SWEETWATER SPRINGS WATER DISTRICT

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

FROM: Steve Mack, General Manager

Meeting Date: July 9, 2009

SUBJECT: DISTRICT GOALS AND OBJECTIVES

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

FISCAL IMPACT: No direct impact.

DISCUSSION:

In October 2007, the District Board of Directors approved a set of goals and objectives with the intention for periodic review. As part of the new General Manager's work tasks, review of District Goals and Objectives was scheduled for this summer. Attached is Exhibit 1. Sweetwater Springs Water District Goals and Objectives, 2010. This exhibit is a direct copy of the 2007 Goals and Objectives with the Status column annotated (it is blank in the original document) to reflect the current status of each of the items. That is the only change from what was approved in 2007.

The Goals and Objectives approved in 2007 are still very relevant to today's activities. Many of the issues and tasks of this past year are included. As such, an annual review of the Goals and Objectives will be a good scorecard for determining the progress of the District. Objectives for which there were notable achievements include:

- Financial Planning – the District's budgeting has been revised and included in the Budget Report is a multi-year look at District finances.

- Rate Restructuring has been completed – the recommendations of the 2007 Water Rate Study have been implemented.

- Add to Reserves – Reserves have had some addition, but more importantly the District is considering a reserve policy and is using the reserve policy as one of the foundations of its budgets.

- Protect water rights – the District has received a water rights license from the State Water Resources Board.

- Public Outreach has been expanded – website has become more active with more information and more enhancements are planned and signage has been improved.

There are a few items that could be added to the Goals and Objectives and perhaps some can be refined. Among current issues, Policy and Procedures review and updates could be added to the Board Enhancement section. Progress on the Capital Improvement Program could be added to Section 2. Operations/Infrastructure/Services. Another topic that the Board has had some discussion on is property management – how to maintain the District's property. That could be added to the same section. Board members will likely have other suggestions, as well.

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

GOAL PRIORITY #1: FINANCIAL

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 Management plan	How well the budget works	Multi-year plan was presented as part of budget process. Not formally adopted.
2	**Establish Reasonable Rates**	• Rates tied to costs • Fairness to all customers • Ethics • Customer relations • Accurate • Avoidance of litigation	Perform Rate study	• Evaluate rate study • Develop plan • Present to public • Rate hearing • Adopt new rates	Deviation from benchmark	Rate Study based restructuring recommendations adjusted for current costs were adopted going into effect in July 2009
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	Sonoma County RDA grant is assisting CIP IV-A. Grant for CIP IV-B has been applied for. Private Placement Loan acquired in August 2008.
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	Number of steps taken to change the way we do business	Cap on change orders included in CIP IV-B.
5	**Add to reserves**	• Prudent	• Set Targets	During the Budget	Increase in reserves	Draft Reserve Policy included in 2009 budget process and will be considered for adoption.

GOAL PRIORITY # 2: OPERATIONS/INFRASTRUCTURE/SERVICES

Priority	Task	Rationale	Action	Process	Measures	Status
1	**Ensure safe collection, treatment, storage, and distribution of clean water**	• Legal requirement • Community commitment	• Maintain the existing facilities with new pipes and materials as needed. • Ensure contracted projects/work meets contract requirements and functions properly. • Meet minimum standards and exceed where possible • Employee training, including environmental impacts • Expand monthly GM Report • Investigate tie-in(s)	• Compliance • Evaluate opportunities to exceed • Monthly report	• DHS reports of compliance or number of violations	District has had no compliance issues in the past year.
2	**Protect and Perfect Water Rights**	Continue to protect our water rights	Obtain right/license appropriate for the District	Status report	• Water rights documentation from the State	District received license in June 2009. District will stay involved in Russian River water rights issues.
3	**Create appropriate standards & maintain/upgrade as needed.**	Eliminate redundancy and inconsistency	Progressively create/adopt standards	As projects are implemented	Efficiency of operations	Don't understand what this task involves.

GOAL PRIORITY # 3: EMERGENCY PREPAREDNESS

Priority	Task	Rationale	Action	Process	Measures	Status
1	**Disaster preparedness and emergency planning**	To be prepared for emergencies. Respond to emergency situations	• Board members to review current plan. • Expand current plan as appropriate to improve communication • Plan with other emergency responders • Update website for emergency preparedness	• Website • Local radio station • Office of Emergency Services • Annual disaster review	Ensure plan meets goals. Ability to respond	District has emergency plans. Review is needed.

GOAL PRIORITY # 4: DISTRICT STAFF & EMPLOYEE RELATIONS

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 • Involvement in other agency training programs •	• Hold regular safety meetings • Investigate inexpensive services or bartering services • Keep current w/industry standards	• # claims • # complaints	District has biweekly meetings that include safety issues.
2	**Develop& implement programs that will enhance staff safety, and efficiency**	• Stay in business • Optimize efficiency • Good Morale	• Employee Recognition • Suggestion program • Communicate goals to staff • Provide a means for employee input • Ensure adequate staffing levels • Create opportunities for employee team building	Implementation/Staffing and Monitoring	• Low Turnover • Customer complaints • # of training sessions • Projects completed	Field staff have biweekly safety meeting.
3	**Regularly & effectively communicate policies and procedures to staff**	• Requirement • Good business practice • Risk Management	• Select policies to review • Create selection criteria • Review appropriate policies • Regularly evaluate wages and benefits to ensure District is competitive with other agencies.	Review/update our current Policies & Procedures as needed	• # policies reviewed • # policies revised	Biweekly staff meeting communicate ongoing issues.

GOAL PRIORITY # 5: PUBLIC OUTREACH & 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 PRIORITY # 6: BOARD ENHANCEMENT

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 • Develop/Implement matrix measurements for Board	• 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.