

**Vallecitos Water District
Goals and Objectives for Fiscal Year 2009/2010**

Goal 1. Reliable Water Service – Assure reliable water service that meets the needs of the community

Objectives:

1.1 Five-year Master Plan

Staff will develop a new water and wastewater Reclamation Master Plan in accordance with standing District policy. The current Master Plan was initiated with the intent to adopt it in 2002/2003; however it was delayed until 2005, due to various components being added and considered. These components were primarily incorporated into the adopted 2006 Integrated Resource Plan. The Plan is revised/updated/replaced on 5 year increments. The Master Plan and related Environmental Impact Report will be entirely new documents instead of the historical updates. The Master Plan will include a five-year projection on water and wastewater demands, water and wastewater facilities required, as well as long term capital facilities and demands. The document will continue to form the basis of the Financial Master Plan, which determines cash flow and reserve forecasts to develop rates and funding. *Staff anticipates completion of the document in late 2009.*

1.2 Urban Water Management Plan (UWMP)

Update and maintain the Urban Water Management Plan in accordance with mandated 5-year update. This update will be contingent upon completion of the proposed Master Plan update and potential water conservation/budgeting goals established by the IRP, as well as Board direction. The UWMP will also take into consideration goals adopted by the San Diego County Water Authority (SDCWA) and recent legislation adopted by the State of California. *2005 UWMP update to be included in the 2010/2011 Fiscal year budget.*

1.3 Annual Capital Budget

Staff will continue to utilize the adopted Master Plan to determine the facilities required to ensure a reliable and safe drinking water supply. Included in the review are storage, distribution and transmission facilities that may be built by the District or a developer whose project triggers the construction. The facilities included in the Capital Budget will be coordinated with the Finance Department to ensure adequate funding is available. The Engineering staff also provides actual construction costs to the Finance Department which are used in the Finance Master Plan to ensure an accurate model is utilized. *This is an on-going program currently in use at the District.*

1.4 Desalination Opportunities

The Board entered into a contract with Poseidon Resources for a portion of the proposed water supply from the Carlsbad Desalination Facility. The contract provides for 7,500 acre-feet per year as an alternative source of supply. Staff has identified that there may be an ability/option to take up to 10,000 acre-feet per year depending on the delivery point and pressure. This project was originally identified in the IRP, and will be incorporated into the 2009 Master Plan document. *Delivery is anticipated in 2012.*

1.5 Develop Water Conservation Plan

Staff will work with local agencies to determine the most effective water conservation programs available. Once adequate information is developed, staff will present this to the Board and Committees for direction.

1.5.1 *Staff will review existing and evolving water budgeting programs to address State goals of future water supply.*

1.5.2 *Staff will review existing and evolving water budgeting programs to address incentive block rates that will provide for incentive and cost recovery.*

1.5.3 *Include efforts to work with local Governments and consider SDCWA goal of annual conservation*

Staff will meet with local planning agencies to determine current practices regarding water conservation practices and provide water conservation information. **Objective 1.1** will consider the SDCWA Water Conservation goals. **Objective 1.2** will also consider the SDCWA Water Conservation goals as an integral part of our future water supply.

1.5.4 *Develop an Education Program that Targets Major Organizations and Institutions*

Staff will work closely with the Public Awareness /Personnel/Policy Committee and Public Information staff to distribute and make information about the District available. **Objective 1.2** should include a public outreach program to reinforce the District's goal of water conservation. Outreach will build upon the SDCWA's water smart target landscape program.

1.6 Maximize Use of Reclaimed Water within our Service area

Staff will include the development and consideration of reclaimed water use in **Objective 1.1**. *The 2009 Master Plan will include consideration of the use/development of additional reclaimed water.*

Goal 2. Wastewater – Treat and Dispose of the Community’s wastewater in a safe and efficient manner

Objectives:

2.1 Actively Participate in and Support Encina Biosolids program

District involvement in this program is supported by contractual obligation through the Revised Basic Agreement and annual budgets. In addition, District presence is made by Board Member involvement at both Committee level, as well as Board level at Encina. Staff could provide additional support through internal education programs at the direction of the Board.

2.2 Develop a FOG (fats, oils, grease) program to improve maintenance and reduce treatment costs

In conjunction with, and as mandated, in the new Waste Discharge Order (WDR) adopted by the State of California; staff will develop a draft policy for consideration by the Board. Included in the review will be current contractual obligations with Encina and the costs associated with implementation of this program, such as staff costs, inspection and monitoring, as well as capital costs to existing and proposed businesses. Included will also be the consideration of mandating grease interceptor facilities at all restaurants. Staffing for this position has been included in the *2009/10 fiscal budget. Development of draft program anticipated in September/October 2009 for Committee review and comment.*

2.3 Consider implementing a sewer lateral inspection and maintenance program

District staff will continue to monitor current action and policy statewide as this issue becomes more main stream and information is available. Issues to be considered are authority of the District to enforce and mandate such a program; sources of funding to facilitate repairs and upgrades; rights of the District to inspect or mandate inspections on private property, and enforcement of such a policy. This review is also supported by on-going smoke and testing of our sewer collection system, as well as camera review of the collection system.

2.4 Develop Plan to Reduce Sewage Strength and BOD (Biochemical Oxygen Demand) or SS (Suspended Solids) level

Current policy does not provide direction on billing or treatment based upon strength (BOD or SS) loading of wastewater. It is anticipated this potential policy will focus on business only and not include single family residence, but may include multi-family with education programs. This program would act in concert with the proposed FOG program to be considered by the District. The strength is directly related to the contents of the sewage. Business impacts will include the potential of mandating on-site grease interceptors while multi-family will result in additional education programs.

Current City/County (land use notices) policies/programs will be reviewed for compatibility. *This plan will need to be developed in conjunction with outreach and education programs as well as the items in **Objective 2.2** and **Objective 2.3**.*

2.5 Utilize “Package Plants” to meet Special Needs

Consideration of this item will be given in **Objective 1.1** and **Objective 1.6**. *The 2009 Master Plan will include consideration of package plants .*

2.6 Consider ways to Maximize Sewer Treatment Capacity to meet Future needs

Consideration of this item will be given in **Objective 1.1** and **Objective 1.6**. *The 2009 Master Plan will include optional analysis.*

2.7 Develop a Sewer Capacity Model to determine Development impact to existing Customers

Staff recently updated the sewer model that the District utilizes for evaluation of all proposed projects. The model will be utilized in the proposed Master Plan, **Objective 1.1**. Staff will continue to use adopted land use factors when evaluating proposed projects to determine impact to existing facilities, as well as master plan facilities. Cumulative impacts above those anticipated by the District will be subject to District approval. Staff has completed updating the Water and Sewer Models that are used for this purpose *and the Board adopted the Additional Capacity Fee Ordinance on May 22, 2009. Complete.*

Goal 3. Facilities – Provide and Maintain reliable facilities

Objectives:

3.1 Update the Water/Wastewater/Reclamation Master Plan

See **Goal 1**. *Funding included in the 2008/09 Capital Budget. Completion anticipated late 2009.*

3.2 Complete the planning and implementation of an integrated computerized information system

The District implemented a Computerized Maintenance Management System (CMMS) on March 12, 2007, which includes all functions of the Engineering and Operations Departments. This new tool will provide valuable information on the life history and operating costs for all facilities, as well as ensure reliable preventive maintenance of all water and sewer facilities. The Board approved the final funding required for the Finance Department to implement a new Financial Information System (FIS) and Customer Information System (FIS) on April 4, 2007. This new system will be

fully integrated with the CMMS system. *Integration anticipated with the 2009/10 Capital Budget.*

3.3 Continue to consider “Green” building concepts and energy efficient aspects in all District facilities

District staff currently reviews annual power rates for all existing facilities to ensure the lowest possible but reliable rates to our customers. All Capital projects are designed with Capital cost efficiency, as well as long term operating costs. All water as well as wastewater pumps and motors are designed for absolute premium operating efficiency and only ultra-premium motors are utilized. In addition, the District cooperated with San Diego Gas and Electric and utilized their “Savings by Design” program as an independent review of our designs and applied for any available subsidies. *This is a no cost program available to the District and staff will continue this annual process.*

3.4 Maintain District facilities in an appropriate manner and present a comprehensive maintenance plan to the Board within two years

With the implementation of the new CMMS program, staff will be better able to develop the metrics or benchmarks that a world class water and wastewater agency should follow. This will include reasonable maintenance goals for cleaning and camera review of our sewer system, to the reasonable frequency of a valve turning and exercise program. This program will be developed in conjunction with **Objectives 2.2, 2.3 and 2.4**, which will have a direct impact upon the staffing of the District and the level of service we provide, as well as the costs. The staffing levels will be evaluated and considered. Development of this program will also provide the Finance Department with accurate projects for Operations & Maintenance costs on an annual basis and provide accurate future projects. *This program will be an on-going component of the CMMS implementation and is considered in the staff costs included in annual budgets.* The 2009/2010 Budget included additional staffing for a CMMS Planner in accordance with the adopted 5-Year staffing plan.

3.5 Develop Policy for Board consideration on programs associated with Global Warming, Green House gases, Carbon Footprint reduction, alternative fuels and overall approach to a “Green District”.

With the variety of issues facing the District in the future as the potential impacts of environmental constraints and impacts increases, a policy needs to be considered identifying the District goal and commitment to being environmentally friendly while still providing the most cost effective and reliable service to our customers. Staff continues to monitor the issuance of regulations and guidelines and anticipates development of a draft policy during the 2009/2010 fiscal year.

3.6 Develop Document Management System.

The District does not currently have a formal policy or procedure for consistent document management in either paper or paperless form. Development of a draft policy for review and consideration by Committee anticipated in January/February 2010.

3.7 Annual Review of Standard District Agreements and Documents.

The District does not formally review all model agreements and documents on a regular basis, which can lead to irregularities in formatting, wording and consistency. Adoption of a procedure and policy will allow staff to work consistently with current documents that abide with current rules and regulations of the District as well as provide Counsel review of current laws. In process and will be completed by staff and District Counsel in August 2009.

3.8 Annual Review of Fees and Charges collected for various services provided by the District.

The District charges a variety fixed fees for services and as well as time and material charges for larger items like water and sewer lateral installations. The fees should be reviewed on an annual basis, as well as establish deposits and procedures for unusual situations and circumstances.

3.9 Develop Policy Regarding District Rights of Way.

The District owns easements rights of way for many miles of pipe. Currently there is no formal policy on maintenance and review of these easements or standards notifications procedures for encroachments. New Easement policy was adopted by the Board of Directors on May 6, 2009. Complete.

Goal 4. Finance – Operate the District in a fiscally responsible manner

Objectives:

4.1 Determination of Equitable Overhead Rates

Prepare a comprehensive Cost Allocation Plan to provide a basis for recommended overhead rates on labor, materials, and equipment use, and propose amendments to Ordinance #88. For administrative expenses not recovered through overhead rates, the plan will also quantify and support an allocation of administration expenses between water, sewer and reclaimed departments. The current 60/40 water/sewer split was established many years ago and has yet to be reevaluated. The split between the departments is significant for balancing rates to recover the expenses from the appropriate department.

4.2 Explore and Establish New Revenue Sources

Throughout the Fiscal Year staff will consider cost versus benefit to establish suggested revenue sources necessary in the face of threats of losing property tax revenue, steep wholesale rate ramps, and rising costs of maintenance and operations.

4.3 Consider Grants and Low Interest Loan Programs

Staff has applied for grants and low interest loans through the State Revolving Fund and will continue to monitor the status of the applications. If approved by the State for funding, staff will assess the benefits of the funding from the State versus the District's financial capacity for additional debt, the magnitude of scrutiny on the projects from the State, and the possibility of the State freezing funding.

4.4 Plan for Water Budgeting

Throughout the planning process for the current drought rate structure, staff has presented to the Board future intentions of exploring the possibilities of individual water budgets, as resources become available. The current drought rate structure and proposed non-drought rate structure use tiers established by meter size as an interim step towards considering property size as part of individualized budgets. Staff intends to consider the potential for individual water budgets first on more heterogeneous categories of customers (agricultural or commercial) where averaging as currently done may be less equitable. A team comprised of staff from Customer Service, Information Technology, Conservation, GIS, and Accounting will begin planning and modeling during the fiscal year.

4.5 Maintain Servers More Efficiently

Staff will maintain network servers more efficiently by reducing the number of servers and consolidating the area where servers are maintained to save on power costs for air conditioning.

Goal 5. Human Resources – Continue to maintain a professional, stable, and efficient workforce

Objectives:

5.1 Recruit New General Manager

Plan and coordinate recruitment and hiring process for General Manager to ensure smooth transition for organization.

5.2 Update Succession Plan

Update Succession Plan near end of fiscal year to reflect changes caused by several retirements, possible promotions, new positions, and other additions to the Succession Plan.

5.3 Health & Wellness Fair

Utilize free services offered by Palomar Pomerado Corporate Health Services to assist staff with third annual health and wellness fair.

5.4 Promote Internship Program

Promote San Diego County Water Authority Internship Program through outreach activities at local high schools and colleges. Identify and refer potential candidates and disseminate information at appropriate events.

5.5 Plan For Busy Recruitment Year

Due to carryover of new positions from last year's budget, new positions in fiscal year budget 2009/2010, several retirements during this fiscal year, and the domino effect of some current employees being promoted into other positions which results in additional recruitments, staff will need to plan appropriately to ensure hiring of qualified staff.

5.6 Employee Handbook

Human Resources staff has completed review and revision process. Management will review and provide input and additional changes may be made. The final draft will be submitted to Legal Counsel for review and approval. The final step in the process will be to request Board approval.

5.7 Five-Year Staffing Plan

Update five-year staffing plan to reflect changes caused by changes in priorities and/or funding.

5.7.1 Analyze need for Conservation/Public Information Manager vs. Supervisor

Goal 6. Relationships – Maintain a cooperative and open relationship with all District Stake-Holders

Objectives:

6.1 Maintain Cooperative and open relationships with other area agencies

6.1.1 Staff will be diligent in maintaining relationships

6.2 Maintain and enhance the existing public outreach activities to educate District stakeholders and customers

6.1.2 Staff will execute a Communication Plan

6.3 Maintain cooperative relationships with public/private school teachers and administrators, and continue to promote waste/sewer education programs for K-12 students

6.3.1 Staff will work with local schools to educate K-12 students about state standard-based, water/sewer education programs for K-12 students

6.4 Promote water-wise landscaping throughout the community

6.4.1 Staff will continue to enhance current landscape irrigation audit program and will support water-wise gardens

6.5 Integrate all the above into a Public Outreach Master Plan that reflects all the activities, responsibilities, schedules and costs

6.5.1 Staff will develop a Public Outreach Master Plan that will serve as a living document that will be reviewed and updated at regular intervals

6.6 Work with Cal State San Marcos on their ethno-botanical conservation garden

Goal 7. Administration

Objectives:

7.1 Codification

Staff will work with District Counsel to complete review of adopted standing District policies for codification into one easy reference document.

7.2 Standard District Specifications and Drawings

Staff will complete its review and update of the standard District specifications and drawings for presentation to the Engineering/Equipment Committee and Board for its review and adoption.