



Municipal Water District

Strategic Plan

2010 Update



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Olivenhain Municipal Water District Strategic Plan – 2010 Update

Introduction

Historically, the District has not had a comprehensive strategic plan. Rather, we had a Mission Statement and Goals that were updated every few years, objectives which were set annually, and performance indicators that were measured in the budget. All of these were great tools, but were not directly linked.

In 1996 the District first established its Mission Statement and Goals. In 2002 the Mission Statement was updated and the goals were revised. The District also began creating annual objectives in 2002 that have aided the District in achieving its goals and upholding its mission statement. The annual objectives are developed with the Board in January of each year and status reports are given to the Board by Staff in April, July and November of each year.

Staff has incorporated requested updates to the District’s Mission Statement and Goals as directed by Board earlier this year which are reflected in the attached documents. Staff has also added strategies to each of the Board’s currently adopted goals. Strategies are defined as the direction or course we want to take to reach our goals. Staff is seeking input from the Board on developing a set of District Values. Staff has listed some examples of values in the attached Strategic Plan as suggestions. Values are defined as a set of beliefs that are carried throughout the District that set the tone and direction of the workforce. Input was sought from all District employees on the development of this plan.

Olivenhain Municipal Water District Service Area



Olivenhain Municipal Water District

1966 Olivenhain Road

Encinitas, CA 92024

(760) 763-6466





Our Vision

The District aspires to cost-effectively provide high-quality services garnering the trust and respect of its customers, employees, partners and fellow water agencies.



Our Mission

Olivenhain Municipal Water District is a multi-functioning public agency that is dedicated and committed to serving present and future customers in a service oriented manner by:

Water



Providing safe, reliable, high-quality drinking water while exceeding all regulatory requirements in a cost-effective and environmentally responsive manner.

Recycled Water



Providing recycled water and wastewater treatment in the most cost-effective and environmentally responsive method.

Parks



Safely operating the Elfin Forest Recreational Reserve and providing all users with a unique recreational, educational, and environmental experience.

Emergency Management



Complying with policies and procedures that adhere to local, state, and federal guidelines for national security and disaster preparedness.

Sustainable Operations



Pursuing alternative and/or renewable resources with the most sustainable, efficient, and cost-effective approach.



Our Goals

The Board of Directors and staff of the Olivenhain Municipal Water District are committed to:

- Providing safe, reliable, high-quality drinking water to each customer in a cost-effective manner;
- Providing wastewater collection services and treatment in an environmentally responsible manner;
- Producing and supplying high-quality recycled water to irrigation customers in support of regional water conservation efforts;
- Operating the Elfin Forest Recreational Reserve in the most cost effective, safe, environmentally responsive and service-oriented manner;
- Pursuing alternative and/or renewable resources as a means of offsetting costs and energy charges, providing sustainability;
- Providing a safe, healthful and rewarding work environment that encourages communication as well as values employee participation and personal achievement;
- Exceeding all federal, state and local regulatory requirements for providing potable water, wastewater treatment and recycled water;
- Minimizing all of the District's operational costs while maintaining a high level of customer service;
- Maintaining open communication and participation with the public through active conservation and educational programs as well as continually seeking customer input for informed decision making;
- Ensuring that financial plans, policies and practices maintain the ability of the District to construct, operate and maintain all approved facilities including replacement funds for future needs;
- Planning and constructing the Master Plan of Facilities to meet the long-term water storage, treatment, transmission, and distribution needs of the District;
- Establishing programs and policies to develop alternative water supplies to service existing and future customers;
- Cultivating supportive and positive relationships with the federal, state and local agencies, which may impact the District's operations.

Our Values

- Exercise responsible financial management
- Provide responsive customer service and open communication
- Promote ethical behavior in the conduct of District business
 - Ensure fair and open processes involving the public
 - Provide a healthy work environment
- Promote environmental responsibility and sustainability
 - Ensure provisions for the future



1. Goal: Providing safe, reliable, high-quality water to each customer in a cost-effective manner

Strategy 1

Preserve existing assets and facilities while planning for future needs and demands by way of the Comprehensive Facilities Master Plan, the Urban Water Management Plan, Annual Capacity Fee Studies and the Annual Objectives.

2010 Objectives (CY)

- A. Complete design of bypass pipeline
- B. Complete design of LT2 improvements at the DCMWTP
- C. Implement fluoride monitoring at the urging of the California Department of Public Health



Water Operations and Maintenance

Performance Indicators

Activity/ Criteria	Fiscal Year 2005/2006 Actual	Fiscal Year 2006/2007 Target	Fiscal Year 2006/2007 Actual	Fiscal Year 2006/2007 Target Met?	Fiscal Year 2007/2008 Target
Poly lateral replacement	70	75	45	●	50
Rebuild PR stations per year	5	5	5	●	5
Fix Service lateral leaks within 24 hours	99%	100%	100%	●	100%
Fix major leaks within 48 hours	100%	100%	100%	●	100%
Number of water outages for 20 or more customers lasting over 4 hours	2	0	2	●	2
Percentage of routine Bac-t tests Coliform negative	100%	>99%	>99%	●	>99%
Minimum measured routine distribution system chloramine residual	0.75 mg/l	1.5 mg/l	0.75 mg/l	●	0.17 mg/l
Unaccounted water loss	2.66%	<5%	n/a	n/a	<5%
Number of reservoir spills	0	0	0	●	0
Amount of water from WTP	75%	85%	91%	●	95%
# Coliform positive Samples at WTP	0	0	0	●	0
Minimum measured chloramines residual	>2.0 at least 90% of time	>2.0 at least 90% of time	>2.0 at least 95% of time	●	>2.0 at least 95% of time
Maximum electrical consumption	520kWhr/MG	450kWhr/MG	689kWhr/MG	●	700kWhr/MG
Number of main valves replaced	44	50	32	●	40

● Target met ● Target not met ● Target not available ■ Performance Measure Only

2. Goal: Provide wastewater treatment and recycled water to each customer in a cost-effective manner.

Strategy 1 - Expand development and implement widespread use of recycled water through the Sewer Facilities and Maintenance Plan, the Urban Water Management Plan and the Annual Objectives.

2010 Objectives (CY)

- A. Complete conversion of Rancho Santa Fe Farms Golf Course to recycled water
- B. Commence Northwest Quadrant Phase II planning study to determine options for transporting recycled water to Village Park area



4S Regional Recycled Water Operations

Performance Indicators (Backflow Program)

Activity/ Criteria	Fiscal Year 2005/2006 Actual	Fiscal Year 2006/2007 Target	Fiscal Year 2006/2007 Actual	Fiscal Year 2006/2007 Target Met?	Fiscal Year 2007/2008 Target
Number of regulated Potable Water Backflow Assemblies	1,758	n/a	1,989	●	2,300
Number of District Owned Backflow Assemblies	47	n/a	50	●	55
Percent of backflow Assemblies tested	100%	n/a	100%	●	100%

● Target met ● Target not met ● Target not available ■ Performance Measure Only

Performance Indicators (Recycled Water Cross-Connection Control Program)

Activity/ Criteria	Fiscal Year 2005/2006 Actual	Fiscal Year 2006/2007 Target	Fiscal Year 2006/2007 Actual	Fiscal Year 2006/2007 Target Met?	Fiscal Year 2007/2008 Target
Number of Recycled Water Connections	60	n/a	90	●	190
Number of Recycled Water Use Site Inspections	100	n/a	150	●	400
Percentage of compliance with District Recycled Water Rules and Regulations	85%	n/a	90%	●	95%

● Target met ● Target not met ● Target not available ■ Performance Measure Only

Wastewater Operations

Performance Indicators

Activity/ Criteria	Fiscal Year 2005/2006 Actual	Fiscal Year 2006/2007 Target	Fiscal Year 2006/2007 Actual	Fiscal Year 2006/2007 Target Met?	Fiscal Year 2007/2008 Target
Operating \$ Actual vs. Projected	97%	98%	108%	●	100%
Preventable Permit Violations	0	0	0	■	0
Number of Sewer Spills	3	2	2	■	2
Hours of Planned Maintenance	3,300	n/a	3,500	●	4,000
Hours of Corrective Maintenance	700	n/a	500	●	300
Feet of Collection System Cleaned	15,000	n/a	12,000	●	17,000
Feet of Collection System videoed	3,500	n/a	3,500	●	4,000

● Target met ● Target not met ● Target not available ■ Performance Measure Only

3. Goal: Operating the Elfin Forest Recreational Reserve in the most cost-effective, safe, environmentally responsive, and service-oriented manner.

Strategy 1

Work with community and local organizations to efficiently run the Elfin Forest Recreational Reserve through Cooperative Interagency Resources Coalition (CIRC) and grant funding opportunities through the utilization of the Mt. Israel Master Recreation Plan and the Annual Objectives.

2010 Objectives (CY)

- A. Host annual tree-planting event
- B. Host annual Earth Day event
- C. Host fifth annual photo contest
- D. Host two trail maintenance events with the San Diego Mountain Biking Association
- E. Install science lab in Elfin Forest Interpretive Center Honoring Susan J. Varty
- F. Hold bimonthly training sessions for Interpretive Center docents
- G. Resolve budget issues with San Diego County Water Authority while satisfying terms of the Recreation Master Plan

Elfin Forest Recreational Reserve

Performance Indicators

Activity/ Criteria	Fiscal Year 2005/2006 Actual	Fiscal Year 2006/2007 Target	Fiscal Year 2006/2007 Actual	Fiscal Year 2006/2007 Target Met?	Fiscal Year 2007/2008 Target
# of Educational/ Community Outreach Events per year	3	3	3	●	3
# of days taken to repair damaged signs	Within 21 days	Within 21 days	Within 21 days	●	Within 21 days
Number of trails patrolled	85% of open trails weekly	80% of open trails weekly	95% of open trails weekly	●	95% of open trails weekly
Number of Ranger led hikes/ interpretive orientations per month	10	n/a	15	●	20

● Target met ● Target not met ● Target not available ■ Performance Measure Only



4. Goal: Pursuing alternative and/or renewable resources as a means of offsetting costs and energy charges, providing sustainability.

Strategy 1

Work with local utility companies and regional partners on regional alternative energy generating programs.

2010 Objectives (CY)

- A. Investigate alternative energy production capabilities throughout the District, including potential use of photovoltaics
- B. Examine potential for solar water heating to enhance cleaning capabilities at DCMWTP

Clean Energy



5. Goal: Providing a safe, healthful and rewarding work environment which encourages communication as well as values employee participation and personal achievement.

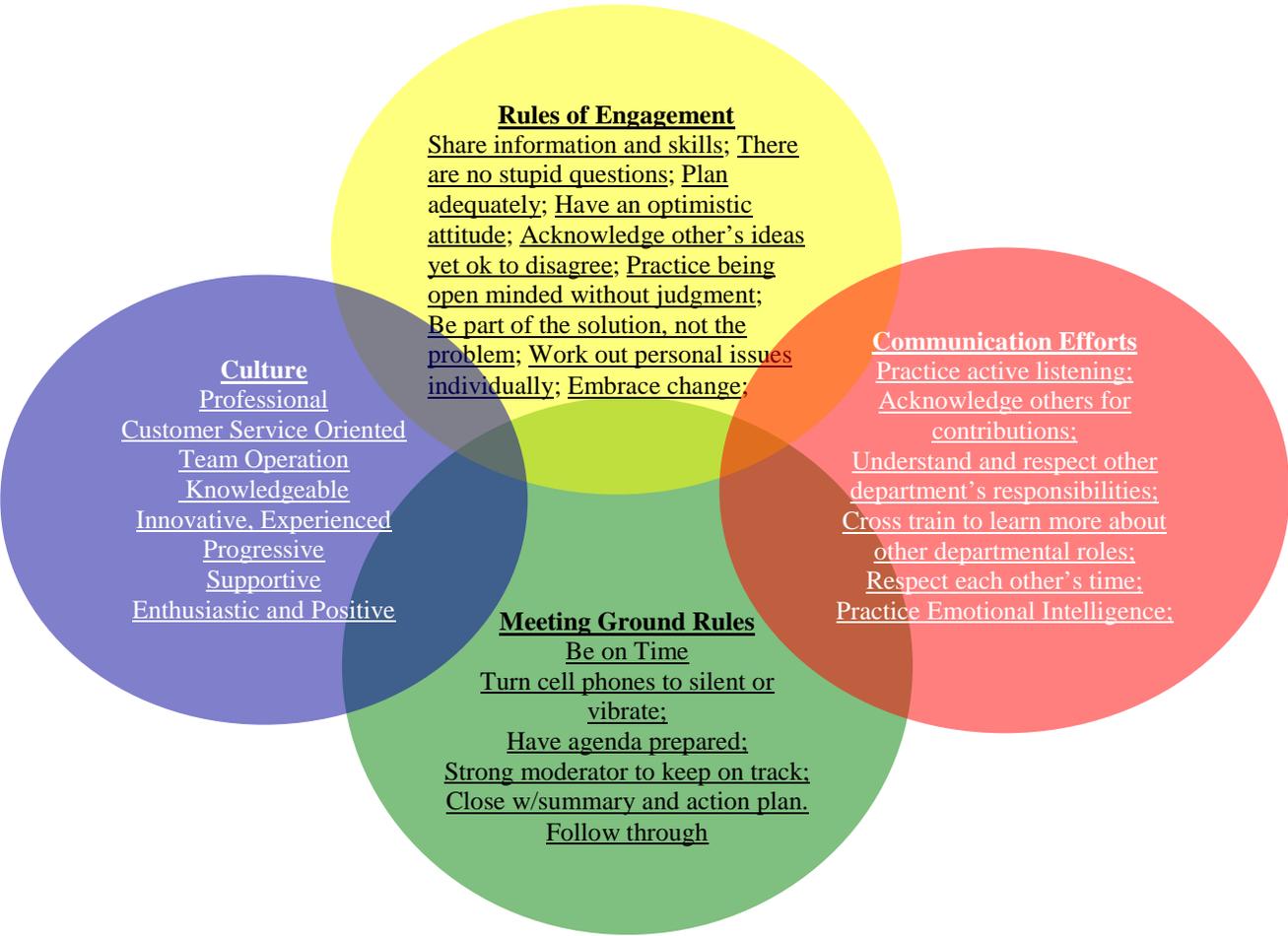
Strategy 1 – Develop and implement workforce plans, including the Staffing Analysis, Annual Performance Reviews, Team Pledge, and Annual Objectives that ensure critical work is performed, identify new ways to perform work, meet future workforce needs as well as enhance the District’s ability to recruit a highly qualified, diverse staff while developing employees to meet workforce demands.

2010 Objectives (CY)

- A. Maintain focus on employee morale in light of current fiscal challenges
- B. Conduct comprehensive review of Grow-Your-Own program
- C. Conduct staffing analysis for all District positions
- D. Complete new Performance Planning and Review database
- E. Examine potentials to address recycled water staffing needs
- F. Seek and apply for a recognition award in connection with the District’s safety record



TEAM PLEDGE



6. Goal: Exceeding all federal, state and local regulatory requirements for providing potable water, wastewater treatment and recycled water.

Strategy 1- Operate and maintain District facilities to surpass federal and state drinking water regulations with a margin of safety to meet customer expectations.

2010 Objectives (CY)

- A. Work toward completion of the 2010 update to the Urban Water Management Plan for submission to the Department of Water Resources by July 2011
- B. Continue work with Regional Water Quality Control Board on a reasonably acceptable discharge permit

Olivenhain's David C. McCollom Water Treatment Plant



7. Goal: Minimizing all of the District’s operational costs while maintaining a high level of customer service.

Strategy 1- Continually seeks grant funding and creation of programs that will offset costs.

2010 Objectives (CY)

- A. Meet 99.99% up-time as a measure of system reliability
- B. Further the use of the Enterprise Asset Management System in the Engineering Department
- C. Conduct study of installed meter accuracy
- D. Undertake cost-benefit analysis of implementing the recommendations from the 2009 IT Master Plan
- E. Increase utilization of in-house expertise to further District construction capacity
- F. Evaluate and optimize pumping regimes at District reservoirs
- G. Continue to maximize the District’s efforts related to lowering energy costs



Finance and Customer Service

Performance Indicators

Activity/ Criteria	Fiscal Year 2005/2006 Actual	Fiscal Year 2006/2007 Target	Fiscal Year 2006/2007 Actual	Fiscal Year 2006/2007 Target Met?	Fiscal Year 2007/2008 Target
Budgetary Management Variance: Projected Operating Expenses/Adopted Budget	4.0%	Less than 2%	2.1%	●	Less than 2%
Account Write-Offs: Total amount of accounts written-off each year	\$ 16,600	\$16,000	\$ 18,966	●	\$ 16,000
Radio Read meters to total active meters	90.0%	85.0%	99.8%	●	97.0%
Direct Payment Program accounts/total accounts billed	12%	10%	12%	●	10%
Average Monthly Customer Service Calls	2,868	3,000	2,660	■	3,000
Customer Service and Billings Cost per Account per year	\$ 39	\$41	\$ 29	●	\$ 42
Billing Accuracy Rate	99%	99%	99%	●	99%
# of meters read per month per reader	6,051	6,000	6,447	●	6,450
Dunn and Bradstreet Credit Rating	5A1	5A1	5A1	●	5A1

● Target met ● Target not met ● Target not available ■ Performance Measure Only

8. Goal: Maintaining open communication and participation with the public through active conservation and education programs as well as continually seeking input for informed decision-making.

Strategy 1 – Conduct community and customer outreach and provide opportunities for public input and participation, including use of the Conservation Plan, Urban Water Management Plan, Drought Plan and the Community, Education and Outreach Plan as well as the Annual Objectives.

2010 Objectives (CY)

- A. Complete construction of the conservation demonstration garden at District headquarters
- B. Conduct water conservation exposition similar to August 2009 event at 4S Ranch
- C. Disseminate unbiased and educational information to District customers regarding the 2010 Water Bond
- D. Continue to educate the public on the drought; measure the success of the program in quarterly conservation savings versus the last three year average for each given quarter

District Mascots – Ollie and Olivia



General Manager and Public Affairs

Performance Indicators

Activity/ Criteria	Fiscal Year 2005/2006 Actual	Fiscal Year 2006/2007 Target	Fiscal Year 2006/2007 Actual	Fiscal Year 2006/2007 Target Met?	Fiscal Year 2007/2008 Target
New Grant Awards per Year	6	2	3	●	2
Number of Press Releases per year	29	24	31	●	31
Public Relations - # of educational event per year	24	24	24	●	24
Public Relations – Water Treatment Plant and Water Reclamation Facility Tours per year	n/a	n/a	n/a	●	4
Public Relations – VIP Tours per year	3	2	2	●	2
Public Relations – Media Tours per year	1	1	1	●	2
Application for Awards per year	5	3	3	●	4
Public Relations – number of website hits per year	24% increase over previous year	20% increase over previous year	19% increase over previous year	■	20% increase over previous year
# of Water Meters per employee (water)	343	350	361	●	364
Hold District's operating budget at CPI, net of inflation/growth	Held budget at CPI	Hold budget at CPI	Held budget at CPI	●	Hold budget at CPI

● Target met ● Target not met ● Target not available ■ Performance Measure Only

9. Goal: Ensuring that financial plans, policies and practices maintain the ability of the District to construct, operate and maintain all approved facilities including replacement funds.

Strategy 1 – Review plans and implement necessary updates and enhancements through use of the District’s Financial Plan, Annual Budget and Annual Objectives.

2010 Objectives (CY)

- A. Implement FY 08-09 auditors' suggestions for internal control and accounting system improvements
- B. Implement OMWD Identity Theft Program as required by the Federal Trade Commission
- C. Complete Long-Term Recycled Water Rate Model
- D. Evaluate the District's existing Automatic Meter Reading Program and conduct a cost-benefit analysis
- E. Update Recycled Long-Term Capital Spending Plan
- F. Conduct annual review of water, sewer, and recycled rates and other service fees
- G. Conduct annual review of water, sewer and recycled capacity fees
- H. Submit Comprehensive Annual Financial Report and budget to Government Finance Officers Association for their award programs
- I. Maintain OMWD AA+ bond rating; measurement: unrestricted days cash greater than 350 days
- J. Complete OMWD Electronic Bill Presentment Project, providing a new method for customers to pay water bills
- K. Evaluate tax-subsidized financing options for energy projects and programs
- L. Submit four or more grant applications

10. Goal: Planning and constructing the Master Plan of Facilities to meet the long-term water storage, treatment, transmission, and distribution needs of the District.

Strategy 1 – Maintain coordinated master plans for all facilities based on condition and performance assessments and anticipated future needs.

2010 Objectives (CY)

- A. Update the District’s Comprehensive Master Plan
- B. Install loop pipeline for Southside Ops
- C. Complete construction of Southside Ops
- D. Complete cathodic protection of Harris II area
- E. Evaluate and potentially expand permanent leak detection system in La Costa
- F. Establish plan to replace aging valves in shopping centers along El Camino Real
- G. Evaluate condition of and alternates for replacement of the El Camino Real pipeline
- H. Establish plan to replace meter anodes in Village Park area

Engineering

Performance Indicators

Activity/ Criteria	Fiscal Year 2005/2006 Actual	Fiscal Year 2006/2007 Target	Fiscal Year 2006/2007 Actual	Fiscal Year 2006/2007 Target Met?	Fiscal Year 2007/2008 Target
Track Capital Projects Budgeted vs Completed	79%	90%	69%	●	80%
Labor and Benefit Capitalized or Billable to Projects	59%	60%	56%	●	55%
Construction Cost Deviations: Final construction costs/bid amount	100%	Less than 105% for all projects	116%	●	104%

● Target met ● Target not met ● Target not available ■ Performance Measure Only



11. Goal: Establishing programs and policies to develop alternative water supplies to service existing and future customers.

Strategy 1 – Pursue recycled water, desalination and conservation opportunities.

2010 Objectives (CY)

- A. Complete Best Management Practices report and submit to California Urban Water Conservation Council
- B. Continue enforcement of the Water Supply Shortage Ordinance
- C. Develop plan for twenty percent reduction in water consumption per capita per day pursuant to SBX7 7 while maintaining fiscal solvency and responsibility
- D. Complete fatal flaw study for brackish groundwater desalination facilities



12. Goal: Cultivating supportive and positive relationships with the federal, state and local agencies which may impact the District’s operations.

Strategy 1 - Continue involvement and participation with local, regional and state agencies and organizations.

2010 Objectives (CY)

- A. Complete re-districting efforts.
- B. Continue participation in the Cooperative Interagency Resources Coalition in order to increase revenue and reduce costs; target at least five CIRC partnerships in 2010
- C. Conduct annual review of the District’s Legislative Guidelines and update as necessary
- D. Implement terms of Lake Hodges settlement agreement
- E. Resolve Excess Treated Water Agreement Issues with SDCWA

