

EXECUTIVE DIRECTOR  
SAN LUIS & DELTA-MENDOTA WATER AUTHORITY (SLDMWA)



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ROBERTS CONSULTING GROUP INC  
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# EXECUTIVE DIRECTOR SAN LUIS & DELTA-MENDOTA WATER AUTHORITY (SLDMWA)



## THE ORGANIZATION

The San Luis & Delta-Mendota Water Authority (SLDMWA) was established as a Joint Powers Authority in January 1992. Its membership consists of 28 water agencies (and one friend member agency - Columbia Canal Company) representing approximately 2.1 million acres within the western San Joaquin Valley, San Benito and Santa Clara counties. SLDMWA serves approximately 1.2 million acres of some of the best farm land in the world, about two million in population, industrial uses, and over 180,000 acres of world class waterfowl habitat within the Pacific flyway.

**The bond among the diverse group of water agencies** is that they all rely on Central Valley Project (CVP) water conveyed through the federal C.W. "Bill" Jones Pumping Plant and delivery through the federal Delta-Mendota Canal, which the Authority operates and maintains.

### The Authority was formed for two purposes:

1. Assume the operation and maintenance (O&M) responsibilities of the federal Delta-Mendota system serving the region. In 1992, the SLDMWA assumed the O&M responsibilities of certain U.S. Bureau of Reclamation (USBR) CVP facilities to maintain all facilities at an optimum level and to ensure long-term reliability. O&M activities are stable, well established and efficient.
2. Provide for unified representation of its membership on common interests such as regulatory, legislative, water rights, CVP operations, CVP contracts, drainage and general information dissemination, as well as provide other water management and related services desired by its members.

SLDMWA also develops, provides and disseminates information on behalf of its membership to legislative, administrative and judicial bodies concerning a variety of issues such as: Sacramento and San Joaquin Delta exports, water supply, water quality, water development, conservation, distribution, drainage, contractual rights, and surface and groundwater management.

**The Central Valley Project (CVP)**, one of the nation's major water conservation developments, extends from the Cascade Range in the north to the semi-arid but fertile plains along the Kern River in the south. Initial features of the project were built primarily to protect the Central Valley from crippling water shortages and menacing floods, but the CVP also improves Sacramento River navigation, supplies domestic and industrial water, generates electric power, conserves fish and wildlife, creates opportunities for recreation, and enhances water quality. The CVP serves farms, homes and industry in California's Central Valley, as well as major urban centers in the San Francisco Bay Area, including Silicon Valley. It is also the primary source of water for much of California's wetlands.

**The SLDMWA total annual budget** is approximately \$33.1 million with \$21.9 million for O&M and \$11.2 million for other activities. The Authority is funded through its member agencies. O&M expenses are recovered through a charge per acre foot of water delivered to South of Delta CVP Contractors. Other expenditures are allocated through a dues structure that is paid bi-annually by the membership.

**The governing body of the Authority** consists of a 19-member Board of Directors classified into five Divisions with Directors selected from within each Division. Division 5 has three Directors and Alternate Directors, and each of the other Divisions has four Directors and Alternate Directors. Each Director, and respective Alternate Director, is a member of a governing body of a Member, on the staff of or a permanent consultant of the Member, or otherwise formally appointed by the governing body of the Member. Member Agencies include:

- \* Division 1 (Upper DMC) - Banta-Carbona Irrigation District, Byron Bethany Irrigation District, City of Tracy, Del Puerto Water District, Patterson Irrigation District, West Side Irrigation District, and West Stanislaus Irrigation District
- \* Division 2 (San Luis Unit) - Panoche Water District, Pleasant Valley Water District, San Luis Water District, and Westlands Water District



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- \* Division 3 (San Joaquin River Exchange Contract Districts and Grassland Water District) - Central California Irrigation District, Firebaugh Canal Water District, Grassland Water District, and Henry Miller Reclamation District 2131
- \* Division 4 (San Felipe Division) - Santa Clara Valley Water District and San Benito County Water District
- \* Division 5 (Lower DMC) - Broadview Water District, Eagle Field Water District, Fresno Slough Water District, James Irrigation District, Laguna Water District, Mercy Springs Water District, Oro Loma Water District, Pacheco Water District, Reclamation District 1606, Tranquility Irrigation District, and Turner Island Water District

The SLDMWA's member agencies hold contracts that entitle them to approximately three million acre-feet of water. Of this amount, 2.5 million acre-feet are delivered to highly productive agricultural lands, 150,000 to 200,000 acre-feet serve municipal and industrial uses, and between 250,000 to 300,000 acre-feet are delivered to wildlife refuges for habitat enhancement and restoration.

## Our Mission:

"The San Luis & Delta-Mendota Water Authority is dedicated to providing water to its customers in an efficient manner and at a reasonable cost, to ensure long term reliability of the systems, and to work with other governmental and public agencies to promote the common welfare of the landowners and water users of the Authority. Further, the Authority is committed to providing its employees with a working atmosphere of mutual respect and appreciation. We will continue with our policies of promoting a superior work force, encouraging career opportunities and individual professional growth."

**Staff and Offices.** SLDMWA currently has a staff in excess of 90 employees working out of an Administrative Office in Los Banos, Field Offices in both Los Banos and Tracy, and a small satellite office in Sacramento. Facilities include the C.W. "Bill" Jones Pumping Plant, Delta-Mendota Canal, O'Neill Pumping/Generation Plant, San Luis Drain, Tracy Fish Collection Facility, and the Delta-Mendota Canal-California Aqueduct Intertie.

**Looking to the future,** SLDMWA will continue to provide the leadership necessary to pursue reliable water supplies for its member agencies and deliver that water with a reliable system in a cost-effective manner.

## KEY CHALLENGES AND OPPORTUNITIES

Key challenges and opportunities facing the San Luis & Delta-Mendota Water Authority include:

- \* Ensuring a sustainable and sufficient supply of water in the face of continuing substantial water supply challenges.
- \* Driving coordinated strategic actions reflecting all south-of-Delta CVP interests, comprising municipal & industrial, agricultural, and refuge.
- \* Reviewing and assuring a fair and appropriate allocation of non-O&M expenses among the member agencies.
- \* Completing and implementing the Authority's Strategic Plan.
- \* Developing and maintaining effective relationships with Federal and State government, and regulatory agencies.





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- \* Promoting cooperative relationships among member agencies.
- \* Reviewing/revising the organization structure and staffing to meet organizational goals and ensure effective succession planning.

#### THE POSITION

The SLDMWA Board of Directors seeks to hire an Executive Director who will:

- \* Provide vision and active leadership to help SLDMWA build a secure water supply future in the face of significant challenges.
- \* Develop and drive collaborative, coordinated strategic actions reflecting all south-of-Delta CVP interests, comprising municipal & industrial, agricultural, and refuge.
- \* Provide leadership and direction on all aspects of the administration and operations of SLDMWA.
- \* Develop an effective management team to carry out the mission and priorities of the Authority.
- \* Successfully work on regional, inter-agency, statewide, and federal water issues and programs. At the same time, remain current on legislative, regulatory and environmental issues that may impact SLDMWA. These activities require frequent participation in regional, state and federal meetings, conferences and negotiations. In addition, it will require the establishment of good working relationships with key legislative, regulatory and stakeholder representatives, including non-governmental organizations (NGOs).

- \* Serve as Board Secretary, oversee development of the Board agenda (coordinated with the Board Chair), communicate with the Board Chair between Board meetings, attend all Board meetings, and keep the Board informed on pertinent issues.

- \* Provide vision, leadership and support to the Board in the development of effective policy is a critical part of the Executive Director responsibilities. This includes making recommendations to the Board and carrying out policy direction.

- \* Maintain communication with the Authority's member agencies to ensure that their Boards understand and support SLDMWA programs.

- \* Ensure there is a motivating and productive work environment for staff and contractors.

- \* Be responsible for development and management of the budget and the clear communication of budgetary and financial issues to the Board.

The Executive Director will be able to work out of any of the Authority's offices. While some time should be spent at all locations, there is a need to be in Los Banos on a regular basis.





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## THE CANDIDATE

### Education and Experience

- \* **Any combination of education and experience that would likely provide the necessary knowledge and abilities would be qualifying.** A typical (but not only) way to obtain the knowledge and abilities would be through: 1) a bachelor's degree from an accredited college or university in public/water policy, natural resources, environmental policy, engineering, management, or a related field; **and** 2) broad and extensive work experience in an executive position in a public agency or NGO served by a Board of Directors, with responsibility for the formulation and implementation of programs, budgets and administrative operations. Desirable additional experience would include time as an elected official with oversight of local or state agencies serving at any one time a population of at least 5,000 people.

The executive experience should include oversight in a management capacity and demonstrated ability to oversee an effective public relations and public information program to targeted groups and for mass distribution.

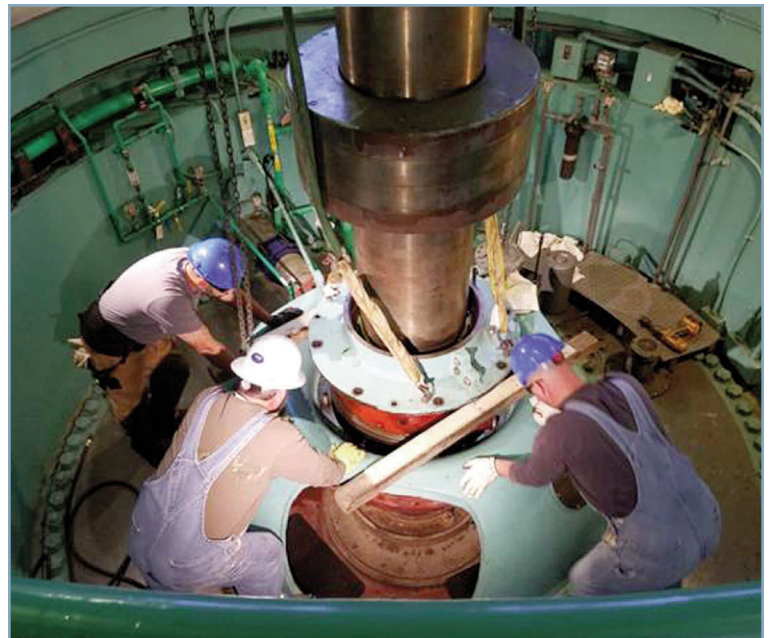
- \* **Experience managing the operation of a complex infrastructure system is desirable.** Experience managing complex water delivery systems or the ability to oversee experts in water engineering and/or water policy and law is also desired. However, other analogous experience in industries such as power, pipeline, forestry, transportation or the like could substitute.
- \* **While water experience is ideal,** the Authority will also consider candidates with a successful track record in managing complex systems in other industries that might provide a fresh approach to addressing the Authority's challenges. The ideal candidate must learn to navigate numerous arenas (e.g., Endangered Species Act, Bureau of Reclamation water contracts and provisions, Coordinating Operations Agreement negotiations, relationship to California Water Fix, general oversight of Bureau of Reclamation activities, long-term operations of CVP and related biological opinions, coordinating with large water supply projects, Delta issues, water quality challenges, etc.) and help forge sustainable solutions. While previous experience is beneficial, the ability to learn quickly is a necessity.

### Knowledge, Skills and Abilities

The SLDMWA Board is seeking an Executive Director with wide ranging capabilities. A few highlighted skills, knowledge and abilities that may be important include:

- \* Respected by elected officials, appointed officials, the environmental community, members of the water community and others. He/She must be able to work successfully with elected officials at the State and Federal levels, as well as with regulatory agencies (e.g., resource agencies, the Department of Water Resources, etc.).
- \* Able to manage or oversee large projects. SLDMWA is embarking on a multi-year period in which it will triple its annual investment in water facility upgrades to about \$5 to \$10 million per year.
- \* Manage and motivate staff. The Authority currently has three offices and over 90 employees. The Executive Director must have a successful track record of motivating and managing staff, including succession planning and employee development given pending retirements in key positions.

- \* Skilled financial manager. Make sound financial decisions with respect to cost control, return on investment, equitable distribution of program costs, as well as project and budget management.
- \* Able to delegate and multi-task. The work of the Authority is wide ranging, complex and demanding. The Executive Director must delegate well, in addition to being able to build and motivate a capable staff that can help carry and share the load.
- \* Utilize exceptional interpersonal, speaking and writing skills to communicate complex issues understandably and provide advice and consultation to the Board of Directors. Listening skills are paramount.
- \* Effectively represent the Authority's policies, programs and services with individual citizens, community groups, the media, and other government organizations.
- \* Able to build consensus to implement innovative approaches to traditional water supply management practices, evaluate legislation alternatives, and drive partnerships and cooperation among member agencies and others for their overall benefit in new ways.
- \* Lead SLDMWA by transforming its brand into "a leading influential entity" with a strong, but poised, voice in both state and federal level issues.
- \* Build relationships with internal staff and external stakeholders (both are equally important).
- \* Think outside the box, be open minded and embrace differences. Embrace differences of staff, member agencies and external stakeholders/agencies. This is key to driving the best outcomes for the Authority and will ensure that successful transformative water management policies are for the betterment of the member agencies. Embracing differences and developing new policies will allow the Authority to adapt to changes in water policies at both the state and federal levels. This is integral for the Authority to be sustainable and achieve the best possible collective outcomes and protections for the Authority members.



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## Management Style and Personal Traits

The ideal candidate will be a “hands-on” leader with the Board and staff, and someone who delegates, yet monitors staff performance. He/She should understand the importance of organizational culture, be able to attract and select highly qualified personnel, and spend sufficient time at the various Authority sites.

Traits that are important include being a visionary and committed leader, an engaged problem solver and consensus-maker, an excellent communicator one-on-one and in public settings, politically savvy, strong and self-assured but not overbearing, excited at the opportunity to make a difference in the world and, most importantly, have the highest degree of integrity and ethical conduct.

## Licenses

Possession of a valid California Class C Driver's License may be required at the time of appointment. Individuals who do not meet this requirement due to a physical disability will be considered for accommodation on a case-by-case basis. Requires possession and proof of a driving record free of multiple or serious traffic violations or accidents for at least the previous two consecutive years.

## 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:

- \* **Retirement Benefits:** 401(a) Defined Contribution Plan funded by the Authority contributing equal to 8% of the employee's gross, base annual salary. Also included is an Executive 401(a) Retirement Plan which requires a mandatory 5% employee contribution, matched by an employer 5% contribution, as well as a voluntary 457 Deferred Compensation Plan. All contributions under both plans vest immediately to the employee. (Note: The Authority does not participate in Social Security.)

- \* **Health Benefits:** Three medical benefit plans offered through ACWA-JPIA (Blue Cross PPO, Blue Cross HMO, and Kaiser HMO). The Authority contributes 100% of the premium for the employee and 75% for the employee's eligible family members.

- \* **Dental & Vision Benefits:** The Authority contributes 100% of the premium for the employee and the employee's eligible family members.

- \* **Employee Assistance Program:** Available to employees and their household members, 100% of the premium for the employee and family members is paid by the Authority.

- \* **Holidays**

- \* **Vacation & Medical Leave**

- \* **Optional/Voluntary Benefits:** 2% of gross salary for individual purchase of Life and/or Disability Insurance; vehicle or vehicle allowance; and Credit Union.

## HOW TO APPLY

Send resumes (email preferred) by **August 20, 2018** to:

### ROBERTS CONSULTING GROUP INC

PO Box 1127  
Rancho Mirage, CA 92270  
Telephone: 424.522.2251  
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***SLDMWA is an equal opportunity/ADA employer.***

Additional information about SLDMWA can be found on their website at [www.sldmwa.org](http://www.sldmwa.org).

