

From: mcmalvarez [mailto:mcmalvarez@earthlink.net]
Sent: Sunday, February 26, 2012 3:30 PM
To: 'Roberts Consulting'
Subject: RE: MNWD and Camrosa

Norm,

Attached is the completed Supplemental Information Form for the Moulton Niguel Water District General Manager position. Next week I will get you the one for the Camrosa GM position.

I will give you a call tomorrow.

Thanks.

Desi.

From: Roberts Consulting [mailto:robertsrcg@msn.com]
Sent: Tuesday, February 21, 2012 3:29 PM
To: mcmalvarez@earthlink.net
Subject: MNWD and Camrosa

Hi Desi,

As a follow-up to our discussion yesterday about the positions of General Manager for the Moulton Niguel Water District (MNWD) and General Manager for the Camrosa Water District, attached are the Recruitment Brochures for the two positions.

We are requesting some additional information from you to assist in our evaluations. Please complete the attached Supplemental Information Forms for your most recent relevant position and send them to my attention by February 27th for the MNWD position, and by March 5th for the Camrosa position. We would prefer that you e-mail the information, although you may fax a copy and then mail the originals.

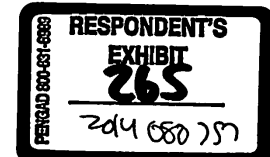
Feel free to contact me if you have any questions. We expect to be recommending a limited number of candidates for interview in early-to-mid April.

All the best,

Norm

Norman Roberts
Roberts Consulting Group, Inc.
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 MOULTON NIQUEL WATER DISTRICT Supplemental.pdf
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MOULTON NIQUEL WATER DISTRICT (MNWD)

GENERAL MANAGER

SUPPLEMENTAL INFORMATION

NAME:	Desi Alvarez
JOB TITLE:	Chief Executive Officer
ORGANIZATION:	Chino Basin Watermaster
CUSTOMERS SERVED (number):	N/A
CURRENT (OR MOST RECENT) ANNUAL <u>BASE</u> SALARY:	\$228,000/annual
STAFF:	
<i>Total Organization Staff:</i>	7
<i>Total Number you Oversee (Direct and Indirect):</i>	4
<i>Largest Number of Staff Overseen (and Where):</i>	100 (City of Downey)
TOTAL ANNUAL BUDGET:	
<i>Organization:</i>	\$4.5MM
<i>Portion For Which You Are Responsible:</i>	100%
<i>Largest Budget For Which You Have Been Responsible (and Where):</i>	\$60MM (City of Downey)

UTILIZING ADDITIONAL PAPER:

- 1. Briefly describe your experience and/or most significant accomplishments in each of the following areas, from any position which you have held:**
 - A. Water supply reliability.**
 - B. Labor relations.**
 - C. Enhancing efficiency through technological improvements.**
- 2. Please share your reasons for interest in this position, and any barriers to your accepting the position if it is offered to you.**

**Moulton Niguel Water District
General Manager
Supplemental Information – Desi Alvarez**

1. Briefly describe your experience and/or most significant accomplishments in each of the following areas, from any position which you have held:

A. Water Supply Reliability

The key responsibility of any public agency and administration is to ensure that its constituents receive the services they rely upon at all times in a seamless manner. In my career I have had the pleasure of working with public agencies to ensure this most important aspect of their mission was always met. I have placed great emphasis in delivering a myriad of public services, whether it be water supply, wastewater collection, transportation systems or other public good in such a fashion that the public never gave a second thought to where or from whom the services were coming. In the water industry this means ensuring a reliable supply of water and the facilities to deliver it. To this end during my tenure at the City of Downey I acquired additional ground water rights and worked to increase the availability of future supply through the development of a reclamation facility. The latter involved planning, designing and locating financing to construct the Downey Regional Water Reclamation and Augmentation Project. The project consists of a \$36 million advanced water treatment plant and development of injection wells that would ultimately augment Downey's and the region's water supply by 6 MGD through the use of reclaimed wastewater and conjunctive use of the storage in the Central Basin. As part of the financing of this project I worked with Downey's congressional delegation to obtain funding under Title XVI and the Water Resource Development Act.

At the City of Santa Monica I developed a plan to increase ground water production within the City to reduce the City's reliance on Metropolitan Water District (MWD) water. The plan required increasing ground water production and required production from an area that had become contaminated with volatile organics. As a result a modification to Santa Monica's water treatment plant was required. I administered the design and construction of the modifications to the treatment plant that included removal of volatile organic contaminants using an air stripping process for VOC removal with activated carbon column treatment of the off gas. The end result improved Santa Monica's local water supply from a mix of 60% MWD water and 40% local groundwater to 40% MWD water and 60% local ground water.

B. Labor Relations

Dealing with employees and associations representing employees is an opportunity that can be extremely rewarding or quite frustrating. I enjoy working with people in a manner that turns an organization's challenges into its successes. My goal is always to establish working relations with staff members from various levels of the organization. My

practice is to reach out to all staff, make myself available via an open door policy, and work to make sure there is two-way understanding regarding concerns and needs that coincide with the goals of the organization.

As an example of dealing with one aspect of this I would like to point out my handling of the situation involving the field staff at the City of Downey. During the earlier part of my tenure at Downey I found the operations and maintenance staff was in a state of funk. Because they were housed outside of City Hall they felt disconnected from other members of the City team and leadership. Even among themselves there was no sense of team spirit or appreciation of one another's duties. Of greater concern was their lack of trust within the City organization. As my purpose was to make sure the Department performed at a higher level than when I was first hired, it was important that I could rely on the entire organization. The Utility and Maintenance Divisions were a critical part of the Department and needed to believe in that truth and operate accordingly.

Over a two year period I focused on making sure that rank and file blue collar workers knew they were an important part of the organization. After all, their work was the most visible to and touched the greatest number of Downey citizens, more so than the work of any other City employee. They needed to know and understand that as head of the department I was aware of, and more importantly appreciated them and their contributions to making the City of Downey a better place. I spent time meeting with small groups to touch base and get to know each individual. These meetings help staff to solve problems, obtain needed resources, and understand how they were connected to the organization. I instituted two events: an annual Employee of the Year Breakfast and a Holiday Party both recognized achievements within their division and individually and provided opportunity for the City to express its appreciation of them and their work. I invited City Council members to participate, which they did willingly. The new point of view and participation throughout the organization was important and appreciated by staff. The funk was gone.

During this same period the maintenance employee's association expressed their opinion that the objectives and expectations of maintenance staff were unrealistic and that additional resources were required. To address this concern I initiated a round of discussions that led to a mutually agreed upon monitoring plan to establish a baseline of work to be performed. After a period of time to test and assess the baseline it was clear that the organizational structure required an adjustment that included various staff re-assignments. In addition, additional equipment and other non-personnel resources were acquired resulting in the association and the City believing that their concerns had been both heard and met.

C. Enhancing Efficiency through Technological Improvements

Every Public Administrator would love to have unlimited resources to deliver all the services and programs that the public expects. Unfortunately, that luxury has never been

available. Some of my greatest creative joys in working for public agencies have been to find ways to meet the challenge of unlimited expectations coupled with limited resources.

I emphasize increasing efficiency by relying on the versatility of people's skills augmented by technology recognizing that one must not be dependent on following traditional approaches but rather attempt to find what works. In today's world what works is a work in progress. For example, the opportunities to improve efficiencies through contracting out work are ever present. This includes both looking at services that traditionally have been performed in-house as well as constant re-evaluation of existing contractual relationships. I have successfully developed many specifications for maintenance services including aspects of distribution system maintenance such as valve exercise contracts. I am also a fan of using new technology and was successful in developing a GIS system for the City of Downey public infrastructure including water, sewer, streets, traffic signal which was then used to establish a work order tracking system. I replaced a very rudimentary water operating system with a SCADA system that allowed the system operator to monitor the system through the use of a remote terminal (laptop) from home. As a result the department's need for a twenty-four hour on-site operator was replaced by an at-home-after-hours operator that received additional compensation for being on call.

2. Please share your reasons for interest in this position, and any barriers to your accepting the position if it is offered to you.

Serving as General Manager of the Moulton Niguel Water District would be a distinct honor and presents an exciting challenge to lead an agency with a rich history and ambitious agenda to meet its future needs. In a little over one half century the District has grown from a small rural water agency meeting the needs of a small ranching community to a large metropolitan water agency serving water and sewage needs of over 170,000 people in a 36.5 mile service area. I have much admired the District's ability to be an innovative leader in developing and building facilities to keep pace with the unprecedented growth it faced. As it now enters a more mature service period the District will face many challenges such as maintaining infrastructure and providing for current and future needs in a reliable and sustainable manner. Almost every position I have held has been with agencies with older infrastructure requiring maintenance and replacement to keep pace with needs. I have met those challenges with innovation and frugality using the best talents of staff and technology available. I possess an entrepreneurial oriented management style that will blend well with the District's goal to address expanding constituent expectations while dealing with a constrained financial environment.