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Water & Wastewater Service

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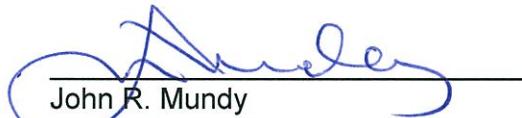
February 17, 2012

Call and Notice of Special Meeting of the Board of
Directors of Las Virgenes Municipal Water District

A Special Meeting of the Board of Directors of Las Virgenes Municipal Water District is hereby called and notice of said Special Meeting is hereby given for 9:00 a.m. on Tuesday, February 21, 2012 at Las Virgenes Municipal Water District, 4232 Las Virgenes Road, Calabasas, California, 91302, to consider the following:

1. Call to Order and Roll Call
2. Action Plan 2012 Workshop
3. Closed Session
 - Review General Manager's Performance
4. Adjourn

By Order of the Board of Directors
LEE Renger, President


John R. Mundy
Deputy Secretary

c: Each Director





February 28, 2012 Board Meeting

TO: Board of Directors

FROM: General Manager *[Signature]*

Subject Strategic Plan and Future Activities

Using the Strategic Plan included in the Adopted Budget for FY11/12 as a framework, staff has annotated the plan to show the status of some of the plan to date as well as identify suggested actions for next year. The annotations for the current year (FY2011/12) are shown in red and the suggestions for next budget year (FY2012/13) are shown in blue.

This is a fluid document and changes will be made at the workshop. Please review and comment on the plan and activities for the next year.

Working Copy: FY2012/13
STRATEGIC PLAN AND FUTURE ACTIVITIES

The Board adopted the revised Strategic Plan on May 13, 2008. While much of the plan remains the same, the new format now shows the nine strategic goals with their underlying objectives, the activities planned for the budget year under each objective, and Board action items.

Strategic Goal 1 Provide Reliable and High Quality Potable Water

We provide high quality, reliable potable water and deliver adequate water supplies. In providing this service we conform to conservation programs and practices.

Objective 1.1 Provide planning activities to meet current and future potable water demand throughout the service area.

Activities:

- Develop regional partnerships for water supply.
- Update Infrastructure Investment Plan.

Actions for FY 11-12:

- Develop plan and timeline for recycled water storage. **Feasibility Report with SWRCB for the review & comment**
- Prepare Updated Master Plan. **Scheduled for FY12-13 (PW, RW, San)**
- Conduct a study to identify opportunities for acquiring supplemental water supplies to include groundwater, potable reuse, water transfers and desalination. **Will be issuing an RFP for a study to identify additional ground water supplements to the REW system**
- Continue developing recycled water partnership with the City of Los Angeles and Calleguas Municipal Water District. **Discussions continue not much happening because of lack of funding**
- Update annual infrastructure investment plan for FY 12-17. **On Track**

Suggested Actions for FY12-13

- **Continue work on the REW storage studies**
- **Prepare Master Plans**
- **Finish groundwater study**
- **Update IIP**
- **Complete market study for potential REW customers in the Medea Valley/Mulholland Corridor area**

Objective 1.2 Promote, encourage, monitor and report on efficient water use.

Activities:

- Continue programs that result in efficient outdoor water use.
- **Executed MWD agreement on funding for turf and lawn removal rebates.**
- **Participating in MWD-sponsored weather-based irrigation controller installation grant for large commercial customers.**
- **Conducted water-wise gardening classes for homeowners and gardeners**
- Pursue grant funding for water conservation programs.
- Focus on reduction of water waste and increased efficiency throughout the district.
- **Leak prevention through the AMR/AMI system through customer notification and/or field visits**

Actions for FY 11-12:

- Seek grants to fund conservation retrofit programs. **Applied for BOR grant for AMR/AMI (rejected).**

- Develop customer water budgets as part of the financial and rate review. **Consultant reviewed as part of current rate study.**

Suggested Action for FY 12-13

- Provide outreach on CIP & Master Planning
- Develop “irrigated area” data as needed for future water budget-based billing.

Objective 1.3 Ensure customers receive adequate supplies of high quality water.

Activities:

- Continue planning and CEQA activities on the recommended Master Plan backbone improvements. **Agoura Rd Pipeline under construction, Calabasas to start in May 2012, work on siting and route to tank continue**

Actions for FY 11-12:

- Complete construction expansion of Warner, Mulwood and Seminole pump stations. **Completed**
- Develop a contingency + outreach plan for imported failure, including levels of shortage. **Completed**

Suggested Action for 12-13

- Continue focus on Backbone Improvement Program
- Complete Long Valley Pipe Replacement

Strategic Goal 2 Provide Sanitation and Recycled Water Services That Meet All Regulatory Requirements and Focuses on Beneficial Reuse

We provide cost effective wastewater collection, wastewater treatment, recycled water and biosolids composting.

Objective 2.1 Encourage beneficial uses of recycled water and other wastewater by-products.

Activities:

- Implement where possible and consistent with funding availability, recycled water projects identified in the TEA Study and the Recycled Water Master Plan. **Hidden Ridge a subdivision in Hidden Hills will be using REW on common areas and front yards**

Actions for FY 11-12:

- Update cross connection control manual. **Completed draft revisions to the manual, currently in internal review.**
- Continue with recycled water conversions such as common areas in multi-family communities and commercial sites
- Review of composting improvements and alternatives. **Conducting “causal” market survey, presented cost/benefit model to JPA related to composting vs. hauling, have made improvements reducing polymer use**
- Continue exploring City of Los Angeles recycled water extension. **See Objective 1.1**

Objective 2.2 Develop and implement strategies for long-term maximum reuse.

Activities:

- Evaluate recycled water storage and expansion w needs. **See Objective 1.1**

Actions for FY 11-12: **See Objective 1.1**

- Develop a roadmap for recycled water expansion to utilize the remaining recycled water not being put to beneficial use.

- Develop plan and timeline for recycled water storage

Objective 2.3 Plan for the efficiency and operational compliance of all wastewater and recycled water facilities.

Activities:

- Update Infrastructure Investment Plan.

Actions for FY 11-12:

- Develop plan to cover recycled reservoir #2. **FY12-13**
- Prepare Infrastructure Investment Plan for FY 12-17.
- **Started design of 3rd digester and new heating system**
- **Completed process air study**

Objective 2.4 Continue to meet all regulatory operational requirements for compliance with permits.

Activities:

- Respond to 2010 NPDES permit requirements. **Workplans completed**
 - **CEC Study Workplan**
 - **TRE Workplan**
 - **Pollutant Minimization Plan**
 - **Receiving Waters Monitoring Station Report (L.A. River and Malibu Creek)**
 - **Protective and Contingency Plan for Controlling Accidental Discharges**
 - **Alternative Disinfection Progress Reporting (TSO and CDO Workplan)**
- **Completed analysis of 35 years of watershed data**
- **Drafted the Watershed-Wide Monitoring Plan in consultation with stakeholders**

Actions for FY 11-12:

- Meet permit compliance timelines for disinfection modification and development of the watershed monitoring plan and implementation plan.
- Complete and peer review study **on natural geologic impacts on water quality in the watershed (Monterey Formation).**

Suggested Actions for FY12-13

- **Participate with Water reuse in developing and lobbying for a separate REW California Code**
- **Complete 3rd digester design**
- **Implement phased process air improvements**
- **Evaluate lining and/or covering recycled water reservoir 2 related to water quality improvements**
- **Continue evaluating biosolids handling improvements**
- **Continue responding to 2010 NPDES permit requirements**
- **Conduct compost screening pilot study**
- **Continue to monitor pending TMDLs (nutrient re-opener, lagoon and creek macroinvertebrate) that impact the JPA**
- **Respond to Regional Board action on the proposed Watershed-Wide Monitoring Plan**

Strategic Goal 3 Ensure Effective Utilization of the Public's Money

We manage the public's money in an open and accessible manner to achieve a reasonable balance between costs to constituents and the benefits provided. We continuously monitor our short and long-term finances and we provide appropriate financial data for making decisions. We maintain an appropriate and diverse revenue base and aim to secure prudent reserves.

Objective 3.1 Maintain long-term financial tools to manage capital assets and reserves.

Activities:

- Update Financial Plan.

Actions for FY 11-12:

- Develop RFP and retain consultant to determine revenue needs in all enterprises for FY 2012-2017 and develop water budgets for customers to meet 20x2020 requirements. **Raftelis hired and model for potable water rates and sanitation are in process.**
- Continue development of fixed assets database and integrate with the District's financial system.

Suggested Actions for FY12-13

- **Present rate recommendations to Board. Prepare community outreach program in compliance with Proposition 218. Goal: to have rates in place for January 1, 2013.**

Objective 3.2 Continually search for revenue enhancements and cost savings that provide benefits to rate payers.

Activities:

- Legislative advocacy for financial support of projects and programs.
- Maintain leases and rentals of District property.
- Develop revenue enhancements.

Actions for FY 11-12:

- Evaluate paygo vs. debt financing for capital improvements. **Not necessary because Potable Water is unable to borrow money at this time, Sanitation has no need to borrow, and the recycled water reservoir project is on hold indefinitely.**
- Market HQ buildings for lease/rent. **Bldg # 1 still vacant, lease for bldg # 8 expires in July 2012**
- Develop wholesale recycled water rates for sales to customers outside the JPA partnership. **Postponed.**
- **Executed permanent agreement with Pepperdine for sewer service resulting in \$1.9 million in connection fees over three years**

Suggestion Actions for FY12-13

- **Continue reviewing security improvements**
- **Continue marketing bldg # 1**
- **Resolve lease in bldg # 8**
- **Update Emergency Response Plan**
- **Begin negotiating process with management associations.**
- **Promote e-billing and online/phone payment options to reduce costs associated with customer billing**
- **Promote leak prevention benefits of AMR/AMI system to customers.**

Objective 3.3 Provide timely financial reporting to the Board and managers to support cost control.

Activities:

- Prepare annual financial reports and budget to GFOA and CSMFO awards programs.

Actions FY 11/12:

- Conduct annual audit for Las Virgenes and JPA activities. **Done**
- Provide monthly, quarterly and annual financial reports, including progress on financial targets to Board and staff. **Done**
- Submit financial reports to GFOA and CSMFO award programs. **Done**

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Suggested Actions for FY12-13

- Work with new auditors and conduct annual audit for Las Virgenes and JPA activities
- Provide monthly, quarterly and annual financial reports, including progress on financial targets to Board and staff.
- Submit financial reports to GFOA and CSMFO award programs.

Objective 3.4 Provide sound risk management for liability protection, emergency preparedness planning, and internal controls.

Activities:

- Provide safety training to promote a safe work environment.
- Evaluate security and safety enhancements at all District facilities.

Actions FY 11-12:

- Review workers' compensation providers. **Current provider remained best price.**
- Review ACWA dental program. **Current provider remained best price.**

Suggested Actions for FY12-13

- Pursue options for workers' compensation insurance and property and liability insurance with ACWA-JPIA for cost savings

Objective 3.5 Provide a sound investment portfolio which maintains investment priorities of safety, liquidity and rate of return.

Activities:

- Update reporting format for investment activities.

Actions FY 11-12:

- Research information and update investment activities reporting. **Ongoing**

Suggested Actions for FY12-13

- Continue to look for secure investments that may bring additional yield while still within the parameters of our investment policy.

Strategic Goal 4 Provide Reliable, High Quality Service to Customers

Reliable, excellent customer service is paramount; we are committed to quality customer service in all operations and activities. We obtain feedback from customers as a basis for our efforts to continuously improve services.

Objective 4.1 Respond to changing customer expectations and related industry advancements.

Activities:

- Identify Board/Staff outreach to customers pertaining to water supply and water efficiency.
- District's facility tours and MWD inspection trips continue to be very popular and effective tools to convey supply and efficiency info
- Current Flow Articles on WQ and efficiency
- Enhanced the District's website and engaged in more frequent updates on supply and efficiency topics
- Social media implementation and postings on efficient practices
- Review Customer Service feedback/forms – all services provided. **Present results to the Board**

Actions for FY 11-12:

- Prepare a customer satisfaction and expectation survey. **Need to consult with Board on direction and expectations. Share with the board current feedback from customers.**
- Provide customers with information on the 2012 Water Bond. **Water for Tomorrow Publications distributed to all customers, however, it would appear the bond will be postponed or modified.**
- Survey other agencies outreach programs and success. **This has been done through the District's participation with the MWD PIOs, ACWA's Communications Committee and CASA's Communications Committee**
- Provided information to customers regarding potential damage from water main shutdowns and repairs, issued advisories on customer responsibilities sewer (in progress) and water lines.

Objective 4.2 Investigate new technologies that will benefit customers.

Suggested Actions for 2012-13

- Prepare a customer satisfaction and expectation survey.
- Provide customer access to AMR/AMI data.
- Continue facilities tour program, consider expansion
- Implement changes and upgrades to CIS billing system such as third-party billing, consolidated billing and automatic move-in/out for customers.

Strategic Goal 5 Commit to a Quality Workforce

Our employees are the District's most important resource; we assure they have the skills and resources to provide excellent services. We provide a safe, fair and cooperative work environment.

Objective 5.1 Build employee skills and competencies.

Activities:

- Support and encourage training and development opportunities for employees and use of reimbursement program. **Developed cross training operator rotation program between Rancho & Tapia**
- Continued Staff participation in industry associations, conferences, workshops and specialized training. **Participation includes CCWUA (Larry), Water reuse, CA-NV AWWA, ASCE (David), Tri-County CWEA (Brad G. & John S.), SCAP (John Z., Larry, Brett, Jim O.) AWWA Leadership Training (James S. & Darrel)**
- Seek available, low-cost training opportunities through partnerships with educational entities, collaboration with other public agencies, private firms and industry associations. **Developed in-house water system process training program, sent staff to low cost/free training with AWA & SCE**
- **Dr. Perry training for all employees**

Actions for FY 11-12:

- Identify and document programs for development of employees in obtaining advanced education, licensing and certifications.

Objective 5.2 Hire, promote and retain best qualified persons and hold them accountable.

Activities:

- Conduct and implement complete compensation reviews every 3 to 5 years.
- Review recruiting strategy specific to internal promotion opportunities.

- Support staff participation in local public and private job and career events.

Actions for FY 11-12:

- Ensure classifications of positions are current and compensation and benefits remain competitive in the market. **Done as part of total compensation study.**
- Determine employee advancement opportunities when positions become vacant. **Ongoing.**
- Maintain staff presence at employment events to promote the District as an employer of choice. **Ongoing.**

Suggested Actions for FY 12-13

- **Develop Junior Engineer Position to fill vacant Asst/Associate Engineer (grow our own like the OIT/Operator series)**
- **Continue industry participation, low cost training, cross training and “in-house” training**

Objective 5.3 Provide appropriate staff and resources to achieve our mission.

Activities:

- Review annual updates on vacancies, projected retirements and changing organizational needs for the next 3 to 5 years.
- Explore revised package for future hires.

Actions for FY 11-12:

- Update work force plan to ensure staffing levels are adequate for District needs. **To be presented at Strategic Plan meeting.**

Suggested Actions for FY 12-13

- **Develop Junior Engineer Position to fill vacant Asst/Associate Engineer (grow our own like the OIT/Operator series)**
- **Continue industry participation, low cost training, cross training and “in-house” training**

Strategic Goal 6 Construct, Manage and Maintain All Facilities and Provide Services to Assure System Reliability and Environmental Compatibility

As stewards of our customers and the environment, we balance the needs of the customers for safe and reliable water and sanitation services with the impact of these services on our watershed.

Objective 6.1 Design and construct high quality reliable facilities that operate efficiently and use technological advances while protecting the environment.

Activities:

- Explore and Identify energy management strategies. **Install a VFD on 100 hp pump at LV-2, shifted loads at Rancho reducing e-costs under CPP tariff,**
- Integrate District activities with regional programs to provide efficiencies and cost savings. **Waiting for LA Co—have not heard anything for a while**

Actions for FY 11-12:

- Update solar energy evaluation and determine the timing and appropriate locations for installation. **Exploring opportunities using new SCE virtual and net metering tariffs**
- Determine timing for installation of Household Hazardous Waste Facility. **In Los Angeles court--we have not heard anything for a while**

Objective 6.2 Develop comprehensive maintenance management and replacement programs.

AMMS - Almost fully developed and integrated into all aspects of District maintenance and divisions. Ability for anyone having Intranet access to write and track work requests. Fleet maintenance fully tracked in AMMS. Additional staff being trained in AMMS functions and benefits.

AMMS – Future work to include investigation into opportunity to add parts and material costs and actual labor into AMMS to allow for better decision making on maintenance and replacement actual life cycle costs and labor utilization and planning.

Activities:

- Continue developing fleet and building maintenance software for District wide use.

Actions for FY 11-12:

- Implement JD Edwards property management module.
- Continue to improve the ease of AMMS fleet and maintenance program for maintenance of District equipment.

Objective 6.3 Support reasonable, economically viable and technologically feasible efforts to reduce greenhouse gas emissions (AB 32) while achieving the District's mission of providing quality service.

Activities:

- Continue identifying gas emissions reduction opportunities and ability to partnership with other agencies. Consider changing drives at WLPS from ICE to electrical motors, changes in heating system at Rancho will result in a smaller boiler.
- Monitor AB 32 compliance. Continuing via SCAP.

Actions for FY 11-12:

- Update AB 32 report and identify actions.
- Investigate and determine application to registry and report.
- Evaluate opportunities to install in-pipe hydro electric.
- (Continuing to watch all three of these)

Objective 6.4 Promote science based programs with regulatory agencies.

Actions for FY 11-12:

- Address issues with regulatory agencies via meetings and correspondence.

Suggested Action for FY12-13

- Consider FOG/Food waste addition to new digester to produce more gas, generate revenue and cogeneration
- Explore renewable opportunities using virtual/feed-in tariffs

Strategic Goal 7 Sustain Community Awareness and Support

We operate under a policy of full transparency. We build public understanding of District activities; we work cooperatively with our customers, communities and stakeholders to advance District and community goals and to advocate sound public policy particularly regarding regulations.

Objective 7.1 Develop effective information and awareness programs.

Activities:

- Enhance outreach presence to the media and community
- Upgraded District website, more material and more frequent updates

- Rollout of “Most Current Flow” in local newspapers to increase awareness of District initiatives and activities
- Landed Huell Howser Video production for District
- Eight Community Outreach booth events
- Acquired Mascot (“Little Drop”) for school and booth events
- Extensive outreach for Agoura / Reyes Adobe pipeline project
- Outreach and promotion for WLV Community Meeting at LV Reservoir
- Enhanced outreach to business community through Chambers of Commerce in FY 2011-12 and active participation in Chamber gov’t affairs committees
- Identify inter-agency programs with cities, county, NGOs.
 - Several appearances at LV Homeowners Federation and met with Three Springs HOA
 - Multiple presentations to each city council through the course of the year on varied topics
 - Cooperative display with L.A. County Fire at Agoura Hills event
 - Participation in L.A. County Fire Safe Committee
 - LVMWD presence at multiple community events
 - Multiple programs with LVUSD (see education outreach section)
- Publicly present Annual Report. Annual Report produced and distributed as well as web-published
- Continue *The Current Flow* Reporting. Current Flow format updated and timely on several topics – six editions each year that are also web-posted
- Prepare annual Consumer Confidence Report. CCR produced and distributed on time and in compliance with regulations including supporting activities (newspaper ad and news release). CCR also posted on website.

Actions for FY 11-12:

- Continue to develop the District’s outreach presence with the community through: community workshops, facility tours and advertising.
Six public tours, several more school tours, workshops on AMR /AMI conducted for LVHOF and City of Hidden Hills; WLV 5-mil tank workshop; Extensive series of water-wise garden classes (full to capacity) Ads run on a variety of topics – District activities such as tours and classes, FOG, No Drugs Down Drain, compost promotion & more.
- Promote water awareness day (May) throughout industry (statewide).
Extensive outreach (poster contest winners, water conservation, value of water and a great deal of publicity surrounding the Solar Cup Team including L.A. Times story.
- Enhance electronic outreach to customers.
Upgraded website, added social media (Facebook, Twitter)
- More Board interaction in community organizations.
Added Community Event Calendar to board agenda packages, which identifies opportunities for Board to participate at community events. Hosted Chamber mixers for two different chambers.
- Prepare outreach plan.
Received and filed by the Board
- Present Annual Report to community organizations and public agencies.
Annual Report mailed to key individuals and communicators in the region; also posted on website.

Same actions for FY 12-13 except Outreach Plan.

Objective 7.2 Promote water education programs.

Activities:

- School and community education programs.
Implemented 4-5 Science Team program commensurate with board direction and funding. Continued existing school programs such as poster contest and Outdoor Ed

related tours of Tapia & RLV. Modified book donation program to text book acquisition. Established complementary web presence with LVUSD. Shifted in-school dramatic productions away from NTC over to Story Pirates who will implement Board's Direction to use HS students in presentations.

Actions for FY 11-12:

- Expand use of local community access channels (example: Huell Howser series).
LVMWD materials in use by Calabasas, Agoura Hills & WLV TV channels.
- Continue to develop and enhance school education programs.
- See above.
- Continue offering water efficient landscape classes.
Extensive series of classes implemented in spring of 2012
- Review financial support for LVUSD water related student programs.
Presentation to Board on 2/28/12

Same actions for FY 12-13 except "expand use of local...."

Objective 7.3 Promote advocacy and programs demonstrating community and industry leadership that advances district interests.

Activities:

- Improve media relations and outreach opportunities.
Meetings conducted with local media outlets and reporters. Expanded media contacts with Patch publications in Agoura Hills, Calabasas, Chatsworth & Malibu.
- Actively participate at COG meetings in fostering relationships with local and regional agencies. GM Function

Actions for FY 11-12:

- Improve media outreach and relations with Calabasas Patch, Acorn, Ventura County Star, Twitter, Facebook and blogs related to water supply and regulatory issues.
Done. See Above.

Suggested Action for FY12-13

- Provide outreach related to Capital Improvement Projects, Master Plans and issues that affect the customers

Strategic Goal 8 Provide Watershed Leadership

We support sound watershed management in our environmentally sensitive region.

Objective 8.1 Become recognized as a highly effective and proactive watershed leader.

Activities:

- Actively monitor:
 - Regional watershed activities and awareness.
 - TMDL development in Malibu Creek and Los Angeles River.
- Participate on Regional Watershed planning groups with public agencies and stakeholders.

Actions for FY 11-12:

- Investigate county watershed, water quality monitoring practices and update board.
- Develop watershed monitoring and reporting program and implementation plan.
Coordinate with watershed stakeholders. Meet NPDES timelines. Completed.

- Complete analysis of Monterey formation and report results to local agencies, environmental organizations and community organizations. **Completed.**
- Determine status of IRWMP process and grant funding. **In progress**

Actions for FY 12-13

- Continue to represent region on the IRWMP Leadership Council and subregional Steering Committee
- Continue leadership role in development of a consolidated, multi-agency watershed monitoring plan
- Continue to monitor new scientific developments in water quality testing as it relates to JPA operations and regulatory compliance.

Strategic Goal 9 Implement New Technologies

We support new technology that enhances business operations and services to customers are possible cost savings opportunities.

Objective 9.1 Investigate, select and implement new technology programs that advance goals.

Activities:

- Continue to evaluate and recommend business improvement/outsourcing opportunities.
- Investigate technology with other public agencies, industry associates and technology professionals. **SCADA Communications System Review Report will be completed**
- Acquire programs that improve business operations and community services.
- Develop customer feedback options, such as social media, webpage, email, in shaping customer expectations.
- Survey agency outreach success.

Actions for FY 11-12:

- Improve District website to provide more conservation information to customers.
- Complete bill pay option for customers.
- Investigate opportunities to partner in finance functions with other agencies.
- Continue with AMR/AMI metering to improve water use information to customers.

Suggested Actions FY 12-13

- Implement phased SCADA communications system improvements
- Implement radio system improvements
- Consider GPS tracking in vehicles
- Present Information Systems Master Plan