SWEETWATER SPRINGS WATER DISTRICT

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

FROM: Steve Mack, General Manager

Meeting Date: August 6, 2009

SUBJECT: DISTRICT GOALS AND OBJECTIVES

RECOMMENDED ACTION: Receive a Report on the District Goals and Objectives.

FISCAL IMPACT: No direct impact.

DISCUSSION:

Attached is Exhibit 1. Sweetwater Springs Water District Goals and Objectives, 2010. This is a revision which incorporates the changes suggested at the June Board meeting and which was emailed out to Board Members. The changes from that revision have been accepted by Track Changes and suggestions to that revision have been added to this document in Track Changes or listed below.

Among the suggestions received:

- Possibly compare District rates with rates of comparable agencies? Response: This is difficult to do because every agency's finances and costs are unique. The District should have higher rates than neighboring agencies because of the relatively recent purchase from Citizen's Utilities and the ongoing construction to rehabilitate the aging and inadequate infrastructure.

- Put Property Management Plan in Operations. Response: This is more a financial item than an operational one and has been kept (for now) in Goal 1.

- The whole area of Measures needs to be checked out and enlarged upon (with staff not necessarily with the Board) to make them specific and quantifiable

- Where/when do policies and procedures get updated? (Goal 4, #4) Response: Include in annual District review.

Depending on time available at the August meeting, we may discuss this version at the meeting or introduce the changed version and have another request for suggestions.

Exhibit 1. Sweetwater Springs Water District Goals and Objectives, 2010

GOAL 1: ENSURE EFFECTIVE UTILITIZATION OF DISTRICT FINANCIAL 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	• Retire high-cost debt??	.
2	**Maintain Reasonable Rates**	• • Tie rates to costs • Provide equity to customers across classes • • • •	Review rates on annual basis as part of budget process	• Develop rates to fund budget • Present to public • Hold rate hearing • Adopt new rates	Rates completed on schedule Possibly compare rates to other agencies.	
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	
4	**Improve Presentation of Costs/overruns and revenues**	• Control costs • Achieve balanced Budget	• Increase contingency planning • Effective management • Improve contract writing • Increase communication to Board	Review past change orders/issues	Quarterly review of Budget End of Year review	
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 Reserve Policy met	.
6	**Develop Property Management Program (Belongs in #2?)**	• Effective Use of District Resources • Possible Source of Revenue • District Liability	• Develop Property Management Program	Inventory Property Assess Condition/Function	Active Program	

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

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Priority	Task	Rationale	Action	Process	Measures	Status
1	**Ensure safe collection, treatment, storage, and distribution of clean water**	• Legal requirement • Community commitment	• • Set reliability goal • 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 • System meets reliability goal	.
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 • Ensure contracted projects/work meets contract req and functions properly	
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	
4	**Create appropriate technical standards & maintain/upgrade as needed.**	Eliminate redundancy and inconsistency	Progressively create/adopt standards	As projects are implemented	Efficiency of operations	Need to check with staff on this.

GOAL 3: HAVE UPDATED EMERGENCY PREPAREDNESS PLANS FOR ALL REASONABLE, FORESEEABLE SITUATIONS

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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	

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	
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	
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	.
4	**Regularly & effectively communicate policies and procedures to staff**	• Requirement • Good business practice • Risk Management	Review appropriate policies with staff on regular basis. • Regularly evaluate wages and benefits to ensure District is competitive with other agencies.	• Run Suggestion program • Provide other means for employee input • Staff meetings at which policies and procedures discussed	Staff meetings at which policies and procedures discussed	

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	GM report has been expanded. Monthly report press release will be starting with this meeting. 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 improvements. Autopay in July. Better signage. Phone system was recently improved. Staff have received many compliments since my arrival.
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 improved.

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. First 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	

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