

**Metropolitan Water District of Southern California
GENERAL MANAGER**

Consolidated List

Soft Skills/Characteristics

Experience/Qualifications

Education/Professional Credentials

Top Priorities

Soft Skills/Characteristics

1. Collaborative, Team Builder

- Demonstrated ability to foster trust and collaboration among the executive team, while effectively delegating and empowering them to lead key initiatives and deliver on strategic goals.
- Engaged in their approach and adept at building trust-based partnerships across the board, member agencies, state/federal agencies, NGOs, community groups, and the private sector.
- Ability to build consensus among MWD's diverse member agencies.
- Skilled in stakeholder alignment, coalition-building, and interagency collaboration.
- Inspires and aligns senior staff, board members, and field teams around shared objectives.

2. Transparent Communicator

- Communicates openly, directly, and with the highest level of professionalism.
- Maintains public trust by championing transparency and inclusiveness.

3. Ethical Leader

- Demonstrates and models the highest levels of integrity, transparency, and accountability in personal conduct, decision-making, and management practices.
- The ability to foster and sustain a strong ethical culture throughout the organization.
- Exemplifies honesty, consistency, and trustworthiness and doing the right thing even when it's difficult or unpopular.
- Treats individuals with respect, dignity, and fairness, and listens to diverse opinions.

- Avoids favoritism and applies rules and standards consistently to decision making.
- Takes responsibility for their actions and those of their team and is open to feedback.

4. Operationally and Politically Savvy

- Navigates complex governance and policy environments effectively while staying focused on mission.
- Capable of addressing MWD's declining sales and revenue trends alongside its significant investment needs.
- Argues effectively in legislative and regulatory arenas at the local, state and federal levels for water infrastructure funding and policy reform.

5. Resilient Decision-Maker

- Comfortable navigating uncertainty, risk, and rapid change.
- Balances short-term challenges with long-term resilience and sustainability goals.
- Understands the economic impact of decisions—especially on affordability, reliability, and environmental justice.

6. Member-Focused

- Prioritizes the needs of Metropolitan's 26 member agencies.
- Committed to equity, public service, and meaningful member and public engagement.

7. Visionary Leader/Strategist

- Ability to establish long-term goals (10+ years) around sustainability, resilience, and diversification of water resources, and align MWD agency priorities and tactical plans accordingly.
- Ability to coalesce the Board, staff, member agencies, and stakeholders around common strategic goals.
- Thinks system-wide, beyond local or siloed interests.
- Anticipates regional water supply needs, integrates climate predictions, future development, and shifting demand.
- Champions ambitious and innovative initiatives such as seawater desalination, recycled water programs, and regional partnerships.

8. Inspirational and Motivational

- Energizes the organization with purpose, recognition, and team alignment.

- Cultivates a positive, engaged culture that values excellence, creativity, and accountability
- Develop staff, empowers high-performing teams, and promotes innovation

9. Results-Driven and Accountable

- Leads confidently through change, complexity, and conflict while maintaining high standards of operational excellence and transparency.
- Takes initiative and follows through to deliver measurable outcomes that advance reliability, affordability, and environmental performance.

10. Discerning and Focused

- Cuts through noise to identify what truly matters, balancing action with careful judgement.
- Brings discipline to prioritization, ensuring energy and resources are invested in high-impact actions.

11. Innovative and Adaptable

- Tech-forward mindset: Explores the possible uses of AI, predictive analytics, and cybersecurity enhancements.
- Pilot initiatives: Quick to prototype new water treatment methods, conservation incentive programs, and rate structures.
- Flexible operational style: Responds effectively to challenges like drought, emergencies, infrastructure breakdowns, and regulatory shifts.
- A forward-thinking and realistic approach to achieving supply reliability and system resilience, while balancing cost-effectiveness, climate impacts, and evolving member agency needs.

Experience/Qualifications

1. Management/Leadership Experience

- Demonstrated success in leading large, complex water agencies with multiple bargaining units, diverse governing boards and intricate operations, financial systems, infrastructure, and assets.

2. Water Sector Experience

- Deep knowledge of California water law, climate and hydrology science, and large-scale infrastructure.
- Strong background in MWD's major water supply sources (Colorado River, State Water Project, local resources) and California water rights.

- In-depth knowledge of the DCP, integrated resource management, storage, reservoir/groundwater management, treatment engineering, water use efficiency, and recycled water projects.
- Proven track record of managing or dealing politically with large-scale water utilities—pumping, treatment, distribution, and emergency operations.
- Regulatory fluency: Displays a working knowledge of EPA, state water quality standards, Delta conveyance rules, and complex pre-forfeiture frameworks.

3. Board Experience

- Demonstrates experience working closely with and communicating effectively with a Board of Directors, including preparing reports, presenting strategic updates, and facilitating alignment between board directives and organizational goals.
- Experience engaging with individual board members in a way which ensures each member equal access to information.

4. Finance

- Strong financial acumen with the ability to manage costs while prioritizing MWD's primary mission to provide adequate and reliable regional water service.
- Understands and has experience in overseeing multibillion-dollar capital projects, prioritized spending, and balanced operating budgets.
- Practices sensible, yet politically acceptable, rate structuring, funding future capex while supporting affordability.
- Demonstrates successes dealing with grants, bonds, public-private partnerships, and creative funding for conservation programs.

5. Crisis Management

- Practices calm, decisive approach in droughts, wildfires, pipeline failure, or contamination events.

6. Organizational & Human Resource Savvy

- Leads professional development, fosters diversity, and helps succession planning.
- Understands the importance of leadership in influencing and implementing board policies.
- Understands the need to balance demands from bargaining units and the financial needs of the organization.

- Experience managing a large organization with multiple bargaining units and bargaining unit negotiations

7. Innovative Leadership

- Experience in a data-driven culture using performance measures.
- Emphasizes green infrastructure, ecosystem benefits, and futureproofing against climate risk.

Education/Professional Credentials

Degree / Certification in one or more of the following:

- BS in Civil, Environmental, Hydro-engineering.
- BA or BS in Public Administration, Finance, or Environmental Management.
- JD.
- Certified Water Professional (AWWA, CWEA).
- Leadership programs (e.g., AWWA GM Workshop, WHG).
- Proven track record in major infrastructure planning and stakeholder management

Top Priorities

1. Ability and willingness to implement the expressed vision of the board through implementation of CAMP4Water;
2. Progress in Direct Report Team Building efforts;
3. Building upon the status of progress in bargaining unit issues;
4. Employee morale initiatives;
5. Colorado River Post 2026 guidelines; and
6. Biennial 2027-2028 budget process.