SWEETWATER SPRINGS WATER DISTRICT

TO: Board of Directors **AGENDA NO. V-D**

FROM: Steve Mack, General Manager

Meeting Date : July 7, 2011

SUBJECT: DISCUSSION/ACTION RE 2011 - 2012 DISTRICT GOALS AND OBJECTIVES

RECOMMENDED ACTION: Receive a staff presentation regarding the 2012 District Goals and Objectives.

FISCAL IMPACT: none

DISCUSSION:

This is the third year of review of the District Goals and Objectives which were first drafted in 2007. Board-suggested changes were incorporated in an earlier draft circulated for the August 2009 meeting and that document was reviewed and updated in July 2010. Our aim is that the Goals and Objectives should be reviewed on an annual basis at the July meeting.

Exhibit 1 is the version circulated last year with the Status column (the column furthest on the right) updated to include activities/accomplishments of the past year. A summary of the past year accomplishments include:

- GOAL 1: IMPLEMENT SOUND FINANCIAL PRACTICES TO ENSURE EFFECTIVE UTILIZATION OF DISTRICT – highlights of the past year include refined utilization of multiyear financial planning spreadsheet to show long-term effects of various rate scenarios. This was the basis of the discussion on possible rate increases; 3% water rate increase; District Surplus Lands Strategy moving forward.

- GOAL 2: PROVIDE RELIABLE AND HIGH QUALITY POTABLE WATER WITH FACILITIES THAT ARE PROPERLY CONSTRUCTED, MANAGED AND MAINTAINED TO ASSURE SYSTEM RELIABILITY – Two CIP projects underway during the year and NOC on agenda for this meeting; potable water standards met for the year. Redevelopment funding secured for next two CIP.

- GOAL 3: HAVE UPDATED EMERGENCY PREPAREDNESS PLANS FOR ALL REASONABLE, FORESEEABLE SITUATIONS – the District's Emergency Preparedness Response and Recovery Plan was updated in fall 2010. District staff participated in annual river flood meeting.

- GOAL 4: DEVELOP AND MAINTAIN A QUALITY WORKFORCE - one staff passed certification tests in the past year; Worker's Comp insurance premiums have been reduced.

- GOAL 5: PROVIDE EXCELLENT PUBLIC OUTREACH, INFORMATION AND EDUCATION – the District website is continually updated and evaluated for improvements; staff are participating in regional forums.

- GOAL 6: ENHANCE BOARD COMMUNICATIONS AND INFORMATION – the General Manager's Report has been expanded; annual review of the Goals and Objectives is happening.

Please review the attached Goals and Objectives, including the status column, for currency and completeness. Annual review and updating of the Goals and Objectives is a good check on the District's progress and with Board concurrence, we will continue the practice.

Exhibit 1. Sweetwater Springs Water District Goals and Objectives, July 2011

GOAL 1: IMPLEMENT SOUND FINANCIAL PRACTICES TO ENSURE EFFECTIVE UTILIZATION OF DISTRICT

Priority	Task	Rationale	Action	Process	Measures	Status
1	**Financial plan to meet budget needs, shortfalls and surpluses (3-5 yr. Plan)**	Meet projected future financial obligations	• Expand budget process to include 3-5 year projections • Retire high-cost debt • Investigate plant/office purchases	Budget committee review of Financial Plan	Reserve Policy met	Reserve Policy met by 2012 Budget. Multi year plan used in analyses and presentations.
2	**Maintain Reasonable Rates**	• Rates tied to costs • Fairness to all customers • Ethics • Customer relations • Accurate	Review rates on annual basis as part of budget process	• Develop rates to fund budget • Present to public • Rate hearing • Adopt new rates	Rates completed on schedule	3% Base Rate and Water Usage Charges approved. Process was on schedule.
3	**Investigate sources of funding consistent with District goals**	• Avoid/minimize raising rates • Complete project list faster • Take on additional projects	• Regularly evaluate land use, grants, loans, bonds, foundations • More frequently evaluate investments • Develop Short- and long-term Business Plan • Evaluate selling lots/parcels within District that are not being used or planned for use. • Consider requiring every living quarter and business to have a separate meter where appropriate	• Research other sources of funding • Consider hiring a grant writer • Perform real property inventory • Consider Conservation easements	Obtain Funding	RDA/RRROC funding obtained for 2012-2013 CIP. Surplus Lands Strategy active.
4	**Improve Presentation of Costs/overruns and revenues**	• Control costs • Achieve balanced Budget	• Increase contingency planning • Effective management • Better contract writing • Increase communication to Board	Review past change orders/issues	Quarterly review of Budget End of Year review	Budget reviewed quarterly. Annual Review in August.
5	**Establish and Adhere to District Reserve Policy**	• Prudent	• Adopt District Reserve Policy • Review Budget annually to insure conformance to policy.	Adopt Ordinance; add to District Policies and Procedures	Adoption of policy Track reserve levels	Policy adopted. Reserve levels tracked in budget.
6	**Develop Property Management Program**	• Effective Use of District Resources • Possible Source of Revenue • District Liability	• Develop Property Management Program	Inventory Property Assess Condition/Function	Active Program	Surplus Lands Strategy active, public meeting July 2010.

Sweetwater Springs Water District Goals and Objectives, 2011
July 2011

GOAL 2: PROVIDE RELIABLE AND HIGH QUALITY POTABLE WATER WITH FACILITIES THAT ARE PROPERLY CONSTRUCTED, MANAGED AND MAINTAINED TO ASSURE SYSTEM RELIABILITY

Priority	Task	Rationale	Action	Process	Measures	Status
1	**Ensure safe collection, treatment, storage, and distribution of clean water**	• Legal requirement • Community commitment	• Meet DPH standards • Maintain the existing facilities with new pipes and materials as needed • Employee training, including environmental impacts	• Compliance • Evaluate opportunities to exceed • Monthly report	• DPH reports of noncompliance; number of violations	Compliance with DPH regulations. Annual report submitted according to schedule.
2	**Complete Capital Improvement Projects on Schedule and within Budget**	Community Commitment Improve Water Quality Improve Fire Protection Reduce System Losses	• Review Capital Improvement Program on two year basis • Complete Annual Program	Staff Review of CIP Board Review of CIP Complete Annual Projects	• Completion of Annual Project within Budget	CIP-IV-B completed; 2012-2018 CIP approved. 2012 CIP under way.
3	**Protect Water Rights**	Continue to protect our water rights	Maintain right/license appropriate for the District	Status report	• Water rights documentation from the State	License obtained from State.
4	**Create appropriate standards & maintain/upgrade as needed.**	Eliminate redundancy and inconsistency	Progressively create/adopt standards	As projects are implemented	Efficiency of operations	Working with B&R to update system map

Sweetwater Springs Water District Goals and Objectives, 2011
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GOAL 3: HAVE UPDATED EMERGENCY PREPAREDNESS PLANS FOR ALL REASONABLE, FORESEEABLE SITUATIONS

Priority	Task	Rationale	Action	Process	Measures	Status
1	**Disaster preparedness and emergency planning**	To be prepared for emergencies. Respond to emergency situations	• Staff review current plans on annual basis. • Update current plans as appropriate • Coordinate plans with other emergency responders • Update website for emergency preparedness	• Website • Local radio station • Office of Emergency Services • Annual disaster review	Ensure plans meet goals. Ability to respond	Emergency Action Plan was reviewed and updated in October 2010. Participated in annual River flood meeting.

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GOAL 4: DEVELOP AND MAINTAIN A QUALITY WORKFORCE

Priority	Task	Rationale	Action	Process	Measures	Status
1	**Provide safe work environment**	• Legal requirement • Save money on workers comp claims • Ethics	• Ensure training opportunities are available for all employees Training • Providing proper equipment • Review appropriate policies	• Hold regular safety meetings • Investigate inexpensive services or bartering services • Keep current w/industry standards	• # claims • # complaints	Regular safety meetings held. Workers Comp premiums have been reduced.
2	Build employee skills and competencies.	• Optimize efficiency	• Provide training and development opportunities for all employees • Create opportunities for employee team building	• Make educational opportunities available	• Staff Certification levels	One staff passed certification test in past year.
3	**Develop& implement programs that will enhance staff safety, and efficiency**	• Stay in business • Optimize efficiency • Good Morale	• Communicate goals to staff • Suggestion program • Provide a means for employee input • Ensure adequate staffing levels	Implementation/Staffing and Monitoring	• Low Turnover • Customer complaints • # of training sessions • Projects completed	Increasing in-house projects
4	**Regularly & effectively communicate policies and procedures to staff**	• Requirement • Good business practice • Risk Management	Review appropriate policies • Regularly evaluate wages and benefits to ensure District is competitive with other agencies.		Staff meetings at which policies and procedures discussed	Regular staff meetings held where policies are discussed.

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GOAL 5: PROVIDE EXCELLENT PUBLIC OUTREACH, INFORMATION AND EDUCATION

Priority	Task	Rationale	Action	Process	Measures	Status
1	**Be aware/proactive on external events**	• Impact on business • Avoid crisis management (be proactive vs. reactive) • Stay informed • Facilitate long-term planning	• Ensure information to public and media is accurate and correct • Stay up on local events thru media and professional organizations • Two-way communication (letters/GM report)	• Expand GM report • Expand knowledge base	Number and quality of communications regarding news affecting the District	Meeting report press release done on monthly basis. Participation in regional meetings and forums.
2	**Ensure customer satisfaction**	• Good business practice	• Enhance methods used to inform public of upcoming changes and special meetings (like RRROC) • Educate/inform/communicate • Respond to customer concerns adequately • Investigate opportunities for customers to provide comments. • Evaluate e-payment system • Improve communication Systems (phone system)	• Hold 2-way Communications between customers and District • Learn what others Districts are doing	• Positive Customer Feedback • Track feedback • Periodically track phone calls • Evaluate the questions from customers	Website is continually updated. Staff continues to receive many compliments.
3	**Investigate community networking/leadership**	More effective if we work together	• Conduct public outreach meetings. • Attend community meetings. • Cooperate w/local groups • Be proactive in identifying issues with the potential to affect the District • Maintain Website	Priority list of contacts Integration of information to District issues	• Number of new contacts • Event attendance and feedback	Participating in regional workshops and forums – Wastewater Task Group, RRROC. Website updated regularly.

GOAL 6: ENHANCE BOARD COMMUNICATIONS AND INFORMATION

Priority	Task	Rationale	Action	Process	Measures	Status
1	**Be aware/proactive regarding external events**	• Impact on business • Avoid crisis management (be proactive vs. reactive) • Stay informed • Facilitate long-term planning • Cost effective • Efficient • Saves time	• Stay up on local events thru media and professional organizations • Two-way communication (letters/GM report) • Business Plan	• Expand GM reporting • Board Education • Obtain GM buy-in	• Board learnings • Board effectiveness	GM report expanded.
2	**Evaluate Board effectiveness**	• Ensure Board is doing a good job • Meet community's needs/expectations • Leverage District performance • Ensure ethics	• Create Board orientation package • Review appropriateness of meeting dates with financial needs • Board familiarity with issues/property • Obtain feedback • Self and staff assessment •	• Implementation and Review • Annual review of goals and progress	• # tasks completed/ goals achieved • Ballot results • Finish goal setting	P&P Manual given to new Boardmembers and updated. Third annual review of Goals.
3	**Maintain Policies and Procedures Manual**	• Compendium of District Policies • Information for Board Members and Public on Board Policies	• Review P&P by outside consultant • Add Needed Policies • Annual Review by Board	• Hire Contractor • Add Policies as needed	• Completion of Contracted Work • Number of Added Policies • Completion of Annual Review	Section 2000 revisions.