalination Project. MNWD is also working with other water districts in the area to build interconnections, so alternative means of delivering water will be possible. These interconnections could make it possible in emergencies to gain access to alternative groundwater sources in north Orange County, which normally aren't available to MNWD.

Facts and Figures

Potable water reservoirs:	28
Recycled water reservoirs:	10
Miles of potable water pipelines:	700
Miles of recycled water pipelines:	140
Miles of sewer pipelines:	537
Booster stations:	37
Water connections:	54,174
Sewer connections:	50,200
Pressure zones:	9
Average daily water demand:	26,150,000 gallons



MNWD's vision is "Leading the way, working together, providing excellence in service." Values include leadership, teamwork, professionalism, integrity and innovation. Their mission is as follows: "MNWD is a community oriented agency dedicated to serving our customers and the environment with reliable, economical, high quality water and sewer service." Goals include: 1) providing a high level of customer value and satisfaction; 2) attracting, developing and retaining a progressive and skillful workforce; 3) promoting a safe work environment; and 4) utilizing resources wisely.

THE AREA

MNWD is headquartered in Laguna Niguel, in the heartland of Orange County's Gold Coast. Just a few miles from the ocean, this beautiful residential community abounds with a variety of shops, businesses and recreational areas.

Orange County is the third most populous county in California and one of the largest in the U.S., with a population in excess of three million people. The County includes a diverse range of communities throughout the County to meet all lifestyles. It is known for its attractions, including Disneyland, Disney's California Adventure Park, Knott's Theme Park, the Crystal Cathedral, Irvine Spectrum Center, Mission San Juan Capistrano, Newport Bay/Balboa Pavilion, Richard Nixon Library & Birthplace, South Coast Plaza and Fashion Island, among numerous others. The Pageant of the Masters in Laguna Beach and the Orange County Fair are major draws, and theater is provided by the Orange County Performing Arts Center, Garden Grove Playhouse and South Coast Repertory Theatre. The Los Angeles Angels of Anaheim (baseball), the Anaheim Ducks (hockey) and the Anaheim Bolts (soccer) are located in the County, as well as Los Alamitos Race Course. And, nature lovers have plenty of parks, trails, gardens, wetlands and miles of wilderness to explore, as well as some of the best beaches in California. There are also museums, antique stores and many historic buildings.

Outstanding educational opportunities are available. With more than 500,000 students enrolled in public schools, Orange County boasts the lowest drop-out rate, safest schools and highest SAT scores in Southern California. There are numerous public and private colleges and universities, including the University of California, Irvine; California State University, Fullerton; and Chapman University, among others.

The County has access to excellent roads, rail, air and sea transportation. Five freeways connect the County to surrounding areas, and there is access to two toll road systems. Rail freight, passenger train and bus service are all prevalent, and John Wayne Airport provides connections to major cities throughout the U.S.

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KEY CHALLENGES AND OPPORTUNITIES

Key challenges and opportunities facing the General Manager include:

- *Strategic planning.
- *Succession planning.
- *Transitioning from a growth area to a built-out system, requiring replacement of aging infrastructure.
- *Water supply reliability.
- *Rising costs of imported water.
- *Competition among agencies for tax revenues.
- *Completing implementation of the new water budget-based rate structure.
- *Completing implementation of the Enterprise Resource Planning system.
- *Enhancing efficiency through the use of technological improvements, such as 1) implementing IT system upgrades, 2) developing new GIS and asset management programs, and 3) developing a fleet GPS tracking system.
- *Costs and diversification of the work force, and the need for highly skilled labor.
- *Labor relations with an employee association.
- *Intergovernmental relations, including the need for greater collaboration within the region.
- *Addressing the essential revenue needs of the District.

THE POSITION

The General Manager is appointed by the Board of Directors to serve as MNWD's chief executive. Under policy and budget guidelines from the Board, he/she plans, organizes, controls, integrates and evaluates the use of all MNWD resources. The General Manager collaborates with the Board in the development of the strategic plan; leads the development of other plans; and recommends policies, budgets and Board actions.

The General Manager is responsible for MNWD's provision of water and sewer service, implementation of the Board's policies, compliance with all applicable laws and regulations, and the management and stewardship of MNWD's infrastructure and its natural, financial and human resources.

The General Manager is responsible for the day-to-day operations of MNWD, direction of MNWD staff, and MNWD's interaction with its ratepayers, surrounding community, other government agencies, interest groups and the media. He/She uses discretion within Board policies to employ MNWD's resources effectively and efficiently in the service of MNWD's constituencies and ratepayers.

Duties and responsibilities of the position include, but are not limited to:

- * Planning, organizing, controlling, integrating and evaluating the work of MNWD staff.
- * Leading and directing the preparation of recommended MNWD policies and long-range plans for action by the Board.
- * Receiving and implementing Board instructions and requests, and keeping the Board informed of the operation of MNWD, the progress toward achievement of goals, and any significant development or inquiries.

- * Directing the development and implementation of plans, policies, systems, strategies and procedures to accomplish MNWD's mission and to achieve MNWD goals.
- * Ensuring compliance with all applicable laws and regulations.
- * Developing and recommending, in conjunction with division heads, budgets, business plans, water management plans, asset management plans, information technology plans, and other strategic and implementation plans.
- * Directing the development and proposal of the two-year budget.
- * Seeking counsel of the Board individually and collectively on major decisions or issues.
- * Making decisions on critical issues within the framework of established policy or guidelines of the Board, and establishing priorities where conflicts or schedules require.
- * Overseeing the preparation of objectives for each division and establishing organizational controls and outcome measurement.
- * Monitoring and reporting to the Board on the progress toward achievement of goals.
- * Reviewing financial, operations and other reports periodically and identifying and reporting trends and highlights to the Board.
- * Directing and monitoring implementation of adopted budgets, capital improvement plans, and engineering and construction projects.
- * Leading the process, when authorized, to obtain financing for MNWD projects.
- * Directing the rate setting process, recommending rate changes, and participating in public and Board hearings about rates.
- * Directing and overseeing an effective human resources program and succession planning, and leading MNWD's labor relations program and initiatives.
- * Providing leadership and working with the executive team to develop and retain highly competent staff.
- * Planning and evaluating executive staff performance, providing personal development targets, regularly monitoring performance and providing coaching where needed.
- * Providing compensation and other rewards for good performance (within budget limits) and taking administrative or disciplinary actions in accordance with MNWD's personnel policies.



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- * Assessing regional and industry performance, trends and news to compare MNWD's performance and ensuring MNWD is using the best business practices.
- * Directing efforts of MNWD's legal counsel.
- * Directing and overseeing the selection of consultants and contractors.
- * Directing and overseeing the analysis of proposed legislation and regulations; in conjunction with the Board, directing and participating in industry and intergovernmental education and advocacy activities representing MNWD's interests.
- * Collaborating with the Board in dealings with cities and local agencies, the Municipal Water District of Orange County, and other industry groups, professional organizations and elected officials.
- * Communicating and interacting regularly with general managers of neighboring water agencies, leading or participating in regional planning efforts pursuant to Board guidelines, and negotiating necessary agreements.
- * Providing for a community image stressing high quality service, efficiency, environmental values, and a community focus.

This is an at-will position serving at the pleasure of the Board. The position is open due to the forthcoming retirement of the incumbent after ten years with MNWD.

THE CANDIDATE

Education and Experience

- * The ideal candidate will have a generalist background with a bachelor's degree, from an accredited college or university, in public administration, business administration, civil engineering or a related field.
- * Desire at least ten years of relevant and progressively responsible experience; requires senior level supervisory experience. Experience in the areas of water and wastewater, finance and budgeting, labor relations, public/media relations and technology are highly desirable. While public sector experience is important, a combination of public and private sector experience would be a plus.
- * A stable employment history is important, as a lengthy tenure is envisioned.
- * Candidates from all geographic areas will be considered, although California experience would be preferred.
- * Involvement in professional organizations is encouraged.

Knowledge, Skills and Abilities

The selected candidate should have excellent interpersonal, verbal and written communication skills, as well as knowledge of:

- * Social, political and environmental issues influencing program/project development and implementation.
- * The principles and practices involved in the construction, maintenance and operation of large, complex potable water distribution, wastewater collection, and water reclamation systems.

In addition, he/she should be able to:

- * Establish and maintain effective working relationships with Board members, MNWD managers, other elected and appointed officials, industry and business executives, professional and community groups, consultants, employees, media representatives and the public.
- * Exercise sound, expert independent judgment within broad general policy guidelines.
- * Exercise tact and diplomacy.
- * Understand, interpret, explain and apply MNWD policy and procedures.
- * Select, motivate and develop key staff.
- * Work well with personnel at all levels of the organization.
- * Utilize technology to improve efficiency.

Management Style and Personal Traits

The ideal candidate will be a take charge leader who is fiscally conservative, open and transparent, honest and ethical, and willing to accept responsibility. He/She should be team oriented; encourage staff input; delegate, yet monitor the work of subordinates; approachable; and be someone who frequently gets out of his/her office to observe MNWD operations first-hand. The General Manager should keep the Board fully informed in a timely and accurate manner (no surprises), be responsive to their requests, and follow-up in a timely manner. In addition, he/she should interact with tact, diplomacy and political acumen, and have a customer service orientation.

The General Manager should have good presentation skills (clear and concise) and be articulate, confident, assertive, decisive, energetic and enthusiastic. He/She should have vision, "see the big picture" and think creatively, as well as be innovative, inquisitive, entrepreneurial, and intelligent (a quick study). Finally, this person should also be mature, a good listener, politically savvy yet apolitical, credible, and have a sense of humor.

COMPENSATION

The salary for this position is open, with hiring dependent upon the qualifications and experience of the selected candidate. In addition, benefits are provided which include: vacation, eleven paid holidays (including two floating holidays) and sick leave (96 hours per year); medical, dental, vision, life, and short- and long-term disability insurance; PERS retirement of 2% @ 55 with 3% COLA (employee share paid by the employee); deferred compensation match of up to 2%; Flexible Spending Account (FSA, IRS Section 125 plan) that provides for pre-tax employee contributions to cover co-payments, deductibles and other eligible medical and child-care expenses; tuition assistance and computer loan program; automobile allowance; annual physical; and medical retirement benefits.

HOW TO APPLY

Send resumes by February 27, 2012 (email preferred) to:

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Equal Opportunity/ADA Employer

Additional information about the Moulton Niguel Water District can be found on their website at www.mnwd.com.