SWEETWATER SPRINGS WATER DISTRICT

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

FROM: Steve Mack, General Manager

Meeting Date: August 2, 2012

SUBJECT: DISCUSSION/ACTION RE 2012 - 2013 DISTRICT GOALS AND OBJECTIVES

RECOMMENDED ACTION: Receive a staff presentation regarding revisions to the 2013 District Goals and Objectives, discuss the revised Goals and Objectives, and discuss in detail Goal 6: Enhance Board Communications and Information.
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FISCAL IMPACT: none

DISCUSSION:

This is the fourth year of review of the District Goals and Objectives which were first drafted in 2007. At the July meeting several changes were suggested for the Goals and Objectives and staff was directed to bring back the changes and have one goal on the Board meeting agenda on an every other month basis, starting with Goal 6: Enhance Board Communications and Information .

Exhibit 1 is the updated Goals and Objectives. Changes include:

- GOAL 1: added "RESOURCES" to IMPLEMENT SOUND FINANCIAL PRACTICES TO ENSURE EFFECTIVE UTILIZATION OF DISTRICT so that it reads "IMPLEMENT SOUND FINANCIAL PRACTICES TO ENSURE EFFECTIVE UTILIZATION OF DISTRICT RESOURCES". I looked into the history of drafts of this goal and it appears that the title used in the July 2012 draft was the version settled on in 2009 even if it sounds awkward now. I added "resources" to give a finish to the Goal; another finish may be better.

- GOAL 2: PROVIDE RELIABLE AND HIGH QUALITY POTABLE WATER WITH FACILITIES THAT ARE PROPERLY CONSTRUCTED, MANAGED AND MAINTAINED TO ASSURE SYSTEM RELIABILITY. I added an objective (row) entitled "Develop and maintain appropriate water supply planning/efficiency program" to incorporate planning and water efficiency-related activities into this document. This allows recognition of the Urban Water Management Plan and water efficiency efforts such as the direct install program. Other small corrections were made in this section

- GOAL 3: HAVE UPDATED EMERGENCY PREPAREDNESS PLANS FOR ALL REASONABLE, FORESEEABLE SITUATIONS – I added reference to URWP in this objective.

- GOAL 4: DEVELOP AND MAINTAIN A QUALITY WORKFORCE - added CPR training which was held in 2012 and other small changes.

- GOAL 5: PROVIDE EXCELLENT PUBLIC OUTREACH, INFORMATION AND EDUCATION – added specific reference to SCWA relationship.

- GOAL 6: ENHANCE BOARD COMMUNICATIONS AND INFORMATION – made no changes, this goal is the subject of focused discussion.

Please review the attached revised Goals and Objectives to make certain we got your suggestions from the July meeting. President Robb-Wilder suggested concentration on Goal 6. Staff are ready to assist this discussion as needed.

Exhibit 1. Sweetwater Springs Water District Goals and Objectives, FY 2013

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

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 2013 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	2nd year 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	Investigating USDA Bonds and current bonds retirement.
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 • Reduce District Liability	• Develop Property Management Program	Inventory Property Assess Condition/Function	Active Program	Surplus Lands Strategy active, public meeting July 2010, no current activity.

Sweetwater Springs Water District Goals and Objectives, FY 2013
July 2012

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 Dept of Public Health (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. DPH Inspection of Guerneville System in June.
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	2012 CIP completed; 2014-2019 CIP adjusted. 2013 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	Included HDPE Qualifications in new contracts. Resolution of Rio Vista Project issues.
5	**Develop and maintain appropriate water supply planning/efficiency program**	Legal requirement Opportunity to provide customer assistance Opportunity to provide information about District Long-term District supply vision	Update Urban Water Management Plan (UWMP) as required Provide appropriate customer incentives Provide timely and appropriate customer information on water supplies	Appropriate Board Actions and review Appropriate public process for UWMP Customer information (website, bill inserts)	Timely submittal of UWMP Appropriate customer incentives Updated Website	2010 UWMP submitted in September 2011 WC Agreement with SCWA (Direct Install in 2012)

Sweetwater Springs Water District Goals and Objectives, FY 2013
July 2012

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 2011. Urban Water Management Plan includes Water Shortage Contingency Plan.

Sweetwater Springs Water District Goals and Objectives, FY 2013
July 2012

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 • Providing proper equipment • Review appropriate policies	• Hold regular safety meetings • Investigate inexpensive services and/or relationships • Keep current w/industry standards	• # claims • # complaints	Regular safety meetings held. . CPR training in 2012.
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 • Provide a means for employee input, such as a suggestion program • Ensure adequate staffing levels	Implementation/Staffing and Monitoring	• Low Turnover • # of Customer complaints • # of training sessions • # of 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.

Sweetwater Springs Water District Goals and Objectives, FY 2013
July 2012

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 • 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. Website updated regularly. SCWA water conservation relationship

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	Attendance at Successor Agency Oversight Committee meetings. Tour of District facilities in May.
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 revised, given to new Boardmembers and updated. Fourth 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 completed, need to proceed to new sections.