

Triunfo Sanitation District
 FY12 Goals and Objectives - Update 1/19/2012

Goal No.	Goal Title	Goal Description	Priority	Status	Staffing Requirements:	Staffing/Support Recommendation(s):
1	Triunfo Sanitation District Website	Develop and deploy a redesigned Triunfo Web Site.	1	The Triunfo Board approved Contract No. T11-010 with the Agency for website development services. Project is scheduled to be completed by <i>April, 2012</i> .	While the Agency will develop the website, staff time will be required to review and format content, to provide direction, and facilitate the process through the Website Redesign Committee and the Board.	Existing resources are available to handle the intermittent workload for this project.
6	Conference Participation Policy	Develop policy/guidelines for conference participation including organizations such as CASA, CSDA, and ACWA events.	1	Directors have expanded the range of potential conference attendance through board discussion and action. Staff recommends modification of Resolution T11-05 into a policy document; staff expects to bring this before the Board in March 2012.	This is a routine staffing function.	Assigned to District Manager and Clerk of the Board. This is item that can be handled using existing resources.
7	TSD Disaster Preparedness Plan	Review and update the TSD Disaster Preparedness Plan.	1	The Board approved VRSD's contract with Risk Management Professionals to develop an updated plan; anticipated completion is mid-2012.	Consultant development with oversight from staff.	Water and Wastewater Technical Services Supervisor will manage this project.
12	VRSD Representation	Consider requesting a permanent seat on VRSD Board. Continue directing TSD Board member to attend bimonthly Board meetings as an approved day of service.	1	Permanent status on the VRSD Board has been requested. VRSD is scheduled to consider this issue at their goal setting session in February, 2012. On November 28, 2011 the Triunfo Board a Triunfo Board member for ongoing attendance at VRSD's meetings.	None identified at this time.	None identified at this time.
15	Oak Canyon Reservoir	Maintain monthly status reports on the construction of the Oak Canyon Reservoir project and provide Board with regular updates on budget and construction progress.	1	Monthly status reports are provided to the Triunfo Board.	Current combination of VRSD and contracted staff.	None identified at this time.

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16	Agency Coordination	Develop and maintain relationships with MAC, CMWD, and the County of Ventura.	1	Staff has attended meetings at the Oak Park MAC, Ventura LAFCO, CMWD and the JPA. Future meetings will include the County of Ventura to discuss potable and reclaimed water issues.	District Manager and appropriate staff, as appropriate.	None identified at this time.
17	Site Security	Evaluate and recommend additional site security measures for TSD potable water facilities.	1	Staff implemented a number of enhanced security measures at the beginning of FY12. Staff is also developing a "Vulnerability Assessment" (in concert with the updated Disaster Preparedness Plan). The consultant will identify additional recommendations to address specific security-related issues.	VRSD Staff: Water & Wastewater Technical Supervisor & Water & Wastewater Maintenance Supervisor.	In addition to identified staffing, there will be some overlap with the "Disaster Preparedness Plan" that will be performed under a consultant contract (Goal No. 7).
20	Recycled Water System Expansion	Explore additional reclaimed water opportunities within the Triunfo Sanitation District, including Cal Water's territory.	1	Recycled Water Committee is evaluating cost/benefit alternatives for system expansion.	District Manager, Water and Wastewater Division staff.	Depending on proposed expansion opportunities, an engineering study (consultant) may be necessary to determine supply capability of JPA system to Ventura County.
24	Composting Operations	Work with JPA to evaluate current composting facility operations to reduce operating costs. Develop analysis identifying alternatives to current composting option.	1	Analysis/discussion regarding composting operations has been limited to JPA meeting presentations.	District Manager	Will be determined by direction of the Board.

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25	TSD Outreach	Outreach to City of Thousand Oaks, Westlake, Lake Sherwood, and Bell Canyon portion of Triunfo. Communicate Triunfo issues through available outlets including billing stuffers, newsletters, etc. Issues include agency boundaries/scope, etc. Hold at least one meeting in Thousand Oaks in FY 12 (before December).	1	Meeting was held at the Greater Conejo Valley Chamber of Commerce in October, 2011. Upon completion of the Public Outreach Plan in Goal No. 4, staff may have additional recommendations.	District Manager, Clerk of the Board, Public Information Officer	No recommendation at this time.
26	Communicate JPA Tours to TSD Customers	Increase outreach to TSD customers regarding JPA available tours. Include schools, civic groups, and homeowner associations.	1/2	The next JPA Wastewater Treatment Tour on February 4, 2012 is full. Staff will advertise for the August 4, 2012 Tour in the first or second quarter of 2012.	Public Information Officer	No additional support is identified necessary this time.
4	Public Outreach	Continue and expand public outreach including operations and water conservation efforts. Include information on services, rebates, etc. Get MWD pamphlets (or other preprinted materials) to distribute.	2	Current efforts include the use of OPWS bill stuffers, media releases, advertising, and the Triunfo website (see Goal No. 1) to disseminate conservation-related information, opportunities for customer rebates, water rate adjustments, and available services such as third-party billing. A formal outreach plan was designed and is underway for the Oak Canyon Reservoir Project. A broader plan can be developed at the Board's request.	Contract staff (VRSD) will utilize in-house Public Information Officer to develop an outreach plan as directed by the Board.	No additional support is identified this time.

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Goal No.	Goal Title	Goal Description	Priority	Status	Staffing Requirements:	Staffing/Support Recommendation(s):
9	Capital Improvement Plan	Develop District-wide capital improvement plan (including JPA capital requirements) and incorporate into the long-term financial plan.	2	Staff with assistance from outside engineering firm has initiated the development of a CIP for TSD owned assets (Goal Nos. 18 & 28). The TSD portion will be dovetailed with the Las Virgenes – Triunfo JPA CIP. This goal must be substantially completed for incorporation into Goal No. 8.	VRSD Staff: Water & Wastewater Technical Supervisor & Water & Wastewater Maintenance Supervisor in conjunction with contract engineering services.	Continue assistance of the development of the Capital Improvement plan utilizing VRSD staff with <i>assistance from contract engineer.</i>
18	Potable Water Capital Improvement Plan	Assess potable water system and develop a capital improvement plan that addresses current facilities and recommendations for replacement and financing. [Cross references: Goal No. 9 – Capital Improvement Plan]	2	A contract engineering firm has initiated assessment of District assets. Upon completion, development of a five-year potable water capital improvement plan will commence.	VRSD Staff: Water & Wastewater Technical Supervisor & Water & Wastewater Maintenance Supervisor.	Continue assistance of the development of the Potable Water Capital Improvement with assistance from contract engineering firm.
21	Recycled Water Storage	Evaluate recycled water storage issues and develop a TSD Board position relative to JPA proposal. Direct staff to keep Board updated regarding JPA recycled water storage options.	2	To date, there has been no action other than updates of possible storage solutions developed by the JPA		As part of the engineering study, supported by a consultant, a comprehensive recycled water storage cost/benefit analysis should be completed.
22	CMWD Portion of RW System	Evaluate purchase of Calleguas Municipal Water District recycled water assets. Follow up on defective pipe lawsuit. Evaluate before the next pass-through.	2	Staff will schedule a meeting with CMWD to further discuss.	District Manager	Will be determined by direction of the Board. Focused financial analysis for the purchase of assets may be suited to the use of an outside consultant.
28	Wastewater Capital Improvement Plan	Develop Wastewater (TSD-owned) capital improvement plan/forecast that incorporates JPA and TSD facilities. The forecast will be incorporated into long-term (five-year) plan. [Cross references: Goal No. 9 – Capital Improvement Plan]	2	A Contract engineering firm has initiated assessment of District assets. Upon completion, development of a five-year wastewater capital improvement plan will commence.	VRSD Staff: Water & Wastewater Technical Supervisor & Water & Wastewater Maintenance Supervisor.	Continue assistance of the development of the Potable Water Capital Improvement with assistance from contract engineering firm.

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Goal No.	Goal Title	Goal Description	Priority	Status	Staffing Requirements:	Staffing/Support Recommendation(s):
23	JPA Reclaimed Water Opportunities	Explore additional reclaimed water opportunities through the Las Virgenes-Triunfo Joint Powers Authority.	2/3	No activity to date.	District Manager	No recommendation at this time.
2	Budget Timelines	Direct staff to provide consistent timelines and processes for District budgeting (including both JPA and VRSD components).	3	Budget timelines for TSD (including the VRSD component) have been developed. A request has been made to the JPA for status of its budget timeline, and staff will update relevant timelines once that information is received. The Triunfo annual budget includes input from a number of outside agencies including the Calleguas Municipal Water District, Las Virgenes – Triunfo JPA, Ventura Regional Sanitation District.	The timeline is being developed by the District Manager.	FY11 and FY12 budgets were developed by the Interim District Manager. <i>The overall budget assignment is under evaluation for transfer/cross training with an internal incumbent.</i>
3	Mission and Vision Statement	Create a Mission and Vision Statement for the Triunfo Sanitation District.	3	Staff surveyed local agencies and developed a list of “Mission and Vision” statements from comparable agencies. A staff report will be developed for the TSD Board at a meeting of their choosing.	Administrative and management staff.	No additional support is identified this time.
5	Evaluate District Manager and Legal Counsel	Direct staff to develop forms/procedures for annual evaluation of both functions. Revisit VRSD-assigned GM position.	3	Staff recommends adoption of VRSD’s procedures for evaluation of legal counsel (closed session process). For the District Manager, evaluation could be done in open session or through the use of VRSD’s performance evaluation process (with input from the TSD Board). This evaluation is performed by VRSD’s General Manager.	District Manager and Clerk of the Board will develop for Board review/approval.	Assigned to District Manager and Clerk of the Board.

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Goal No.	Goal Title	Goal Description	Priority	Status	Staffing Requirements:	Staffing/Support Recommendation(s):
8	Long Term Financial Planning	Develop a comprehensive long-term financial plan (five-year planning window) that includes operations, maintenance, capital reserves, etc.	3	This goal significantly relies on inputs that are being developed under other goals including Goal #9, Goal #18 and Goal #28. This goal has significant budget and rate implications and should be completed for incorporation in the FY13 Budget process.	VRSD Finance staff.	Director of Finance and Finance Department staff to develop the overall plan. Operations staff and contract support will develop appropriate sections of the plan (Capital Improvement planning).
11	Triunfo Organization	Look at staffing, organizational structure, and alternatives for providing services. Include evaluation of local office, local staffing/presence.	3	At the TSD Board's direction, staff will schedule an action item for TSD Board discussion of contract operation and maintenance services for TSD.	District Manager	Sufficient level of staffing is available; however, the Triunfo Board should consider <i>third party evaluation of services where appropriate.</i>
19	Water Conservation Fair	Water-Wise Conservation Fair – Spring 2012.	3	Staff will survey local agencies to determine if partnering opportunities are available. A February staff report will include alternatives for the Board's consideration.	District Manager, Public Information Officer.	Additional help may be required depending on the size/scope of fair, if any.
10	Evaluate Rates	Evaluate rates (Potable Water, Recycled Water, and Wastewater) to ensure District remains on sound financial footing.	4	Potable water rates were adjusted to reflect 1/1/2012 pass through costs. Reclaimed Water rates will be evaluated in January, 2012. All rates will be reviewed in light of Goal No. 8.	District Manager and Director of Finance.	No additional support is identified this time.
13	District Benchmarking (of VRSD outsourced Staffing)	Commission a benchmarking study to evaluate current district's operations including the current VRSD outsourced staffing.	4	Staff recommends coordinating this with Goal 11 (Triunfo Organization.)		An outside firm (consultant) should be utilized to provide benchmarking services.
27	District Benchmarking (JPA)	Fund benchmarking analysis. Evaluate JPA operations and provide comparison of JPA costs vs. similar agencies. Bring item forward as a potential JPA-funded activity.	4	Discussion regarding the potential benchmarking study was initiated at the December 5, 2012 Las Virgenes – Triunfo Joint Powers Authority meeting.	If directed by the TSD Board, District Manager to develop RFP and manage the contract of an outside firm to provide benchmarking services.	If directed by Board, outside assistance – consultant - would be required to complete this goal.

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29	Disinfection Alternatives Status/Progress	Implement a viable, cost-effective alternative disinfection method for JPA's Tapia WRF to ensure permit compliance and provide for future flexibility. Monitor status and progress.	4	Staff will work with JPA and prepare periodic updates for the TSD Board.	District Manager	No recommendation at this time.
30	Alternative Energy Strategies	Explore alternative energy strategies for District and JPA facilities.	4	Based on use of the USEPA <i>Energy Management Guidebook for Wastewater and Water Utilities</i> to evaluate and implement energy consumption and energy cost savings, staff is developing a preliminary evaluation of energy alternatives.	VRSD Staff: Water & Wastewater Technical Supervisor & Water & Wastewater Maintenance Supervisor.	Staff to contact SCE for facility energy audits. No additional support is identified necessary this time.
31	Private Sewer Lateral Replacement Prg.	Revisit the previously offered "private sewer lateral replacement program."	4	No activity to date.	District Manager/Finance Director	No recommendation at this time.
14	Evaluation of JPA Identity	Review agency separation issues related to the JPA (Las Virgenes-Triunfo Joint Powers Authority). Items to be considered include regulatory reporting (letterhead), signage, and fiscal matters.	-	Staff recommends development of a letter to the administrative agent at Las Virgenes identifying irregularities in the JPA identity; a draft of such a letter can be prepared as an action item for the February 2012 TSD Board meeting. (Note: no priority has been identified for this Goal.)	If directed by the TSD Board, District Manager to write request for JPA consideration.	None identified at this time.

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