

**GENERAL MANAGER**  
Inland Empire Utilities Agency (IEUA)



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**INLAND EMPIRE UTILITIES AGENCY**  
(Chino, CA)

ROBERTS CONSULTING GROUP INC  
**rcg**

## GENERAL MANAGER

### Inland Empire Utilities Agency (IEUA)



## THE ORGANIZATION

Located in the southwest corner of San Bernardino County and serving approximately 875,000 residents in a 242-square mile service area, the Inland Empire Utilities Agency (IEUA/Agency) focuses on supplying imported water; collecting, treating and recycling wastewater; and, providing other utility-related services to the communities it serves. The Agency strives to provide these services in a regionally planned, managed and cost-effective manner. IEUA is governed by a five-member Board of Directors, elected by Division, to four-year overlapping terms to represent IEUA's service area's residents.

The Agency was originally formed in 1950 as the Chino Basin Municipal Water District. It was formed as a municipal corporation with a mission to supply supplemental imported water purchased from the Metropolitan Water District of Southern California (MWD) to municipalities in the Chino Groundwater Basin. Since then, the Agency has expanded its mission from a supplemental water supplier to include regional wastewater treatment with domestic and industrial disposal systems, and energy production facilities. In addition, the Agency has become a major provider of recycled water, a supplier of biosolids/compost materials, as well as continuing its leading role in water quality management and environmental protection in the Inland Empire.

IEUA is an MWD member agency. Although the majority of the water served throughout the region comes from local groundwater,

surface runoff and recycled water, about 20-to-30 percent of the water used in the region is imported. As a result, IEUA has been a leader in water conservation and proactively developing local water supplies to offset the increasing rates and declining long-term reliability of imported water supplies. In 2000, the region identified that recycled water use and water-use efficiency standards are a critical component in drought-resiliency and supporting the economic growth of the region.

As a regional wastewater treatment agency, IEUA provides sewage utility services to seven contracting agencies under the Chino Basin Regional Sewage Service Contract: the cities of Chino, Chino Hills, Fontana, Montclair, Ontario and Upland; and the Cucamonga Valley Water District (CVWD) in the City of Rancho Cucamonga. IEUA also provides wholesale imported water from MWD to seven retail agencies: the cities of Chino, Chino Hills, Ontario and Upland; CVWD in the City of Rancho Cucamonga; Fontana Water Company in the City of Fontana; and the Monte Vista Water District in the City of Montclair.

Environmental stewardship serves as a core value of the Agency. One significant Agency goal is to take the necessary steps to provide a high-quality water supply while saving energy, reducing the need for additional electricity from the grid, reducing greenhouse gas emissions, and optimizing the region's resource supply. Essentially these initiatives are steps to lead the way in sustainable resource management, and the Inland Empire Utilities Agency is recognized in environmental stewardship.

IEUA's FY 2018/19 total annual budget is \$281 million and the annual operating budget is \$154 million, with 290 authorized full time equivalent (FTE) staff positions. The Ten-Year Capital Improvement Plan (CIP) is \$716 million (about \$85 million this year) and is primarily funded by a combination of pay-go, low interest State loans and grants.

IEUA strives to ensure water quality, reliability and protecting public health in an environmentally sensitive and cost effective manner.

- \* **Mission Statement:** The Inland Empire Utilities Agency is committed to meeting the needs of the region by providing essential services in a regionally planned and cost-effective manner while safeguarding public health, promoting economic development, and protecting the environment. Key areas of service are: 1) securing and supplying imported water; 2) collecting and treating wastewater; 3) producing high-quality renewable products such as recycled water, compost and energy; and 4) promoting sustainable use of groundwater while developing local water supplies.
- \* **Vision:** To become a world class leader in water management and environmental stewardship, including water quality, water-use efficiency, recycled water, and renewable energy, to enhance and preserve the quality of life throughout the region.
- \* **Values:** Leading the way. Planning for the future. Protecting the resources of the communities IEUA serves. The Inland Empire Utilities Agency is: 1) committed to applying ethical, fiscally responsible, transparent and environmentally sustainable principles to all aspects of business and organizational conduct; 2) working with integrity as one team, while celebrating the region's diversity; and 3) staying in the forefront of the industry through education, innovation, efficiency and creativity.

## GENERAL MANAGER Inland Empire Utilities Agency (IEUA)

IEUA is a leading agency in southern California for water-use efficiency, renewable energy, resource management, and public awareness, while making **SUSTAINABILITY** a top priority. Transforming from solely a supplemental water provider to also providing wastewater treatment, developing renewable energy and providing compost, IEUA has expanded its reach to be a fundamental asset in environmental **STEWARDSHIP** for the region. The Agency continues to serve a resource **LEADERSHIP** role and recognizes the region's needs while also taking population growth into account (the service area population is expected to reach 1.3 million people by 2030). The Agency has maintained a 68-year history of innovation and efficiency. A key development has been the Agency's stride toward energy **OPTIMIZATION**, having made the decision to invest in renewable generation to reduce greenhouse gas emissions and ensure energy cost savings.

\* **Supplemental Water Provider** - The Agency is a member of the Metropolitan Water District of Southern California (MWD) and thus acts as a supplemental water provider. Approximately 20-to-30 percent of the water used in the region is imported from MWD through the State Water Project. Over the last several years, imported water deliveries from northern California have declined from a high of 78,872 acre-feet (AF) in FY 2008/09 to 31,722 AF in FY 2016/17.

IEUA anticipates a trend of declining usage as a response to water-use efficiency measures being implemented in California. The regional water use for FY 2017/18 was 203,391 acre-feet per year (AFY).

Aggressive efforts have been made to diversify and maximize local resource development and expand water-use efficiency programs. These efforts aim to prepare the service area for future dry years and increase regional resiliency in the face of climate change.

\* **Wastewater Treatment** - IEUA owns and operates five facilities specializing in regional wastewater and recycled water services. The Agency's water recycling plants collectively take in approximately 50 million gallons of wastewater per day for treatment. Several treatment processes contribute to providing quality recycled water pursuant to Title 22 regulations. Major treatment processes include preliminary treatment, primary treatment, secondary treatment and tertiary treatment.

\* **Recycled Water and Groundwater Recharge** - IEUA began selling recycled water in the 1970s as a low-cost alternative to potable water for large irrigation customers. Since 2000, IEUA and its local water providers have invested in a program to expand delivery of high quality recycled water, thus improving sustainability of the region's water supply. To date, IEUA has more than 800 connections to the recycled water distribution system. Recognizing the critical role of recycled water in the long-term water security of Chino Basin, IEUA adopted a policy and entered into agreements with its contracting member agencies to maximize the use of recycled water.

IEUA's response to the State's recent drought was to accelerate development of its recycled water infrastructure so that all recycled water produced through its wastewater treatment activities can be beneficially used. As part of the recycled water expansion, IEUA has enhanced the capabilities of the Groundwater Recharge Program to help replenish the area's underground aquifers. Located throughout IEUA's service area are 19 recharge sites designed to capture runoff from storms,

imported water from the State Water Project, and high quality recycled water from IEUA's distribution system.

In FY 2017/18, IEUA recharged 4,494 AF of stormwater/local runoff, 33,763 AF of imported water, and 13,212 AF of recycled water. The average recycled water supply from IEUA's facilities was approximately 47.8 million gallons per day (MGD), or 53,480 AFY. Total recycled water demands were 20,455 AFY.

\* **Composting and Biosolids Management** - IEUA developed a partnership with the County Sanitation Districts of Los Angeles County to create the Inland Empire Regional Composting Authority (IERCA). The IERCA determined that recycling biosolids into a high-quality compost product, in a fully enclosed local facility, was the best approach to overcoming the challenges of biosolids management.

The Inland Empire Regional Composting Facility (IERCF), located in the City of Rancho Cucamonga, is the nation's largest fully enclosed composting facility and has been in operation since 2007. This created an additional market to collect local "green waste," recycled wood and yard trimmings needed for the composting process.

Last fiscal year, the IERCF processed 198,506 tons of recycled materials, representing 96% permitted capacity and included 100 percent of IEUA's biosolids. These composted materials produced 251,700 cubic yards of high-quality soil conditioner



## GENERAL MANAGER

### Inland Empire Utilities Agency (IEUA)



sold as SoilPro Premium Compost (sold to landscapers and farmers all around southern California). Over the last year, the sales marketing program has continued to focus on building the agricultural market. The IERCA is now working with over 30 agricultural customers comprising ten different crop types.

- \* **Energy Optimization** - IEUA's renewable portfolio was strategically developed by identifying how available resources, such as wastewater treatment infrastructure and available land, could be applied to incorporate environmentally friendly technologies capable of producing power at a rate comparable to grid import pricing. IEUA successfully incorporated solar, wind and battery technologies into its facilities while expending limited capital and reducing its demand on the grid.

IEUA has entered into Power Purchase Agreements (PPAs) to install solar panels and a wind turbine. Since 2008, IEUA has consumed about 55,750 megawatt hours (MWh) of power generated from the solar panels, and the wind turbine has generated 2,150 MWh since startup in early 2012.

IEUA partnered with an energy firm to install 4 MW of advanced energy storage systems at Agency facilities and pump stations. The storage systems will optimize IEUA's on-site generation including solar, wind and biogas resources. The batteries will store excess renewable energy and use stored energy to power facilities when demand on the electric grid is high. The energy storage systems will also provide an added layer of protection against outages and enhance the Agency's ability to share the benefits of renewable resources between facilities.

- \* **Water Use Efficiency** - IEUA has established water-use efficiency goals and, to achieve those goals, the Agency offers a suite of water-use efficiency programs that focus on enhanced efforts to improve landscape management and reduce outdoor water use.

During the last fiscal year, there were approximately 65,942 water saving technologies/services implemented throughout the service area. These included: rebates for commercial and residential customers; residential turf removal; commercial, public sector and HOA turf removal; landscape direct installation and retrofit programs; high efficiency sprinkler nozzle voucher program; landscape evaluations and consultations; weather based irrigation controller rebates; soil moisture sensor systems; residential pressure regulation program; high efficiency toilet rebates; high efficiency clothes washer rebates; and rain barrel rebates.

The water savings achieved through these regional demand reduction activities is estimated to be 1,858 AFY, with an average lifetime savings of 21,470 AF. This new water savings is in addition to IEUA's cumulative lifetime water savings of 133,937 AF for all water conserving activities since 1992.

- \* **Desalination** - Located in the City of Chino, the Chino Basin 1 Desalter produces 10.9 million gallons per day (mgd) of high-quality drinking water, serving the water needs of approximately 35,000 people. Groundwater pumped from 14 wells throughout the Chino Basin is pumped to the Chino Basin 1 Desalter. Once there, a desalination process uses reverse osmosis technology to remove salt and nitrates from the water, bringing it to drinking water standards.
- \* **Community Outreach and Education** - IEUA invests in future generations and provides a range of programs offered to kindergarten through twelfth grade students. These programs include: Water Discovery field trips to the Chino Creek Wetlands and Educational Park; *Water is Life* poster contest; Garden in Every School® program, National Theatre for Children (NTC), Solar Cup competition, and more. The Water Discovery Field Trip



# GENERAL MANAGER

## Inland Empire Utilities Agency (IEUA)

promotes the value of natural treatment wetlands, the creation of habitat for endangered/sensitive species, and environmental stewardship. The goal of the Garden in Every School® Program is to educate students and the community about water-wise usage through a garden landscape featuring low water-use plants and efficient irrigation. The NTC delivered a package of live theatre, student curriculum and teacher guides to 60 elementary schools throughout IEUA's service area to promote the water-saving message. The Solar Cup competition is an eight-month program in which students throughout southern California build a solar-powered boat and participate in technical inspections, submission of technical reports, and create a public service announcement focusing on water-use efficiency.

### KEY CHALLENGES AND OPPORTUNITIES

Key challenges and opportunities facing the Inland Empire Utilities Agency in the near future include:

- \* Implementation of the Chino Basin Project with its conditional \$207 million grant.
- \* Expansion of the Agency's facilities to meet anticipated growth.
- \* Review of the organization structure and staffing.
- \* Maintain and strengthen the relationships with member agencies; regional, state and federal stakeholders; and, regulatory agencies.
- \* Renewal of the Chino Basin Regional Sewage Service Contract, set to expire in 2023.



- \* Timely recruitment of personnel to address anticipated retirements of senior personnel throughout the Agency. Nearly 30 percent of Agency employees will be eligible to retire over the next five years.
- \* Continue to optimize use of recycled water and augment regional water supplies.
- \* Continue to expand the use of renewable energy sources.
- \* Continue to expand groundwater recharge to support water banking and storage.
- \* Continue public outreach and education to instill water sustainability in day-to-day life (e.g., through conservation).
- \* Build consensus among Board members.

### THE POSITION

Under policy guidance from the Board of Directors, the General Manager plans, organizes, directs, integrates, fiscally controls, administers, reviews and evaluates the activities, operations and services of IEUA; oversees the development and implementation of the Agency's strategic direction, long-range wastewater and water resource plans, and plans for the development and construction of treatment facilities for the Agency's regional system; ensures execution of short- and long-term goals and objectives consistent with the Agency's strategic plan, vision and values; and ensures Agency operations and functions effectively serve the needs of member agencies and customers, while complying with applicable laws and regulations.



# GENERAL MANAGER

## Inland Empire Utilities Agency (IEUA)



The General Manager is appointed by and serves at the will of the Board of Directors; provides highly responsible and complex administrative support to the Board; and manages politically sensitive, confidential and complex assignments. The General Manager is accountable for developing, implementing and executing short- and long-term plans, policies, budgets and strategies to accomplish the Agency's mission and the Board's priorities. This person operates within broad general policy guidelines and exercises substantial latitude and discretion to achieve effective and efficient utilization of the Agency's resources.

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

- \* Plans, organizes, controls, integrates and evaluates the work of all Agency departments to ensure that operations and services comply with the policies and strategic direction set by the Board of Directors and with all applicable laws and regulations; with the executive managers, develops and recommends adoption of the strategic plan and other long-range business, facilities and resource plans; directs the development and implementation, and monitors the accomplishment of short- and long-term plans, goals and objectives to achieve the Agency's vision, mission, values, Board priorities and compliance with applicable laws and regulations; directs the development of operating and capital improvement budgets for approval and adoption by the Board; and, directs the annual rate-setting process and participates in public and Board hearings on proposed rates and charges.
- \* Directs and monitors the implementation of adopted budgets; directs development and implementation of the capital improvement program and all major Agency and Joint Powers

Authority engineering and construction projects financed by various revenue sources; and, directs and monitors the development, implementation and evaluation of plans, policies, systems, financial strategies and procedures to achieve Agency goals.

- \* Directs and oversees the preparation of various reports and plans, including IEUA's Annual Report, IEUA Business Goals, Annual Water Use Report for the IEUA Service Area, Recycled Water Annual Report, Recycled Water Quality Report, Regional Urban Water Management Plan, Regional Water Use Efficiency Business Plan, Regional Water Use Efficiency Programs Report, Regional Sewerage System Pretreatment Program Annual Report, Quarterly Monitoring Reports for the Chino Basin Recycled Water Groundwater Recharge Program, various Program Environmental Impact Reports, Comprehensive Annual Financial Report, and Asset Management Plan, among others.
- \* Supervises and evaluates the executive management team's performance; establishes performance requirements and personal development targets; regularly monitors performance and provides coaching for performance improvement and development; provides compensation and other rewards to recognize performance; and, takes disciplinary action, up to and including termination, to address performance deficiencies, in accordance with the Agency's personnel rules and policies.
- \* Provides leadership and professional assistance to the Board of Directors and members of the executive management team to develop and retain highly competent, customer-service oriented staff through selection, compensation, training and day-to-day management practices that support the Agency's mission, strategic plan, objectives and values.
- \* Directs and monitors the Agency's compliance with environmental and employee health and safety rules, regulations and laws; directs and oversees the preparation of analyses and recommendations to enhance wastewater treatment, address water quality issues and protect environmental resources; oversees and participates in multi-agency coordination activities and regional initiatives regarding current and emerging issues; represents the Agency to elected officials and outside agencies; explains and justifies Agency programs, policies and activities; and, negotiates and resolves sensitive, significant and controversial issues.
- \* Assesses regional, industry, service area, community and customer needs and ensures short- and long-term plans, objectives and priorities are focused on meeting those needs effectively, efficiently and with high quality services; and, directs the development and implementation of initiatives for service and quality improvement/enhancement.
- \* Directs and oversees the analysis of proposed legislation and regulation; directs and participates in industry and intergovernmental activities to influence legislative and regulatory change consistent with Agency and regional interests and needs; serves as chief representative in dealings with federal and multi-state agencies, other major wastewater and water agencies, industry and professional organizations, elected officials from all levels of government, and business and community leaders; and, serves as chief Agency representative in dealings with the media, often on difficult, sensitive and potentially volatile situations.

# GENERAL MANAGER

## Inland Empire Utilities Agency (IEUA)

- \* Directs and oversees the creation and maintenance of comprehensive, effective human resource management programs, policies and systems consistent with the Agency's vision and values; directs and monitors the Agency's labor negotiations and labor-management relations programs and initiatives; and, directs the improvement of management systems, processes and measurement techniques to improve Agency operations and effectiveness.
- \* Performs other duties, as required.

### THE CANDIDATE

#### Education and Experience

- \* Graduation from an accredited four-year college or university with a major in public/business administration, engineering, utility management, political science or a closely related field; **and** at least ten years of progressively responsible executive or management experience in the operation and maintenance of a large, complex public utility. Ideally this will include at least five years of managerial and/or administrative responsibility working with elected officials, preferably within a water or wastewater treatment environment. A master's degree would be a plus.
- \* Desire experience with water, wastewater, renewables and negotiating contracts, as well as having overseen more than 100 staff members.
- \* California experience is preferred.
- \* Community involvement will be important, including with member agencies and their City/General Managers.
- \* Requires a valid California Class C driver's license and the ability to maintain insurability under the Agency's vehicle insurance program.

#### Knowledge, Skills and Abilities

The selected candidate should have knowledge of:

- \* Theory, principles, practices and techniques of organizational design and development, public administration, public financing, financial management and long-range planning as they apply to a large, complex wastewater treatment and reclamation system.
- \* Principles, practices and techniques involved in the planning, design, construction, maintenance and operation of a large, complex wastewater and water treatment utility.
- \* Organization and functions of an elected Board of Directors.
- \* Federal, state and local laws codes and regulations as they apply to municipal water/wastewater agencies; legal principles, issues and practices related to municipal government operations including civil and administrative laws and procedures, the Brown Act, employment law, environmental stewardship, California Environmental Quality Act (CEQA), etc.
- \* The federal and state grants process.



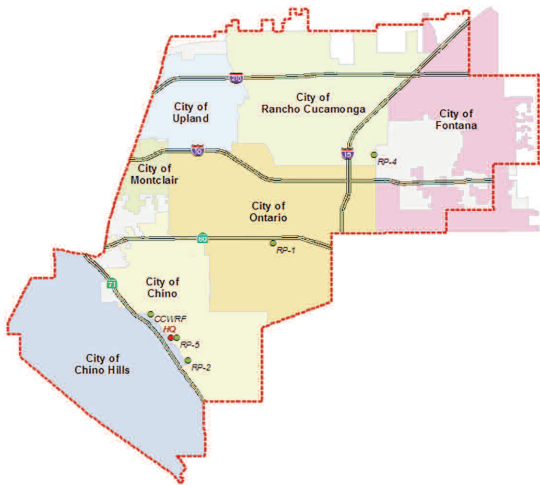
- \* Principles, practices and methods of administrative, organizational and policy analysis, the legislative process, and its steps and influence points.
- \* Principles and practices of effective management.
- \* Agency human resources policies and labor contract provisions.
- \* Social, political and environmental issues influencing program/project development and implementation for IEUA.

In addition, he/she should have excellent interpersonal skills, superb written and oral communication skills, and strong presentation skills, as well as be able to:

- \* Plan, organize, control, direct, integrate and evaluate the operations of a large, complex wastewater/water treatment, transmission and distribution system.
- \* Lead and conduct the development of thoughtful, effective strategic plans for the enterprise.
- \* Analyze and make sound recommendations on complex public policy, management and administrative issues.
- \* Identify issues and concerns and respond to the public, Board of Directors and staff.
- \* Present proposals and recommendations clearly, logically and persuasively in public meetings.
- \* Interpret and apply federal, state and local policies, laws and regulations.

# GENERAL MANAGER

## Inland Empire Utilities Agency (IEUA)



- \* Establish and ensure compliance with appropriate procedures and controls.
- \* Represent the Agency effectively in dealings and negotiations with agencies and elected officials, lobbyists, member agencies, media representatives and the public on a variety of sensitive and complex issues.
- \* Make presentations to the public and media and testify authoritatively before public bodies.
- \* Operate a computer and use standard business software.
- \* Use tact and diplomacy in dealing with sensitive and complex issues, situations and concerned people.
- \* Establish and maintain effective working relationships with all those encountered in the course of work.

### Management Style and Personal Traits

The selected candidate should keep the Board informed in a timely and accurate manner, and treat all Board members even-handedly. He/She should be willing to delegate, but monitor performance and hold staff accountable, as well as mentor staff and encourage mentoring of staff. The General Manager should also be a team builder who works to bring parties together and manages toward accomplishing the Agency's mission.

IEUA is seeking a confident, visionary leader who is proactive, decisive, takes initiative, leads by example and is a skilled negotiator (knows when to compromise). This person should be hardworking and energetic, a quick study, intelligent, innovative and politically astute. In addition, he/she should be a people person with a positive attitude, even-tempered and trustworthy.

### 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, holidays, and sick leave; contribution towards the cost of CalPERS offered health insurance for employee and eligible dependents with a cash incentive payment for eligible employees who waive their medical benefits; dental and vision insurance; life and accidental death & dismemberment insurance; flexible spending account plan (Section 125 Cafeteria Program); short- and long-term disability insurance; retirement through both the California Public Employee's Retirement System (CalPERS) and Social Security (CalPERS "classic" members or current members of another California retirement system, as defined by PEPR, will be enrolled in the 2% at 55 benefit formula with three year final compensation, and the employee will pay the full 7% toward the employee contribution; "new" members will be enrolled in the 2% at 62 benefit formula with three year final compensation, and will pay at least 50% of the normal cost); optional 457 and 401(a) deferred compensation plans; employee assistance program; flexible work arrangements; vehicle allowance; educational reimbursement program; wellness program; computer loan program; and reimbursement for professional memberships.

### HOW TO APPLY

Send resumes (email preferred) by **January 14, 2019** to:

**ROBERTS CONSULTING GROUP INC**  
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### *Equal Opportunity/ADA Employer*

Additional information about the Inland Empire Utilities Agency can be found on the Agency's website at [www.ieua.org](http://www.ieua.org).

