

OTAY WATER DISTRICT  
FINANCE, ADMINISTRATION AND COMMUNICATIONS  
COMMITTEE MEETING  
and  
SPECIAL MEETING OF THE BOARD OF DIRECTORS

2554 SWEETWATER SPRINGS BOULEVARD  
SPRING VALLEY, CALIFORNIA  
BOARDROOM

**TUESDAY**  
**February 26, 2008**  
**3:30 P.M.**

This is a District Committee meeting. This meeting is being posted as a special meeting in order to comply with the Brown Act (Government Code Section §54954.2) in the event that a quorum of the Board is present. Items will be deliberated, however, no formal board actions will be taken at this meeting. The committee makes recommendations to the full board for its consideration and formal action.

**AGENDA**

1. ROLL CALL
2. PUBLIC PARTICIPATION – OPPORTUNITY FOR MEMBERS OF THE PUBLIC TO SPEAK TO THE BOARD ON ANY SUBJECT MATTER WITHIN THE BOARD'S JURISDICTION BUT NOT AN ITEM ON TODAY'S AGENDA

**DISCUSSION ITEMS**

3. REVIEW OF DIRECTORS' EXPENSES FOR THE 2<sup>ND</sup> QUARTER OF FISCAL YEAR 2008 (PRENDERGAST) [5 minutes]
4. DISCUSSION OF REVIEW PROCESS FOR DISTRICT'S CURRENT BANKING SERVICES (CUDLIP) [10 minutes]
5. REVIEW OF CUSTOMER PIPELINE NEWSLETTER (BUELNA) [10 minutes]
6. REVIEW OF FISCAL YEAR 2008 MID-YEAR STRATEGIC PLAN AND PERFORMANCE MEASURES (STEVENS) [15 minutes]
7. ADJOURNMENT

BOARD MEMBERS ATTENDING:  
Mark Robak, Chair  
Larry Breitfelder

All items appearing on this agenda, whether or not expressly listed for action, may be deliberated and may be subject to action by the Board.

If you have any disability which would require accommodation in order to enable you to participate in this meeting, please call the District Secretary at 670-2280 at least 24 hours prior to the meeting.

#### Certification of Posting

I certify that on February 22, 2008 I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of Otay Water District, said time being at least 24 hours in advance of the meeting of the Board of Directors (Government Code Section §54954.2).

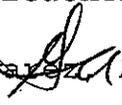
Executed at Spring Valley, California on February 22, 2008.

  
Susan Cruz, District Secretary



# AGENDA ITEM 3

## STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	March 5, 2008
SUBMITTED BY:	Sean Prendergast,  Payroll/AP Supervisor	W.O./G.F. NO:	DIV. NO. All
APPROVED BY:	Joseph R. Beachem, Chief Financial Officer (Chief)		
APPROVED BY:	German Alvarez, Assistant General Manager (Asst. GM): 		
SUBJECT:	Director's Expenses for the 2nd Quarter of Fiscal Year 2008		

**GENERAL MANAGER'S RECOMMENDATION:**

This is an informational item only.

**COMMITTEE ACTION:** \_\_\_\_\_

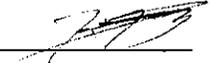
Please see Attachment A.

**PURPOSE:**

To inform the Board of the Director's expenses for the 2nd quarter of Fiscal Year 2008.

**ANALYSIS:**

The Director's expense information is being presented in order to comply with State law. (See Attachment B for Summary and C-H for Details.)

**FISCAL IMPACT:** 

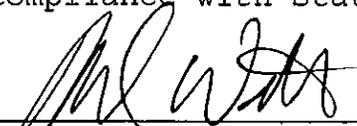
None.

**STRATEGIC GOAL:**

Prudently manage District funds.

**LEGAL IMPACT:** \_\_\_\_\_

Compliance with State law.

  
\_\_\_\_\_  
General Manager

Attachments:

- A) Committee Action Form
- B) Director's Expenses and per Diems
- C-H) Director's Expenses Detail



## ATTACHMENT A

<b>SUBJECT/PROJECT:</b>	Director's Expenses for the 2nd Quarter of Fiscal Year 2008
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### COMMITTEE ACTION:

This is an informational item only.

### NOTE:

The "Committee Action" is written in anticipation of the Committee moving the item forward for board approval. This report will be sent to the Board as a committee approved item, or modified to reflect any discussion or changes as directed from the committee prior to presentation to the full board.

**BOARD OF DIRECTORS'  
EXPENSES AND PER-DIEMS**

**FINANCE, ADMINISTRATION, AND  
COMMUNICATIONS COMMITTEE  
FEBRUARY 26, 2008**

Policy 8 requires that staff present the Expenses and Per-Diems for the Board of Directors on a Quarterly basis:

- Fiscal Year 2008, 2nd Quarter
- The expenses are shown in detail by Board member, month and expense type.
- This presentation is in alphabetical order.
- This information was presented to the Finance, Administration, and Communications Committee on February 26, 2008

Board of Directors' Expenses and Per-Diems  
Fiscal Year 2008 Quarter 2 (Oct 07- Dec 07)

• Director Bonilla	0.00
• Director Breitfelder	\$3,823.44
• Director Croucher	\$800.00
• Director Lopez	\$1,502.06
• Director Robak	<u>\$2,373.66</u>
• Total	\$8,499.16

# Director Bonilla

## Fiscal Year 2008 Quarter 2

	<u>Oct 07</u>	<u>Nov 07</u>	<u>Dec 07</u>	Qtr2
• Mileage Business				
• Mileage Commute				
• Conference				
• Travel				
• Director's Fees	_____	_____	_____	
•				
• Monthly Totals	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
• Quarterly Total				0.00
• Meetings Attended	Director Bonilla does not request			
• Meetings Paid	Per-Diem reimbursements.			
• Fiscal Year-to-Date 2008 (Jul 07-Dec 07)				0.00

# Director Breitfelder

## Fiscal Year 2008 Quarter 2

	<u>Oct 07</u>	<u>Nov 07</u>	<u>Dec 07</u>	Qtr2
• Mileage Business	127.07	190.61	74.21	
• Mileage Commute	43.65	36.38	58.20	
• Seminars & Travel		721.32		
• Director's Fees	700.00	900.00	700.00	
• Business Meetings	<u>65.00</u>	<u>182.00</u>	<u>25.00</u>	
• Monthly Totals	935.72	2,030.31	857.41	
• Quarterly Total				3,823.44
• Meetings Attended	14	15	13	
• Meetings Paid	7	9	7	
Fiscal Year-to-Date 2008 (Jul 07-Dec 07)				6,770.11

# Director Robak

## Fiscal Year 2008 Quarter 2

	<u>Oct 07</u>	<u>Nov 07</u>	<u>Dec 07</u>	Qtr2
• Mileage Business	83.24	144.53	26.19	
• Mileage Commute	3.88	3.88	1.94	
• Director's Fees	800.00	800.00	400.00	
• Business Meetings	<u>110.00</u>			
• Monthly Totals	997.12	948.41	428.13	
• Quarterly Total				2,373.66
• Meetings Attended	10	9	6	
• Meetings Paid	8	8	4	
Fiscal Year-to-Date 2008 (Jul 07-Dec 07)				5,739.52

# Director Lopez

## Fiscal Year 2008 Quarter 2

	<u>Oct 07</u>	<u>Nov 07</u>	<u>Dec 07</u>	Qtr2
• Mileage Business		140.65		
• Mileage Commute	22.31	19.40	9.70	
• Business Meetings	110.00			
• Director's Fees	<u>400.00</u>	<u>600.00</u>	<u>200.00</u>	
• Monthly Totals	532.31	760.05	209.70	
• Quarterly Total				1,502.06
• Meetings Attended	4	6	2	
• Meetings Paid	4	6	2	
• Fiscal Year-to-Date 2008 (Jul 07-Dec 07)				4,974.68

# Director Croucher

## Fiscal Year 2008 Quarter 2

	<u>Oct 07</u>	<u>Nov 07</u>	<u>Dec 07</u>	Qtr2
• Mileage Business				
• Mileage Commute				
• Director's Fees	200.00	300.00	300.00	
• Business Meeting				
• Monthly Totals	<u>200.00</u>	<u>300.00</u>	<u>300.00</u>	
• Quarterly Total				800.00
• Meetings Attended	3	5	4	
• Meetings Paid	2	3	3	
• Fiscal Year-to-Date 2008 (Jul 07-Dec 07)				2,100.00

Board of Directors' Expenses and Per Diems  
**\*Projected Fiscal Year 2008 (Jul 07- Jun 08)**

• Director Bonilla	0.00
• Director Breitfelder	\$13,540.00
• Director Croucher	\$4,200.00
• Director Lopez	\$9,949.00
• Director Robak	<u>\$11,479.00</u>
• Total	\$39,168.00

- \*Based on actual numbers as of 2<sup>nd</sup> quarter

Board of Directors' Expenses and Per Diems  
Fiscal Year 2008 to Date (Jul 07- Dec 07)

• Director Bonilla	0.00
• Director Breitfelder	\$6,770.11
• Director Croucher	\$2,100.00
• Director Lopez	\$4,974.68
• Director Robak	<u>\$5,739.52</u>
• Total	\$19,584.31



**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT D  
SECTION D**

**DIRECTOR'S NAME:           JAIME BONILLA**

<b>ACCOUNT NAME</b>	<b>DATE</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>
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<b>Total</b>			
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**Grand Total**

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT E  
SECTION E**

**DIRECTOR'S NAME: BREITFELDER, LARRY**

<b>Account Name</b>	<b>Date</b>	<b>Descriptions</b>	<b>Amount</b>
<b>Business meetings</b>			
	<b>07/17/07</b>	COUNCIL OF WATER UTILITIES	\$ 25.00
	<b>07/19/07</b>	WATER AGENCIES ASSOCIATION	40.00
	<b>08/16/07</b>	AUGUST BUSINESS AFTER HOURS CSDA QUARTERLY MEETING	10.00 32.00
	<b>09/18/07</b>	COUNCIL OF WATER UTILITIES	25.00
	<b>11/15/2007</b>	REGISTRATION MEETING-JULY 17, 2007 CSDA QUARTERLY MEETING ASIAN BUSINESS ASSOCIATION	25.00 32.00 150.00
	<b>10/16/2007</b>	COUNCIL OF WATER UTILITIES	25.00
	<b>10/18/2007</b>	WATER AGENCIES ASSOCIATION	40.00
	<b>12/18/2007</b>	COUNCIL OF WATER UTILITIES	25.00
<b>Business meetings Total</b>			<b>429.00</b>

**Director's fees**

<b>07/10/07</b>	REGULAR BOARD MEETING	100.00
<b>07/11/07</b>	CAC MODEL ORDINANCE COMMISSION	100.00
<b>07/17/07</b>	COUNCIL OF WATER UTILITIES	100.00
<b>07/19/07</b>	WATER AGENCIES ASSOCIATION	100.00
<b>07/20/07</b>	JOINT AGENCIES BOARD MEETING	100.00
<b>07/23/07</b>	GAS ACTION COMMITTEE	100.00
<b>07/24/07</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
<b>08/01/07</b>	REGULAR BOARD MEETING	100.00
<b>08/02/07</b>	METRO COMMISSION	-

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT E  
SECTION E**

**DIRECTOR'S NAME: BREITFELDER, LARRY**

<b>Account Name</b>	<b>Date</b>	<b>Descriptions</b>	<b>Amount</b>
<b>Business meetings</b>			
	<b>08/16/07</b>	MODEL ORDINANCE COMMITTEE MEETING	100.00
	<b>08/20/07</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>08/21/07</b>	TAXPAYER ASSOCIATION WATER PANEL DISTRICT	100.00
	<b>08/22/07</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>08/24/07</b>	GM CONTRACT AD HOC COMMITTEE	100.00
	<b>08/30/07</b>	AD HOC MEETING - FENTON BUSINESS CENTER	100.00
	<b>09/05/07</b>	REGULAR BOARD MEETING	100.00
	<b>09/07/07</b>	MODEL ORDINANCE COMMITTEE MEETING	100.00
	<b>09/14/07</b>	AD HOC MEETING - FENTON BUSINESS CENTER	100.00
	<b>09/17/07</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>09/18/07</b>	COUNCIL OF WATER UTILITIES	100.00
	<b>09/20/07</b>	PATHS TO PARTNERSHIP FORUM (CONSTRUCTION OUTREACH)	100.00
	<b>09/24/07</b>	WATER CONSERVATION GARDEN COMMITTEE MEETING	100.00
	<b>09/25/07</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>11/15/2007</b>	CSDA QUARTERLY MEETING	100.00
	<b>10/3/2007</b>	REGULAR BOARD MEETING	100.00
	<b>10/9/2007</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>10/12/2007</b>	WATER CONSERVATION SUMMIT	100.00
	<b>10/16/2007</b>	COUNCIL OF WATER UTILITIES	100.00
	<b>10/18/2007</b>		

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT E  
SECTION E**

**DIRECTOR'S NAME: BREITFELDER, LARRY**

<b>Account Name</b>	<b>Date</b>	<b>Descriptions</b>	<b>Amount</b>
<b>Business meetings</b>			
<b>Director's fees</b>	<b>10/18/2007</b>	WATER AGENCIES ASSOCIATION	100.00
	<b>10/29/2007</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>10/30/2007</b>	AD HOC MEETING - FENTON BUSINESS CENTER	100.00
	<b>11/6/2007</b>	FY 09-11 DISTRICT'S STRATEGIC PLAN WITH DOUG SPIERS OF WESTIN ENGINEERING	100.00
	<b>11/7/2007</b>	REGULAR BOARD MEETING	100.00
	<b>11/19/2007</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>11/26/2007</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>11/27/2007</b>	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	<b>11/28/2007</b>	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	<b>11/29/2007</b>	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	<b>11/30/2007</b>	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	<b>12/3/2007</b>	AD HOC GM REVIEW	100.00
	<b>12/5/2007</b>	REGULAR BOARD MEETING	100.00
	<b>12/10/2007</b>	CAC MODEL ORDINANCE COMMISSION	100.00
	<b>12/11/2007</b>	MEETING - STATE MODEL ORDINANCE MEETING	100.00
	<b>12/13/2007</b>	OTAY INFRASTRUCTURE TOUR	100.00
	<b>12/17/2007</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>12/18/2007</b>	COUNCIL OF WATER UTILITIES	100.00
<b>Director's fees Total</b>			<b>4,500.00</b>

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT E  
SECTION E**

**DIRECTOR'S NAME: BREITFELDER, LARRY**

<b>Account Name</b>	<b>Date</b>	<b>Descriptions</b>	<b>Amount</b>
<b>Business meetings</b>			
<b>Mileage - Business</b>			
	<b>07/31/07</b>	MEETING - JULY 17, 11, 19, 20, & 23	104.76
	<b>08/31/07</b>	MEETING - AUGUST 3 & 16	53.35
	<b>09/30/07</b>	MEETING - SEPTEMBER 7, 18, 20 & 24	96.52
	<b>10/31/2007</b>	MEETING - Oct. 9, 12 & 16, 2007	127.07
	<b>12/31/2007</b>	MEETING - Dec. 10, 11 & 17, 2007	74.21
	<b>11/31/2007</b>	MEETING - Nov. 6, 15, 27, 28, 29 & 30, 2007	190.61
<b>Mileage - Business Total</b>			<b>646.51</b>
<b>Mileage - Commuting</b>			
	<b>07/31/07</b>	MEETING - JULY 10 & 24, 2007	29.10
	<b>08/31/07</b>	MEETING - AUGUST 2, 20, 22, 24 & 30, 2007	72.75
	<b>09/30/07</b>	MEETING - SEPTEMBER 5, 14, 17 & 25	58.20
	<b>10/31/2007</b>	MEETING - Oct. 7, 29 & 30, 2007	43.65
	<b>11/30/2007</b>	MEETING - Nov. 7, 19 & 26, 2007	36.38
	<b>12/31/2007</b>	MEETING - Dec. 3, 5, 13, & 17, 2007	58.20
<b>Mileage - Commuting Total</b>			<b>298.28</b>
<b>Seminars and conferences</b>			
	<b>9/20/2007</b>	REGISTRATION FEE - PATHS TO PARTNERSHIPS	25.00
	<b>09/28/07</b>	ECONOMIC SUMMIT - SEPTEMBER 28, 2007	150.00

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT E  
SECTION E**

**DIRECTOR'S NAME: BREITFELDER, LARRY**

Account Name	Date	Descriptions	Amount
<b>Business meetings</b>			
<b>Seminars and conferences Total</b>			<b>175.00</b>
<b>Travel</b>			
	<b>11/30/2007</b>	HOTEL ACCOMMODATIONS - ACWA CONFERENCE NOV. 27 - 30, 2007	721.32
<b>Travel Total</b>			<b>721.32</b>
<b>Grand Total</b>			<b>\$ 6,770.11</b>

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT F  
SECTION F**

**DIRECTOR'S NAME CROUCHER, GARY**

Account Name	Date	Descriptions	Amount
<b>Director's fees</b>			
	<b>7/9/2007</b>		
		EMPLOYEE NEGOTIATIONS/AD HOC COMMITTEE	\$ 100.00
	<b>7/10/2007</b>	REGULAR BOARD MEETING	100.00
	<b>7/18/2007</b>	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
	<b>7/20/2007</b>	JOINT AGENCIES BOARD MEETING	100.00
	<b>8/1/2007</b>	REGULAR BOARD MEETING	100.00
	<b>8/17/2007</b>	EMPLOYEE NEGOTIATIONS/AD HOC COMMITTEE	100.00
	<b>8/20/2007</b>	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
	<b>8/21/2007</b>	TAXPAYER ASSOCIATION WATER PANEL DISTRICT	100.00
	<b>8/27/2007</b>	AD HOC NEGOTIATIONS	100.00
	<b>9/5/2007</b>	REGULAR BOARD MEETING	100.00
	<b>9/11/2007</b>	MEETING WITH GENERAL MANAGER	100.00
	<b>9/13/2007</b>	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
	<b>9/25/2007</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>10/3/2007</b>	REGULAR BOARD MEETING	100.00
	<b>10/9/2007</b>	BOARD MEETING ANNUAL REVIEW	100.00
	<b>11/7/2007</b>	REGULAR BOARD MEETING	100.00
	<b>11/19/2007</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>11/26/2007</b>	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
	<b>12/5/2007</b>	REGULAR BOARD MEETING	100.00
	<b>12/12/2007</b>	FY 09-11 DISTRICT'S STRATEGIC PLAN WITH DOUG SPIERS OF WESTIN ENGINEERING	100.00
	<b>12/14/2007</b>	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
<b>Director's fees Total</b>			<b>2,100.00</b>
<b>Grand Total</b>			<b>\$ 2,100.00</b>

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT G  
SECTION G**

**DIRECTOR'S NAME: LOPEZ, JOSE**

Account Name	Date	Descriptions	Amount
<b>Business meetings</b>			
	<b>8/16/2007</b>	AUGUST BUSINESS AFTER HOURS SAN DIEGO EAST COUNTY MEETING	\$ 10.00 10.00
	<b>10/16/2007</b>	REGISTRATION FEE - WEFTEC CONFERENCE	70.00
	<b>10/18/2007</b>	WATER AGENCIES ASSOCIATION	40.00
<b>Business meetings Total</b>			<b>130.00</b>
<b>Director's fees</b>			
	<b>7/9/2007</b>	EMPLOYEE NEGOTIATIONS/AD HOC COMMITTEE	100.00
	<b>7/10/2007</b>	REGULAR BOARD MEETING	100.00
	<b>7/18/2007</b>	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
	<b>8/1/2007</b>	REGULAR BOARD MEETING	100.00
	<b>8/16/2007</b>	WATER CONSERVATION GARDEN/EAST COUNTY CHAMBER	100.00
	<b>8/17/2007</b>	EMPLOYEE NEGOTIATIONS/AD HOC COMMITTEE	100.00
	<b>8/20/2007</b>	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
	<b>8/21/2007</b>	WATER PANELISTS PRESENTATION	100.00
	<b>8/31/2007</b>	OWD TOUR-CV	100.00
	<b>9/5/2007</b>	REGULAR BOARD MEETING	100.00
	<b>9/9/2007</b>	NATIONAL WATEREUSE CONFERENCE	100.00
	<b>9/10/2007</b>	NATIONAL WATEREUSE CONFERENCE	100.00
	<b>9/11/2007</b>	NATIONAL WATEREUSE CONFERENCE	100.00
	<b>9/12/2007</b>	NATIONAL WATEREUSE CONFERENCE	100.00
	<b>9/14/2007</b>	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
	<b>9/25/2007</b>		
	<b>10/3/2007</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>10/9/2007</b>	REGULAR BOARD MEETING	100.00
	<b>10/12/2007</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT G  
SECTION G**

**DIRECTOR'S NAME: LOPEZ, JOSE**

Account Name	Date	Descriptions	Amount
<b>Business meetings</b>			
<b>Director's fees</b>	10/12/2007	WATER CONSERVATION SUMMIT	100.00
	10/29/2007	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	11/7/2007	REGULAR BOARD MEETING	100.00
	11/19/2007	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	11/26/2007	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
	11/28/2007	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	11/29/2007	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	11/30/2007	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	12/31/2007	ENGINEERING & OPERATIONS COMMITTEE MEETING	100.00
		REGULAR BOARD MEETING	100.00
<b>Director's fees Total</b>			<b>2,800.00</b>
<b>Mileage - Business</b>			
	8/31/2007	MEETING - August 16 & 21, 2007	32.01
	9/12/2007	PARK, SHUTTLE & FLY AIRPORT PARKING	25.00
	11/30/2007	MEETING - Nov. 28, 29, & 30 2007	140.65
<b>Mileage - Business Total</b>			<b>197.66</b>
<b>Mileage - Commuting</b>			
	7/31/2007	MEETING - July 10 2007	9.70
	8/31/2007	MEETING - August 1, 20 & 31, 2007	29.10
	9/30/2007	MEETING - SEPTEMBER 5, 14 & 25, 2007	29.10
	10/31/2007	MEETING - Oct. 3 & 9 2007	22.31
	11/30/2007	MEETING - Nov. 7 & 19 2007	19.40
	12/31/2007	MEETING - Dec. 5 & 14, 2007	9.70
<b>Mileage - Commuting Total</b>			<b>119.31</b>
<b>Seminars and conferences</b>			
	9/8/2007	DINNER - WATEREUSE CONFERENCE	11.25
		SUPER SHUTTLE FROM AIRPORT TO HOTEL	13.00
	9/9/2007		

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT G  
SECTION G**

**DIRECTOR'S NAME: LOPEZ, JOSE**

<b>Account Name</b>	<b>Date</b>	<b>Descriptions</b>	<b>Amount</b>
<b>Business meetings</b>			
<b>Seminars and confer</b>	<b>9/9/2007</b>	BREAKFAST - WATEREUSE CONFERENCE	18.14
		DINNER - WATEREUSE CONFERENCE	13.00
	<b>9/11/2007</b>	DINNER - WATEREUSE CONFERENCE	23.31
		LUNCH - WATEREUSE CONFERENCE	11.25
	<b>9/12/2007</b>	A-1 TAXI & LIMO	14.00
		LUNCH - WATEREUSE CONFERENCE	12.25
	<b>9/30/2007</b>	HOTEL ACCOMMODATIONS - NATIONAL WATEREUSE CONFERENCE SEPT. 9-12. 2007	801.92
		REGISTRATION FEE - 22ND ANNUAL WATEREUSE SYMPOSIUM ON SEPT. 9-12. 2007	590.00
<b>Seminars and conferences Total</b>			<b>1,508.11</b>
<b>Travel</b>			
	<b>9/30/2007</b>	AIRFARE TO ATLANTA GEORGIA FOR WATEREUSE SYMPOSIUM ON SEPT. 9-12. 2007	219.60
<b>Travel Total</b>			<b>219.60</b>
<b>Grand Total</b>			<b>\$ 4,974.68</b>

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT H  
SECTION H**

**DIRECTOR'S NAME: ROBAK, MARK**

<b>Account Name</b>	<b>Date</b>	<b>Descriptions</b>	<b>Amount</b>
<b>Business meetings</b>			
	<b>07/19/07</b>	WATER AGENCIES ASSOCIATION	\$ 40.00
	<b>10/16/2007</b>	REGISTRATION FEE - WEFTEC CONFERENCE	70.00
	<b>10/18/2007</b>	WATER AGENCIES ASSOCIATION	40.00
<b>Business meetings Total</b>			<b>150.00</b>
<b>Director's fees</b>			
	<b>07/10/07</b>	REGULAR BOARD MEETING	100.00
	<b>07/11/07</b>	WATER CONSERVATION GARDEN COMMITTEE MEETING	100.00
	<b>07/12/07</b>	METRO COMMISSION	-
	<b>07/19/07</b>	WATER AGENCIES ASSOCIATION	100.00
	<b>07/20/07</b>	JOINT AGENCIES BOARD MEETING	100.00
	<b>07/24/07</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>09/05/07</b>	REGULAR BOARD MEETING	100.00
	<b>09/17/07</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>09/25/07</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>09/11/07</b>	NATIONAL WATEREUSE CONFERENCE	100.00
	<b>09/09/07</b>	NATIONAL WATEREUSE CONFERENCE	100.00
	<b>09/10/07</b>	NATIONAL WATEREUSE CONFERENCE	100.00
	<b>09/12/07</b>	NATIONAL WATEREUSE CONFERENCE	100.00
	<b>09/06/07</b>	GARDEN EXECUTIVE DIRECTOR MEETING	100.00

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT H  
SECTION H**

**DIRECTOR'S NAME: ROBAK, MARK**

<b>Account Name</b>	<b>Date</b>	<b>Descriptions</b>	<b>Amount</b>
<b>Director's fees</b>	<b>11/15/2007</b>	WATER CONSERVATION GARDEN COMMITTEE MEETING	100.00
	<b>10/2/2007</b>	MEETING WITH AUDIT AD-HOC COMMITTEE AND GARDEN AUDITO	100.00
	<b>10/3/2007</b>	REGULAR BOARD MEETING	100.00
	<b>10/4/2007</b>	METRO COMMISSION	-
	<b>10/9/2007</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>10/10/2007</b>	WATER CONSERVATION GARDEN COMMITTEE MEETING	100.00
	<b>10/12/2007</b>	2ND ANNUAL WATER CONSERVATION SUMMIT AT USD	100.00
	<b>10/16/2007</b>	WEFTEC CONFERENCE - SAN DIEGO CONVENTION CENTER	100.00
	<b>10/18/2007</b>	WATER AGENCIES ASSOCIATION	100.00
	<b>10/29/2007</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>11/6/2007</b>	FY 09-11 DISTRICT'S STRATEGIC PLAN WITH DOUG SPIERS OF WESTIN ENGINEERING	100.00
	<b>11/7/2007</b>	REGULAR BOARD MEETING	100.00
	<b>11/19/2007</b>	SPECIAL BOARD OF DIRECTORS MEETING	100.00
	<b>11/26/2007</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
	<b>11/28/2007</b>	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	<b>11/29/2007</b>	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	<b>11/30/2007</b>	SEMI-ANNUAL ACWA CONFERENCE IN PALM SPRINGS	100.00
	<b>12/5/2007</b>	REGULAR BOARD MEETING	100.00
	<b>12/11/2007</b>	IRRIGATION ASSOCIATION ANNUAL CONVENTION	100.00
	<b>12/12/2007</b>	WATER CONSERVATION GARDEN COMMITTEE MEETING	100.00
	<b>12/17/2007</b>	FINANCE & ADMINISTRATIVE COMMITTEE MEETING	100.00
<b>Director's fees Total</b>			<b>3,300.00</b>

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT H  
SECTION H**

**DIRECTOR'S NAME: ROBAK, MARK**

<b>Account Name</b>	<b>Date</b>	<b>Descriptions</b>	<b>Amount</b>
<b>Mileage - Business</b>			
	<b>07/31/07</b>	MEETING - July 10, 11, 12 19, 20, 24 & 25 2007	72.27
	<b>09/30/07</b>	MEETING - SEPTEMBER 5, 8, 12 & 25	37.83
	<b>09/12/07</b>	PARK, SHUTTLE & FLY AIRPORT PARKING	25.00
	<b>10/16/2007</b>	PARKING - WEFTEC AT HILTON CONVENTION CENTER	10.00
	<b>10/31/2007</b>	MEETING - Oct. 2, 3, 4, 9, 10, 12, 16, 29 & 30 2007	73.24
	<b>11/30/2007</b>	MEETING - Nov. 7, 15, 19, 26, 28 & 30 2007	144.53
	<b>12/31/2007</b>	MEETING - Dec. 5, 11, 12, & 17 2007	26.19
<b>Mileage - Business Total</b>			<b>389.06</b>
<b>Mileage - Commuting</b>			
	<b>07/31/07</b>	MEETING - July 10, 2007	1.94
	<b>09/30/07</b>	MEETING - SEPTEMBER 5, 17, & 25	5.82
	<b>11/29/2007</b>	MEETING - Oct. 3 & 29, 2007	3.88
	<b>11/30/2007</b>	MEETING - Nov. 7 & 19, 2007	3.88
	<b>12/5/2007</b>	MEETING - Dec. 2007	1.94
<b>Mileage - Commuting Total</b>			<b>17.46</b>
<b>Seminars and conferences</b>			
	<b>09/30/07</b>	REGISTRATION FEE - 22ND ANNUAL WATEREUSE SYMPOSIUM ON SEPT. 9-12. 2007	590.00
		HOTEL ACCOMMODATIONS - NATIONAL WATEREUSE CONFERENCE SEPT. 9-12. 2007	801.92
	<b>09/11/07</b>	DINNER - WATEREUSE CONFERENCE	23.31
		LUNCH - WATEREUSE CONFERENCE	11.25
	<b>09/09/07</b>	BREAKFAST - WATEREUSE CONFERENCE	18.14
		DINNER - WATEREUSE CONFERENCE	15.00
	<b>09/12/07</b>	DINNER - WATEREUSE CONFERENCE	6.09
		A-1 TAXI & LIMO	14.00
		LUNCH - WATEREUSE CONFERENCE	11.45

**OTAY WATER DISTRICT  
SUMMARY - BOARD OF DIRECTORS EXPENSES  
FOR THE PERIOD JULY 1, 2007 THROUGH DECEMBER 31, 2007**

**ATTACHMENT H  
SECTION H**

**DIRECTOR'S NAME: ROBAK, MARK**

Account Name	Date	Descriptions	Amount
<b>Seminars and conferences</b>	<b>09/08/07</b>		
		SUPER SHUTTLE FROM AIRPORT TO HOTEL	13.00
		DINNER - WATEREUSE CONFERENCE	11.25
<b>Seminars and conferences Total</b>			<b>1,515.40</b>
<b>Travel</b>			
	<b>09/30/07</b>		
		AIRFARE TO ATLANTA GEORGIA FOR WATEREUSE SYMPOSIUM ON SEPT. 9-12. 2007	317.60
<b>Travel Total</b>			<b>317.60</b>
<b>Books, Periodicals and Subscriptions</b>			
	<b>7/31/2007</b>		
		SUBSCRIPTION RENEWAL - WESTERN WATER YEAR 2007	50.00
<b>Books, Periodicals and Subscriptions Total</b>			<b>50.00</b>
<b>Grand Total</b>			<b>\$ 5,739.52</b>

AB000 · 1B1000 · 2101 · 528101 700.00  
 AB000 · 1B1000 · 2101 · 521102 43.65



*Accounted*

EXHIBIT B

**OTAY WATER DISTRICT  
 BOARD OF DIRECTORS  
 PER-DIEM AND MILEAGE CLAIM FORM**

Pay To: Larry Breitfelder

Period Covered:

Employee Number: 7013

From: 10-1-07 To: 10-30-07

ITEM	DATE	MEETING	PURPOSE / ISSUES	MILEAGE HOME to OWD OWD to HOME	MILEAGE OTHER LOCATIONS
	1	CV Chamber Ad hoc	<u>DISCUSSED</u>		
✓	3	OWD Board			
	7	Celsoy		30	
✓	9	OWD Board workshop	<i>Per Diem</i>	44	44
✓	12	Conserv Summit			40
	13	FACC	7.00 100.00 =		
	14	SBFA	700.00 *		
✓	16	Council Water Utilitie	0.00		84
✓	18	Water Agency Assoc	0.00		94
	25	CVCC Budget Mtg			
	26		<i>Mileage</i> 30.00		
	29	78/79 AD Mtg	30.00		
✓	29	OWD Finance	90.00	30	
✓	30	OWD Ad hoc	90.00	30	
	30	CV chamber EDC	0.4853 = 43.65 *		

Total Meeting Per Diem: \$ 700.00  
 (\$100 per meeting)

Total Mileage Claimed: 352 miles

*12/11/07*  
  
 (Director's Signature)

GM Receipt:

Date: 12/5/2007

FOR OFFICE USE: TOTAL MILEAGE REIMBURSEMENT: \$ \_\_\_\_\_

07 DEC 10 AM 2:04

INSTRUCTIONS ON REVERSE

*12-11-07*

AB000 · 1B1000 · 2101 · 528101  
 AB000 · 1B1000 · 2101 · 521102

EXHIBIT B

**OTAY WATER DISTRICT**  
**BOARD OF DIRECTORS**  
**PER-DIEM AND MILEAGE CLAIM FORM**

*per diem*

Pay To: Larry Breitfelder

Period Covered:

Employee Number: 7013

From: 11-1-07 To: 11-30-07

ITEM	DATE	MEETING	PURPOSE / ISSUES	MILEAGE HOME to OWD OWD to HOME	MILEAGE OTHER LOCATIONS
	1	National City State of (City Address)	DISCUSSED		
	3	Phil Librand Mus. Event			
✓*	6	Mtg. w/ Doug Spiers, Westir		1	35
	6	CSDA Exec. Committee			
	7	Lincoln Club			
✓*	7	OWD Board Mtg.		30	
	15	Mtg. w/ ABC			
	15	S. Bay Ferry Opening			
✓*	15	CSDA Qtrly Meeting			30
✓*	19	Special Board mtg		30	
✓*	26	OWD France		15	
✓*	27, 28, 29	ACWA Conference		30 + 30 + 15 +	328
	28			75 *	
	29				
	30			75 * 0.4850 = 36.315 *	

✓ 30  
 Total Meeting Per Diem: \$ 900.00  
 (\$100 per meeting)

Total Mileage Claimed: 468 miles

*per diem*  
*release*

Larry Breitfelder  
 (Director's Signature)

*12/18/07*

GM Receipt: [Signature]

Date: 12/18/07

*12/20/07*

FOR OFFICE USE: TOTAL MILEAGE REIMBURSEMENT: \$ \_\_\_\_\_

07 DEC 18 PM 4:53

INSTRUCTIONS ON REVERSE

AB000. 1 B1000. 2101. 528101  
 AB000. 1 B1000. 2101. 52-1102

EXHIBIT B

**OTAY WATER DISTRICT  
 BOARD OF DIRECTORS  
 PER-DIEM AND MILEAGE CLAIM FORM**

*Memo*

Pay To: Larry Breitfelder

Period Covered:

Employee Number: 7013

From: 12-1-07 To: 12-30-07

ITEM	DATE	MEETING	PURPOSE / ISSUES	MILEAGE		
				HOME to OWD OWD to HOME	OTHER LOCATIONS	
✓*	3	Ad hoc GM Review			30	
	3	FACE				
✓*	5	owd BoD			30	
	6	Rep. Party Event				
✓*	10	CAL Conservation Action	Per Diem 0.*			40
	11	mtg w/ GM	7.*			
✓*	11	State Model Ordin. mtg @	100.00 =			
	11	State Model Ordin. mtg @	700.00*			29
	12	mtg w/ La Brea	0.*			
✓*	13	owd Infra tour CC			30	
	15	owd Holiday Party	30.+			
✓*	17	owd FIR, Admin & Comm	30.+		30	
	17	owd FIR, Admin & Comm	30.+			
✓*	18	Council of Water Utils	120.*			84
	20	CVTA mtg				
			120.*			
			0.4850 =			
			58.2*			

Total Meeting Per Diem: \$ 700.00  
 (\$100 per meeting)

Total Mileage Claimed: 273 miles

Larry Breitfelder  
 (Director's Signature)

*12/20/07*

GM Receipt: [Signature]

Date: 12/18/07

*12/20/07*

FOR OFFICE USE: TOTAL MILEAGE REIMBURSEMENT: \$ \_\_\_\_\_

INSTRUCTIONS ON REVERSE











AB 000-1134000-2101-52810 *Rev'd 1/15/08 (B) 6000*  
 000-1134000-2101-521102 **EXHIBIT B** *19.40*

**OTAY WATER DISTRICT  
 BOARD OF DIRECTORS  
 PER-DIEM AND MILEAGE CLAIM FORM**

Pay To: Jose Lopez

Period Covered:

Employee Number: 7010

From: 11/01/07 To: 11/30/07

ITEM	DATE	MEETING	PURPOSE / ISSUES DISCUSSED	MILEAGE HOME to OWD OWD to HOME	MILEAGE OTHER LOCATIONS
1.	11/07/07	OWD	Board of Directors Meeting	20	
2.	11/19/07	OWD	Special Board of Directors Meeting	20	
3.	11/20/07	OWD	Operations/Engineering Committee	0	
4.	11/28/07	ACWA	ACWA Fall Conference -Palm Springs		290
5.	11/29/07	ACWA	ACWA Fall Conference		
6.	11/30/07	ACWA	ACWA Fall Conference		
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					

*Per Diem*

6.00\*  
 100.00=  
 600.00\*

*Mileage*

0.00\*  
 20.00+  
 20.00+  
 40.00\*  
 40.00\*  
 0.4850=  
 19.44\*

Total Meeting Per Diem: \$600  
 (\$100 per meeting)

Total Mileage Claimed: \_\_\_\_\_ miles

*Jose P. Lopez*  
 (Director's Signature)

GM Receipt: *M. Lopez* 1/14/08

Date: 01/14/08

FOR OFFICE USE: TOTAL MILEAGE REIMBURSEMENT: \$ \_\_\_\_\_

08 JAN 17 PM 12:35

*1/22/08*  
*1-22-08*



OTAY WATER DISTRICT BOARD OF DIRECTORS PER-DIEM AND MILEAGE CLAIM FORM

EXHIBIT B

rec'd FEB 15 2008

Pay To: Jose Lopez

Period Covered:

Employee Number: 7010

From: 12/01/07 To: 12/31/07

ITEM	DATE	MEETING	PURPOSE / ISSUES DISCUSSED	MILEAGE HOME to OWD OWD to HOME	MILEAGE OTHER LOCATIONS
1.	12/05	OWD	Regular Board Meeting	20	
2.	12/14	OWD	Operations/Engineering Committee Mtg	0	
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					

Total Meeting Per Diem: \$200  
(\$100 per meeting)

Total Mileage Claimed: 20

miles = 9.70

*Jose A. Lopez*  
(Director's Signature)

GM Receipt: *[Signature]*

Date: 2/20/08

FOR OFFICE USE: TOTAL MILEAGE REIMBURSEMENT: \$ \_\_\_\_\_



AB0003 1B5000 2101 528101  
AB000 1B5000 2101 521102

900.00  
3.88

OTAY WATER DISTRICT  
BOARD OF DIRECTORS  
PER-DIEM AND MILEAGE CLAIM FORM

Pay To: Mark Robak

Period Covered:

Employee Number: 70141007

From: 10-1-07 To: 10-31-07

3217 Fair Oaks Lane, Spring Valley, CA 91978

ITEM	DATE	MEETING	PURPOSE / ISSUES DISCUSSED	MILEAGE HOME to OWD OWD to HOME	MILEAGE OTHER LOCATIONS
✓ 1	10-2	Water Conservation Garden	Meeting with Audit Ad-Hoc Committee and Garden Auditor	0	11
✓ 2	10-3	Monthly Otay Board Meeting	General District Business	4	6
✓ 3	10-4	Metro Commission	Monthly Meeting / General Business (See Exhibit A - Agenda)	0	22
✓ 4	10-9	Otay Special Board Meeting	Annual Board Workshop	0	15
✓ 5	10-10	Water Conservation Garden	Monthly Meeting / General Business (See Exhibit B - Agenda)	0	11
✓ 6	10-12	Water Conservation Summit		0	35
✓ 7	10-16	WEFTEC Conference - San Diego Convention Center		0	25
✓ 8	10-18	Water Agencies Association Quarterly Dinner		0	0
✓ 9	10-29	Finance & Administration Committee		4	6
10	10-30	Lunch meeting with Metro Chair, Henry Abarbanel		0	20
				8	151

*Per Diem*

*Mileage*

0.\*  
9.\*  
100.\*  
900.00\*  
0.\*  
4.+  
4.+  
8.\*  
8.\*  
0.4850=  
3.88\*

Total Meeting Per Diem: \$900  
(\$100 per meeting)  
Total Mileage Claimed: 159

*Mark Robak*  
(Director's Signature)

Date: *11/24/07*

FOR OFFICE USE: TOTAL MILEAGE REIMBURSEMENT: \$ \_\_\_\_\_

*11/24/07*





Handwritten notes at top: 112000-112000-2101-52810 IRWA 1/10/08 18 3000

Handwritten notes: 113000-113000-2101-521102-3.88

OTAY WATER DISTRICT BOARD OF DIRECTORS PER-DIEM AND MILEAGE CLAIM FORM

Received

Pay To: Mark Robak

Period Covered:

Employee Number: 70141107

From: 11-1-07 To: 11-30-07

3217 Fair Oaks Lane, Spring Valley, CA 91978

Table with 6 columns: ITEM, DATE, MEETING, PURPOSE / ISSUES DISCUSSED, MILEAGE HOME to OWD OWD to HOME, MILEAGE OTHER LOCATIONS. Contains 9 rows of meeting data.

Per Diem

Handwritten calculations: 0.00, 8.00, 100.00, 300.00

Total Meeting Per Diem: \$800 (\$100 per meeting)

Total Mileage Claimed: 306

Receipt Approval: [Signature]

Meeting

Director's Signature: Mark Robak, Date: 1/18/08

FOR OFFICE USE: TOTAL MILEAG

Handwritten calculations: 8.00, 0.4850, 3.88

Handwritten notes: 1-22-08





# AGENDA ITEM 4

## STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	March 5, 2008
SUBMITTED BY:	<i>James Cudlip</i> James Cudlip, Finance Manager	W.O./G.F. NO:	DIV. NO. All
APPROVED BY: (Chief):	<i>Joseph P. Beathem</i> Joseph P. Beathem Chief Financial Officer		
APPROVED BY: (Asst. GM):	<i>German Alvarez</i> German Alvarez, Assistant General Manager		
SUBJECT:	Banking Services Review		

### GENERAL MANAGER'S RECOMMENDATION:

Informational report only. No action required.

### COMMITTEE ACTION: \_\_\_\_\_

See Attachment I.

### BACKGROUND:

The original Staff Report was presented to the Board on February 6, 2008 (See Attachment IV). The Board requested that staff provide more details on specific pricing of the Union Bank of California contract in relation to their winning bid for banking services, as well as current price comparisons for these services with other banking institutions.

### ANALYSIS:

BID RESULTS: During the bid review process staff noted that UBOC's pricing was very aggressive, resulting in the lowest total fees overall. Fees of the top three finalists, on a monthly basis, were as follows: UBOC - \$8,744; Wells Fargo - \$8,840; Bank of America - \$11,011. The UBOC banking contract includes five year fixed pricing on all services provided, while the fees quoted by Wells Fargo and Bank of America were only good for 90 days.

CURRENT COMPARISONS: UBOC provided a detailed breakdown of the District's services and fees, with a comparison of the pricing for these services from three other municipal agencies that recently completed bidding for banking services. The competing banks included Bank of America, City Bank, US Bank, and Wells Fargo.

**Conclusions:**

While there may be slight differences in pricing for specific, individual line items or services, UBOC's total pricing was still lower than other banks reviewed for the total package of services utilized by the District.

**FISCAL IMPACT:**

SYL

None. The recommendation for no change in banking services will maintain current operations and financial projections.

**STRATEGIC OUTLOOK:**

The District ensures its continued financial health through long-term financial planning and debt planning.

**LEGAL IMPACT:**

\_\_\_\_\_

None.



\_\_\_\_\_  
General Manager

Attachments:

- I) Committee Action Form
- II) Banking Services Pricing Slide
- III) Inter-Agency Pricing Comparison
- IV) Staff Report, dated February 6, 2008



## ATTACHMENT I

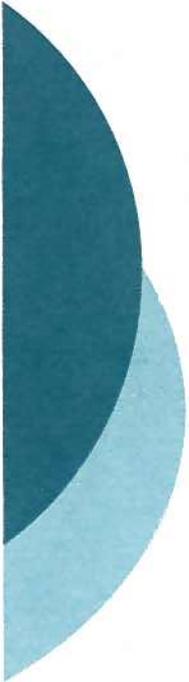
<b>SUBJECT/PROJECT:</b>	Banking Services Review
-------------------------	-------------------------

**COMMITTEE ACTION:**

Information item only.

**NOTE:**

The "Committee Action" is written in anticipation of the Committee moving the item forward for board approval. This report will be sent to the Board as a committee approved item, or modified to reflect any discussion or changes as directed from the committee prior to presentation to the full board.



# BANKING SERVICES REVIEW

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## ▪ Bank RFP Results – Nov 2005

UBOC

\$8,774

5-Years

Wells

\$8,840

90-Days

B of A

\$11,011

90-Days

## ▪ Agency Comparison – Jan 2008

UBOC

\$8,774

Jurupa

\$10,193

S.Coast

\$9,391

Poway

\$9,090

**UNION BANK OF CALIFORNIA**  
**RFP FOR BANKING SERVICES ISSUED OCTOBER 6, 2005**  
**OTAY WATER DISTRICT**  
**COMPREHENSIVE BID SHEET**

**APPENDIX C**

INTER-AGENCY PRICE COMPARISON: DEC. 2007

CODE	DESCRIPTION	UNIT OF MEASURE	VOLUME	Proposed Price \$	RFP Bid	RFP Bid	RFP Bid	TOTALS			
					Jurupa CSD Community Svcs District Aug. 07	South Coast Water District Apr. 06	City of Poway Nov. 05	OTAY	Jurupa	SCWD	Poway
<b>REQUESTED SERVICES:</b>											
<b>ACCOUNT ANALYSIS</b>											
AAA003	ACCT MAINTENANCE - WEB	PER/ACCOUNT	2	5.00	10.00	10.00	5.00	10.00	20.00	20.00	10.00
AAA012	FDIC INS/FICO (000's)	\$ .015/\$1000	200.0	0.015	0.015	0.015	0.015	3.00	3.00	3.00	3.00
STR026	MONTHLY DDA STATEMENTS - WEB	PER/ACCOUNT	2	2.00	5.00	2.00	1.00	4.00	10.00	4.00	2.00
<b>CHECK PROCESSING</b>											
CKP002	UNENCODED COURIER DEPOSIT	PER/DEPOSIT	28	0.95	1.45	0.95	0.95	26.60	40.60	26.60	26.60
CKP020	UBOC CHECKS (13%)	PER/ITEM	4,246	0.02	0.043	0.020	0.020	84.92	182.58	84.92	84.92
CKP025	FED RES DISTRICT #1-12 (14%)	PER/ITEM	4,573	0.06	0.057	0.040	0.065	274.38	260.66	182.92	297.25
CKP038	LOCAL CLEARINGHOUSE (28%)	PER/ITEM	9,147	0.03	0.048	0.040	0.030	274.41	439.06	365.88	274.41
CKP039	ENCODING FEE	PER/ITEM	1,789	0.02	0.030	0.020	0.020	35.78	53.67	35.78	35.78
CKP064	LA RCPC SELECT IN SD (23%)	PER/ITEM	7,514	0.03	0.090	0.040	0.030	225.42	676.26	300.56	225.42
CKP069	LA RCPC IN SD (10%)	PER/ITEM	3,266	0.03	0.090	0.040	0.030	97.98	293.94	130.64	97.98
CKP070	LA RCPC IN SD - PREMIUM (12%)	PER/ITEM	3,922	0.03	0.090	0.040	0.030	117.66	352.98	156.88	117.66
CKP190	DEBIT ERROR NOTICE	PER/ITEM	1	3.00	7.00	nil	6.00	3.00	7.00	3.00	6.00
CKP191	CREDIT ERROR NOTICE	PER/ITEM	1	3.00	7.00	nil	6.00	3.00	7.00	3.00	6.00
<b>CLEARPAY</b>											
CPY006	DIRECT SEND MONTHLY BASE FEE	\$25/MONTH BASE	2	25.00	nil	25.00	25.00	50.00	50.00	50.00	50.00
CPY007	DIRECT SEND CREDIT TRANSACTION	Tier1: all tiers (payroll)	403	0.02	nil	0.25	0.05	8.06	8.06	100.75	20.15
CPY009	DIRECT SEND DEBIT TRANSACTION	Tier1: all tiers	3,273	0.02	nil	0.25	0.05	65.46	65.46	818.25	163.65
CPY028	DIRECT SEND NOC FAX	PER/ITEM	2	3.00	nil	nil	3.00	6.00	6.00	6.00	6.00
CPY032	INPUT - DATA TRANSMISSION	\$4/PER SEND	6	4.00	nil	5.00	5.00	24.00	24.00	30.00	30.00
CPY055	DISHONORED/DISPUTED ENTRY	PER/ITEM	9	3.00	nil	nil	nil	27.00	27.00	27.00	27.00
CPY518	RETURNS - FAX	PER/ITEM	9	1.00	nil	nil	nil	9.00	9.00	9.00	9.00
CPY528	NOC - FAX	PER/ITEM	1	1.00	nil	nil	nil	1.00	1.00	1.00	1.00
<b>CASH VAULT SERVICES</b>											
CSH028	DEPOSIT - CASH OR COIN ONLY	PER/DEPOSIT	10	0.95	0.95	1.45	0.95	9.50	9.50	14.50	9.50
CSH030	CURRENCY DEPOSITED-UNSTRAPPED (\$1.20/\$1000)		25.2	0.90	0.80	0.80	0.90	22.68	20.16	20.16	22.68
<b>ELECTRONIC TAX DEPOSIT</b>											
ETD130	WEB INSTATAX MONTHLY MAINT	EACH	1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ETD132	WEB INSTATAX PAYMENT	EACH	8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>DEPOSITED ITEMS RETURNED</b>											
RET062	DEPOSITD ITEMS RETURNED-RECLEAR	PER/ITEM	86	1.00	1.00	2.00	1.50	86.00	86.00	172.00	129.00
RET063	DEPOSITD ITEMS RETURNED-CHRGBK	PER/ITEM	42	1.50	1.50	2.00	1.50	63.00	63.00	84.00	63.00
<b>WIRE TEAM</b>											
WIR001	INCOMING DOMESTIC REPETITIVE	PER/ITEM	1	6.00	8.00	nil	6.00	6.00	8.00	6.00	6.00
WTM442	MONTHLY FEE / WEB	PER MONTH	1	20.00	20.00	15.00	20.00	20.00	20.00	15.00	20.00
WTM443	DOMESTIC TRANS / WEB	Tier1: 1 to 100	9	6.00	6.00	5.00	6.00	54.00	54.00	45.00	54.00
<b>TEAM STOP PAYMENTS</b>											
TSP410	WEB ACCT RECON STOP PMT	STOP PAY	1	6.00	nil	6.00	6.00	6.00	6.00	6.00	6.00
TSP418	WEB STOP PAYMENT RENEWAL	PER/ITEM	1	3.00	nil	6.00	6.00	3.00	3.00	6.00	6.00

**UNION BANK OF CALIFORNIA**  
**RFP FOR BANKING SERVICES ISSUED OCTOBER 6, 2005**  
**OTAY WATER DISTRICT**  
**APPENDIX C COMPREHENSIVE BID SHEET**

INTER-AGENCY PRICE COMPARISON: DEC. 2007

CODE	DESCRIPTION	UNIT OF MEASURE	VOLUME	Proposed Price \$	RFP Bid	RFP Bid	RFP Bid	TOTALS				
					Jurupa CSD Community Svcs District Aug. 07	South Coast Water District Apr. 06	City of Poway Nov. 05	OTAY	Jurupa	SCWD	Poway	
<b>WHOLETAIL LOCKBOX</b>												
WTL001	MONTHLY BASE CHARGE	\$75.00/BOX	1	75.00	nil	150.00	nil	75.00	75.00	150.00	75.00	
WTL002	ITEMS PROCESSED	Tier1: (all tiers)	30,879	0.14	nil	0.12	nil	4,323.06	4,323.06	3,705.48	4,323.06	
WTL016	REJECTS/CORRESPONDENCE	PER ITEM (est. 1%)	309	0.06	nil	0.15	nil	18.54	18.54	46.35	18.54	
WTL038	OCR SCAN LINE REPAIR	\$.02/KEYSTROKE	1,500	0.02	nil	0.02	nil	30.00	30.00	30.00	30.00	
WTL044	DATA TRANSMISSION	PER/MONTH	1	75.00	nil	100.00	nil	75.00	75.00	100.00	75.00	
WTL045	DATA TRANSMISSION/MEDIA	PER/ITEM	30,879	0.0050	nil	0.01	nil	154.40	154.40	308.79	154.40	
WTL054	STOP LIST-MONTHLY	\$35.00/MONTH	1	35.00	nil	nil	nil	35.00	35.00	35.00	35.00	
WTL055	STOP LIST-PER ITEM	\$.005/ITEM (place	1	0.0050	nil	nil	nil	0.01	0.01	0.01	0.01	
WTL067	PAYEE VERIFICATION	PER/ITEM	30,879	0.00	nil	0.00	nil	0.00	0.00	0.00	0.00	
WTL071	POSTAL BOX RENTAL		1	68.67	nil	69.00	nil	68.67	68.67	69.00	68.67	
WTL080	LOCKBOX DEPOSIT	PER/DEPOSIT	21	0.95	nil	1.00	nil	19.95	19.95	21.00	19.95	
WTL105	IMAGE DELIVERY MO MAINT	\$100.00/MONTH	1	75.00	nil	100.00	nil	75.00	75.00	100.00	75.00	
WTL109	CHECK IMAGE	EACH	30,879	0.04	nil	0.03	nil	1,235.16	1,235.16	926.37	1,235.16	
WTL111	CD DOCUMENT IMAGE	EACH	1	0.04	nil	0.03	nil	0.04	0.04	0.03	0.04	
WTL113	WEB ACCESS	\$.02/ITEMs	1	0.02	nil	0.03	nil	0.02	0.02	0.03	0.02	
<b>SPECIAL BANK PROGRAMS (RECOMMENDATIONS FOR ENHANCEMENTS)</b>												
<b>ACCOUNT RECONCILIATION</b>												
ARP006	POS PAY MONTHLY MAINT	PER/ACCT/MONTH	2	75.00	75.00	75.00	75.00	150.00	150.00	150.00	150.00	
ARP012	TRANSMISSION ISSUE INPUT-BASE	PER/TRANSMISS'N	8	4.00	5.00	5.00	4.00	32.00	40.00	40.00	32.00	
ARP013	TRANSMISSION ISSUE INPUT-ITEM	PER/ITEM	618	0.03	0.06	0.06	0.03	18.54	37.08	37.08	18.54	
ARP031	CHECK PAID TRUNCATED	Tier1: 1 to 5,000	618	0.06	0.08	0.06	0.06	37.08	49.44	37.08	37.08	
ARP085	STALE DATE FEATURE - BASE	PER/MONTH	2	10.00	nil	nil	10.00	20.00	20.00	20.00	20.00	
ARP086	STALE DATE LISTING - ITEM	PER/ITEM	1	0.05	nil	nil	0.05	0.05	0.05	0.05	0.05	
ARP113	TRANSMISSION OUTPUT- PER TX	PER/TRANS	1	4.00	nil	nil	nil	4.00	4.00	4.00	4.00	
ARP114	TRANSMISSION OUTPUT - PER ITEM	PER/ITEM	618	0.0050	nil	nil	nil	3.09	3.09	3.09	3.09	
ARP143	IMAGE CD - ROM	PER CD ROM MEDIA	1	25.00	30.00	20.00	25.00	25.00	30.00	20.00	25.00	
ARP151	IMAGE CHECKS	PER/ITEM	618	0.03	0.03	0.03	0.03	18.54	18.54	18.54	18.54	
ARP180	EXPRESS MAIL DELIVERY	PER/PACKAGE	1	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	
ARP200	WEB POS PAY-ACCOUNT BASE	\$00.00/ACCOUNT	1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
ARP235	WEB POS PAY-EXCEPTIONS	PER/EXCEPTION	1	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	
ARP245	WEB POS PAY-IMAGES	PER/IMAGE VIEWED	1	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	
<b>INFORMATION REPORTING</b>												
INF407	WEB PRIOR DAY REPORT ACCOUNTS	PER ACCOUNT	1	20.0000	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
INF410	WEB PRIOR DAY ITEM PRINTED	PER/ITEM VIEWED	2,099	0.0300	0.05	0.05	0.05	62.97	104.95	104.95	104.95	
INF425	WEB CURRENT DAY RPT ACCOUNTS	Tier1: 1 to 1	1	20.0000	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
INF428	WEB CD ITEMS PRINTED	PER/ITEM VIEWED	2,970	0.0300	0.05	0.05	0.05	89.10	148.50	148.50	148.50	
<b>TRANSPORTATION SERVICES</b>												
CAR002	ARMORED CAR SERVICES	Cost+0%	1	345.00	at cost	at cost	at cost	345.00	345.00	345.00	345.00	
<b>ZERO BALANCE ACCOUNTS (ZBA w/ PIOC)</b>												
ZBA001	CONCENTRATION ACCOUNT		1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
ZBA002	SUB LEVEL 1	PER SUB ACCOUNT	1	10.00	15.00	15.00	15.00	10.00	15.00	15.00	15.00	

**UNION BANK OF CALIFORNIA**  
**RFP FOR BANKING SERVICES ISSUED OCTOBER 6, 2005**  
**OTAY WATER DISTRICT**  
**APPENDIX C COMPREHENSIVE BID SHEET**

INTER-AGENCY PRICE COMPARISON: DEC. 2007

CODE	DESCRIPTION	UNIT OF MEASURE	VOLUME	Proposed Price \$	RFP Bid Jurupa CSD Community Svcs District Aug. 07	RFP Bid South Coast Water District Apr. 06	RFP Bid City of Poway Nov. 05	TOTALS				
								OTAY	Jurupa	SCWD	Poway	
<b>OTHER BANK PROGRAMS:</b>												
<b>BILL CONCENTRATION SERVICE</b>												
BCS003	BCS BASE FEE	PER/MONTH	1	75.00	125.00	nil	75.00	75.00	125.00	75.00	75.00	
BCS005	TRANSMISSION	PER/TRANS	21	4.00	5.00	nil	5.00	84.00	105.00	84.00	105.00	
BCS007	BCS ITEM (ESTIMATED VOLUME)	PER ITEM	600	0.03	0.05	nil	0.03	18.00	30.00	18.00	18.00	
<b>TOTAL: MONTHLY PRICE FOR ALL EXISTING / RECOMMENDATIONS / ENHANCEMENTS</b>								<b>8,773.76</b>	<b>10,193.12</b>	<b>9,390.89</b>	<b>9,090.29</b>	

**Note:** Pricing of services in each agency's "RFP Bid" are what they accepted in their final contract for banking services. For comparative purposes, where an agency didn't contract for services that Otay utilizes ("nil"), they were given the same "Total" as Otay. Banks participating in the bids included Union Bank of California, Bank of America, City Bank, US Bank, Wells Fargo



## STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	February 6, 2008
SUBMITTED BY:	James Cudlip, Finance Manager	W.O./G.F. NO:	DIV. NO. All
APPROVED BY:	Joseph R. Beachem, Chief Financial Officer (Chief)		
APPROVED BY:	German Alvarez, Assistant General Manager (Asst. GM):		
SUBJECT:	Banking Services Review		

**GENERAL MANAGER'S RECOMMENDATION:**

Information report only. No action required.

**COMMITTEE ACTION:** \_\_\_\_\_

See Attachment A.

**PURPOSE:**

In response to a recent Board request, this report provides information on the process developed by the Finance Department to review the District's current banking services, the results developed from completing that review, and recommendations for making this review a recurring business practice on a regularly scheduled basis.

**SUMMARY:**

Based on Board input, staff developed a formal process for reviewing pricing, services, and staff satisfaction with current banking financial services. It was concluded that the services currently provided by Union Bank of California are properly priced and meet the ongoing needs of the District. No change is recommended at this time.

**BACKGROUND:**

In January 2006, the Board approved staff's recommendation to change banks from California Bank & Trust (CB&T), to Union Bank of California (UBOC). The District had been using CB&T's bank services for seven years and it was determined that a formal review of banking services was appropriate. Proposals from several banks were received and UBOC was selected. The outcome of this change was both to improve the overall financial services available to the District, and also provide significant savings in total annual fees.

Recently the Board requested that staff review the current banking relationship to determine if the District is still receiving the best available financial package of fees and services, as well as whether District staff were satisfied with the ongoing service and responsiveness of the bank. The Board also expressed interest in developing a procedure to allow periodic review of these services.

To comply with the Board's recommendation, a review process was developed consisting of the following elements: 1) current services provided; 2) a financial industry review of new or additional services available; and 3) a comparative review of fees with other government agencies. If the results of this review indicated a need for significant change in banking fees or services, staff would then initiate a formal Request for Proposals from the banking community, similar to the procurement actions which were completed approximately two years ago. 4) At a minimum, staff will conduct a formal Request for Pricing from the banking community every five years.

Current UBOC banking services consist of five major areas: 1) general checking, savings, and manual deposits related to the District's operating and payroll accounts; 2) lockbox services for customer payments (approximately 32,000 per month); 3) processing of credit card payments (approximately 4,000 per month); 4) custodial services for investment securities; and 5) trustee services for the District's four bond issuances.

**ANALYSIS:**

CURRENT SERVICES PROVIDED: District staff who deal with the bank on a repetitive basis were asked if they had any problems or issues with the bank, and if they were satisfied with current banking services. This included Customer Services Section, Payroll, Accounts Payable, and Investments personnel. Responses

were positive. With the number of monthly transactions involved it will never be 100% free of mistakes, but problems or mistakes tend to be infrequent, minor in scope, and the bank has been quick to respond to all inquiries. Staff are very happy with the financial services provided and the personnel contacts involved at UBOC.

NEW OR ADDITIONAL SERVICES AVAILABLE: Finance Department staff are active in keeping current and knowledgeable of financial industry services. Actions include: 1) discussions with the District's outside auditors; 2) membership in professional financial organizations (GFOA, CMTA, CSMFO, AICPA); 3) attendance at financial seminars; 4) discussions with peers in the surrounding water districts, other government agencies, and other business entities. Staff are unaware of any necessary additional financial goods or services that are not also available from UBOC.

CURRENT FEES: The current banking contract includes five year fixed pricing on all services provided. During the bid review process staff noted that UBOC's pricing was very aggressive, resulting in the lowest total fees overall. Telephone calls were made to another agency that recently completed bidding for financial services and a comparison of current market pricing was obtained. While there may be slight differences in pricing for specific, individual line items or services, UBOC's total pricing was still lower than other banks reviewed for the total package of services utilized by the District.

ADDITIONAL CONSIDERATIONS:

Banking services are interwoven throughout many of the financial processes of the District and require significant effort to change. Any change creates a disruption for customers and vendors which should not be initiated without ample justification. Customers who utilize on-line bill payment services must proactively change their programs to reflect a new lockbox address, or their payments will continue to go to the old address. Credit card payments and vendors who send electronic payments to the District must also change their programs to reflect new bank account numbers, or the payments will continue to go to the old account. It typically takes several months and hundreds of hours of staff work to change all banking services.

Outside auditors and national financial credit rating agencies consider the stability of a business entity's banking

relationship as a positive factor in their overall analysis and review. The magnitude of change, as described above, is such that a change of banks is considered a required item for explanation and review prior to rendering a favorable opinion of the entity's business operations.

**Conclusions:**

Changing banks results in major operational changes that should only be initiated if there are problems with current services, or a potential for substantial financial savings. Neither situation currently exists, so staff recommends continuing with Union Bank of California at this time.

It is an excellent business practice to complete an evaluation of existing financial services such as this on a periodic basis. It is therefore recommended that staff conduct this financial services review every 2-3 years, and make a formal Request for Pricing from the banking community every 5 years, to assure the District continues to receive the best services for the best price. If a financial services review indicates that a Request for Pricing is needed sooner, staff will proceed with this action immediately.

**FISCAL IMPACT:**



None. The recommendation for no change in banking services will maintain current operations and financial projections.

**STRATEGIC OUTLOOK:**

The District ensures its continued financial health through long-term financial planning and debt planning.

**LEGAL IMPACT:**

\_\_\_\_\_

None.



\_\_\_\_\_  
General Manager

Attachments:

- A: Committee Action Form
- B: Copy of Banking Services Review Presentation Slides



## ATTACHMENT A

<b>SUBJECT/PROJECT:</b>	Banking Services Review
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### COMMITTEE ACTION:

The Finance, Administration, and Communications Committee reviewed this item at a meeting held on January 22, 2008. The following comments were made:

- This item is presented in follow-up to the board's inquiry regarding banking services and if the District is happy with current services and if fees are still competitive with the market. In response, staff has developed a formal process for the periodic review of banking fees and services.
- Staff inquired with other agencies regarding their banking services and fee rates and if they have been pleased with the services provided by their current bank.
  - Staff received input from three agencies which included pricing comparisons of several other major banks. It was found that the District's fees were lower at a cost of \$8775/mo in comparison to the four other agencies, when adjusted for the same levels of activity. The City of Jurupa came in at \$10,200/mo, the City of Poway at \$9,100/mo, and South Coast Water District at \$9,400/mo.
  - It was noted that the District's fees may be lower due to the aggressive pricing given by UBOC. Governments seldom change banks and UBOC did not want to miss this opportunity to gain Otay's business.
- Staff also noted that when the District is considering making a banking change, there are other considerations to review. Such as the magnitude of the process to change banking services. The banking transfer to UBOC was a six-month process which took considerable staff time.

The change is also questioned by auditing firms and rating agencies. It is an audit standard to ask questions of

businesses which change banks to determine if there was anything negative in the previous relationship.

- Staff indicated that following the review process, staff found that the District's total bank fees are lower than other banks and will remain fixed for another three years.
- Staff also indicated they have been happy with UBOC's services and recommends that no change is required nor are any new or additional services needed at this time.
- Staff will conduct a bank review every two to three years and will distribute a request for pricing every five years to the banking community. It was noted that this request may not necessarily lead to a banking institution change.

The committee supported staffs' recommendation and presentation to the full board as an informational item.

# **BANKING SERVICES REVIEW**

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## **▪ Board Request**

- Develop a formal process for the periodic review of banking fees and services.
- Complete the review and report staff findings & recommendations.



# **BANKING SERVICES REVIEW**

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- **Review Process**
  - Staff interviews of current services provided.
  - Financial industry review of all services available.
  - Comparative review of service fees.



# **BANKING SERVICES REVIEW**

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- **Additional Considerations**

- Magnitude of change.
- Staff time and disruption of current processes.
- Audit & credit rating impacts.



# **BANKING SERVICES REVIEW**

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- **Analysis Results**

- Staff are happy with current services.
- No new or additional services are contemplated at this time.
- Total fees are lower than other banks & fixed for 3 more years.



# **BANKING SERVICES REVIEW**

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## **■ Recommendations**

- No changes needed.
- Continue with UBOC at this time.
- Conduct this review every 2 – 3 years.
- Full Request for Pricing from the banking community every 5 years.

# AGENDA ITEM 5



## STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	3/5/08
SUBMITTED BY:	Armando Buelna <i>AB</i>	W.O./G.F. NO:	DIV. NO. All
	Communications Officer		
APPROVED BY:			
SUBJECT:	Review of the Spring 2008 Customer Pipeline Newsletter		

### GENERAL MANAGER'S RECOMMENDATION:

That the Board of Directors review the draft winter 2008 Customer Pipeline newsletter and provide direction on moving to full-color.

### PURPOSE:

To give the Board of Directors the opportunity to review the draft spring 2008 Customer Pipeline newsletter, and provide direction on moving to full-color.

### BACKGROUND:

The Customer Pipeline newsletter is a communications tool to engage, educate, and inform customers about programs and services offered by the district. It serves to increase visibility and transparency of district's actions and to promote understanding and confidence in their water service provider.

Topics in the Customer Pipeline newsletter include information of new programs or services, water conservation tips and landscaping advice, classes and events at the Water Conservation Garden, awards, project updates, and scholarship announcements. A page of the newsletter is dedicated to water conservation information, and another full page is reserved for articles translated to Spanish. The Customer Pipeline newsletter is produced quarterly and included with customer bills.

The Customer Pipeline newsletter is well read. The 2006 Residential Customer Opinion and Awareness Survey found that 22 percent of customers read the newsletter every time it is included with their bill, with another 26 percent reading it most times.

Readership in the newsletter is also increasing. Eighty percent of customers read the newsletter sometimes, most times, or every time it is included with their bill.

The customer newsletter is currently printed in two colors (blue and black) and distributed to all 49,000 customer accounts. The single 11" x 17" two-sided sheet costs \$0.08 each to print, or approximately \$3,900 each quarter plus tax and shipping. With four-color printing (full color), the cost would increase to \$0.10 per document or \$4,900 per quarter.

There are both advantages and disadvantages associated with changing to a full color newsletter. On the positive side, the updated look could attract additional readership and more interest and attention to the articles and information contained in the newsletter. Due to the tenuous nature of the water supply, it could help to raise awareness of this critical issue. Or in terms of promoting water conservation, by using more colorful images of water wise plants or attractive California Friendly landscapes, it may motivate more customers to make these changes to their landscapes.

On the other hand, customers may view four-color printing as wasteful, particularly at a time when water rates are rising. Still, many organizations, public and private, mail four-color documents and recipients are less sensitive and increasingly accepting of such mailings.

**FISCAL IMPACT:** \_\_\_\_\_

Printing expenses for Customer Pipeline newsletters are included in the Purchasing Division's printing budget (523301-2231). Graphic design costs for developing the customer newsletters are included the Marston+Marston Inc. contract and budgeted in the General Manager's Outside Services account (526101-1211).

**STRATEGIC GOAL:**

Enhance Customer Satisfaction and Outreach.

**LEGAL IMPACT:** \_\_\_\_\_

None.

A handwritten signature in black ink, appearing to read "M. L. White", is written over a horizontal line.

**General Manager**

- Attachment A - Committee Action Statement
- Attachment B - Initial Draft Winter Customer Pipeline Newsletter (2-color)
- Attachment C - Initial Draft Winter Newsletter (4-color)
- Attachment D - Newsletter Design Concepts



## ATTACHMENT A

<b>SUBJECT/PROJECT:</b>	Review of the Spring 2008 Customer Pipeline Newsletter
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### COMMITTEE ACTION:

### NOTE:

The "Committee Action" is written in anticipation of the Committee moving the item forward for board approval. This report will be sent to the Board as a committee approved item, or modified to reflect any discussion or changes as directed from the committee prior to presentation to the full board.

# pipeline

♦ Spring 2008

A NEWSLETTER FOR CUSTOMERS OF THE OTAY WATER DISTRICT

## Despite Recent Storms, Water Conservation Still Critical

This winter, San Diego experienced periods of torrential rain. Despite the wet weather, conserving water is still as important now as ever.

Our region is heavily dependent on imported water. We live in a semi-arid region that provides about ten percent of the water needed to meet local demand; the other 90 percent must be imported from faraway Northern California and the Colorado River. While the recent storms and reports of a deep snow pack in the Sierra's are certainly welcome news, the threat of water shortages is far from over.

Eight years of drought on the Colorado River have left the major reservoirs serving Southern California less than half full. Even if wet conditions continued, it will take many years to replenish them, but now we also face long-term challenges posed by environmental problems in the Sacramento-San Joaquin bay delta.

The future of the delta, which provides 40 percent of San Diego's water supply, is currently being decided in the courts over compliance with the Endangered Species Act. This issue will not be resolved quickly and will likely result in less water deliveries to Southern California this year and in future years. The impact to Southern California is our inability to fill reservoirs and instead, the region will have to further draw down our diminishing regional storage. Because of the uncertainty, water conservation cannot be an isolated effort put forth only during times of drought. Today, conservation must become part of our Southern California lifestyle.

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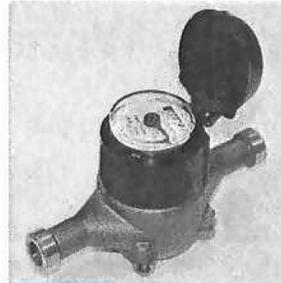
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Because of the cost savings and productivity enhancements being realized from this technology a capital improvement program is underway to completely replace all of the district's 48,000 traditional meters.

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AMR is just one way the Otay Water District is utilizing technology to increase productivity, accuracy, reduce staff costs, promote water conservation, and enhance customer service.



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By comparison, conserving water customers, those using fewer than 10 units per month, use 7,480 gallons per month or 249 gallons per day or less.

## Check Your Water Pressure

Have you experienced a leaking faucet or a constantly running toilet? A faulty water pressure regulator may be the cause. Even in new homes, pressure regulators do wear out and can fail.



Pressure regulators can wear out and should be checked whenever you are doing any plumbing work around your house.

The quality of your pressure regulator dictates the years of service to expect. Regulators may last as little as one year, or twenty years or more. To ensure proper water pressure in your home, it is your responsibility to have and maintain a working pressure regulator.

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# Conservation Corner

## Bye, Bye Grass

By Nan Sterman, Plant Soup Inc.  
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Minimum requirements: at least 2,000 square feet of irrigated landscape and four active irrigation valves. The deadline to apply for the rebate is June 30, 2008.

For more information, please call 619-670-2290 or visit [www.otaywater.gov](http://www.otaywater.gov) and click on "Conservation."

### Classes at the Garden

For more information, please visit [www.thegarden.org](http://www.thegarden.org).

# Spring Garden Festival

ON THE CAMPU.S OF

Cuyamaca College

9 a.m. to 4 p.m., Saturday, April 26, 2008

900 Rancho San Diego Parkway, El Cajon, California

water-wise gardening lectures

prizes

crafts

books

food

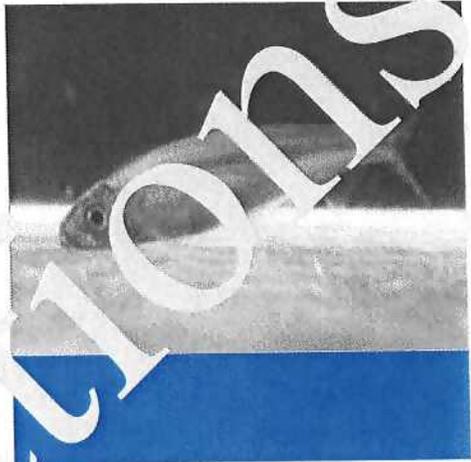
garden clubs

free admission

free parking

plant sale  
tours

Conservation In Bloom



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♦ JANUARY 2008

## Despite Recent Storms, Water Conservation Still Critical

This winter, San Diego experienced periods of torrential rain. Despite the wet weather, conserving water is still as important now as ever.

Our region is heavily dependent on imported water. We live in a semi-arid region that provides about ten percent of the water needed to meet local demand; the other 90 percent must be imported from faraway Northern California and the Colorado River. While the recent storms and reports of a deep snow pack in the Sierra's are certainly welcome news, the threat of water shortages is far from over.

Eight years of drought on the Colorado River have left the major reservoirs serving Southern California less than half full. Even if wet conditions continued, it will take many years to replenish them, but now we also face long-term challenges posed by environmental problems in the Sacramento-San Joaquin bay delta.

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water-wise  
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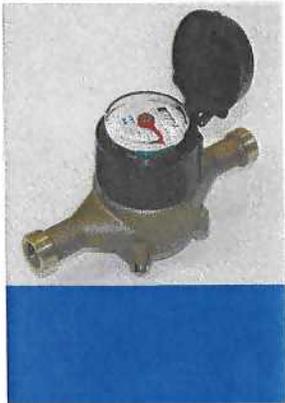
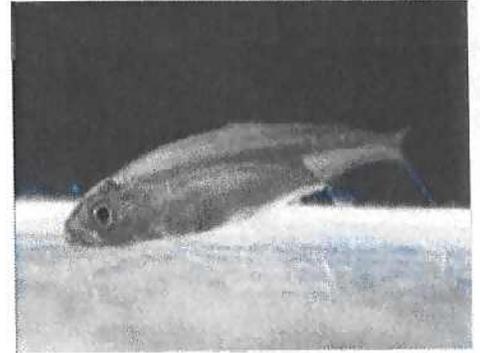
garden clubs

free  
admission

free  
parking

plant sale  
tours

Conservation In Bloom



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*Text areas*



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# AGENDA ITEM 6

## STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	March 5, 2008
SUBMITTED BY:	Geoffrey Stevens, Chief Information Technology and Strategic Planning	W.O./G.F. NO:	DIV. NO.
APPROVED BY: (Chief)			
APPROVED BY: (Asst. GM):	German Alvarez, Assistant General Manager, Administration and Finance		
SUBJECT:	FY 2008 Mid-Year Strategic Plan and Performance Measures Report		

**GENERAL MANAGER'S RECOMMENDATION:**

No recommendation. This is an informational item only.

**COMMITTEE ACTION:** \_\_\_\_\_

See Attachment A.

**PURPOSE:**

To provide a fiscal mid-year report on the District's Strategic Performance Plan.

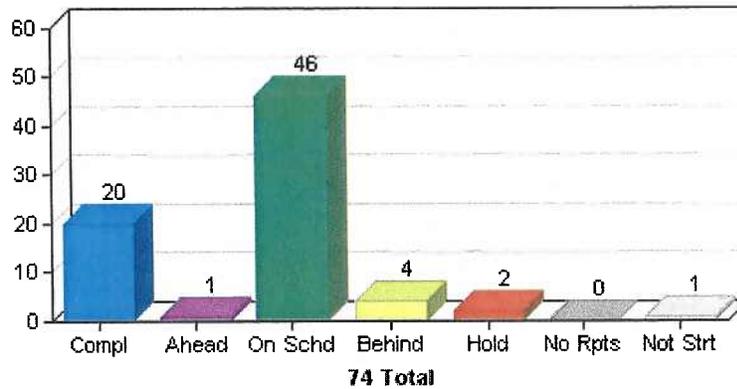
**ANALYSIS:**

Overall, results for both strategic plan objectives and performance measures for the mid-year report for FY08 are generally positive with the District achieving its high-level targets for both strategic plan objectives (90% complete or on track) and performance measures (75% on target). These objectives and measures can be broken down from various perspectives. This information is also available electronically on the Board Extranet. Results in detail are as follow:

Strategic Plan Objectives- Changing to Meet Future Needs

Strategic plan objectives are designed to ensure we are making the appropriate high-level changes necessary to move the agency in the planned direction to meet new challenges and opportunities. Overall performance of strategic plan objectives is positive with 67 of 71 objectives (94%) on track. One new item will commence in the 3<sup>rd</sup> quarter FY08 and two items are on hold and are thus excluded from the calculation.

**FY08 Mid-Year Strategic Plan Objectives**

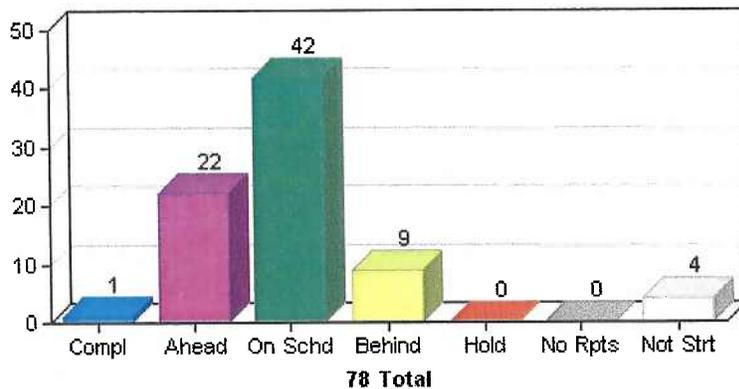


***94% Complete, Ahead or On Target***

Performance Measures - Monitoring Day-To-Day Performance

Performance measures are designed to track the day-to-day performance of the District. Sometimes referred as a "dash board", these items attempt to measure the effectiveness and efficiency of daily operations. The overall goal is that 75% of these measures be rated "on target". District results in this area are also positive with 87% of items (65 of 74) achieving the desired level, or better.

**FY08 Mid-Year Performance Measures**



**65/74 or 87% on Target**

Balanced Scorecard - External View

The Balanced Scorecard methodology is designed to ensure that a company is performing consistently on a wide range of measures necessary to ensure both short-term and long-term improvements. From this perspective the results are also positive. In seven of the eight categories, the District is on or ahead of schedule or target. In the one area where we are behind (Financial Perspective - Objectives) is due to detailed financial analysis of overhead and financial controls which is taking slightly longer than expected. These items are projected to be completed in FY08.

**BALANCED SCORECARD**

Balanced Scorecard

FY 2008 Qtr 2 All Departments

FY 2008 • Qtr 2 • All Departments

**Customer**  
Objectives Measures

**Finance**  
Objectives Measures

**Learning and Growth**  
Objectives Measures

**Business Processes**  
Objectives Measures

Green = meets or exceeds/ Red = does not meet

Departmental Perspective - Internal View of Performance

The departmental perspective, that is breaking down performance objectives and measures by the responsible internal departments, is also positive. The only items not on target are the detailed financial analysis mentioned above and as noted these will be completed in FY08.

**Departmental Perspective**

Department View

FY 2008 Qtr 2 All Scorecard Areas

FY 2008 • Qtr 2 • All Scorecard Areas

Departments	Objectives	Measures
1-Administrative Services	Green	Green
2-Engineering & Planning	Green	Green
3-Finance	Green	Red
4-Information Technology	Green	Green
5-Operations	Green	Green

Green = meets or exceeds/ Red = does not meet

Next Steps

The District will be completing the FY06-FY08 plan at the end of this fiscal year. We will be presenting for the Boards consideration a completely revised strategic plan for FY09-FY11 in late March 2008 as the first step in the FY09 Budget process.

**FISCAL IMPACT:** \_\_\_\_\_

None at this time.

**STRATEGIC GOAL:**

Strategic Plan and Performance Measure reporting is a critical element in providing performance reporting to the Board and staff.

LEGAL IMPACT: \_\_\_\_\_

None

A handwritten signature in cursive script, appearing to read "M. L. Watts", is written over a horizontal line.

General Manager

Strategic Plan Objectives Report; Performance Measures Report.



## ATTACHMENT A

<b>SUBJECT/PROJECT:</b>	FY 2008 Mid Year Strategic Plan and Performance Measures Report
-------------------------	---

### COMMITTEE ACTION:

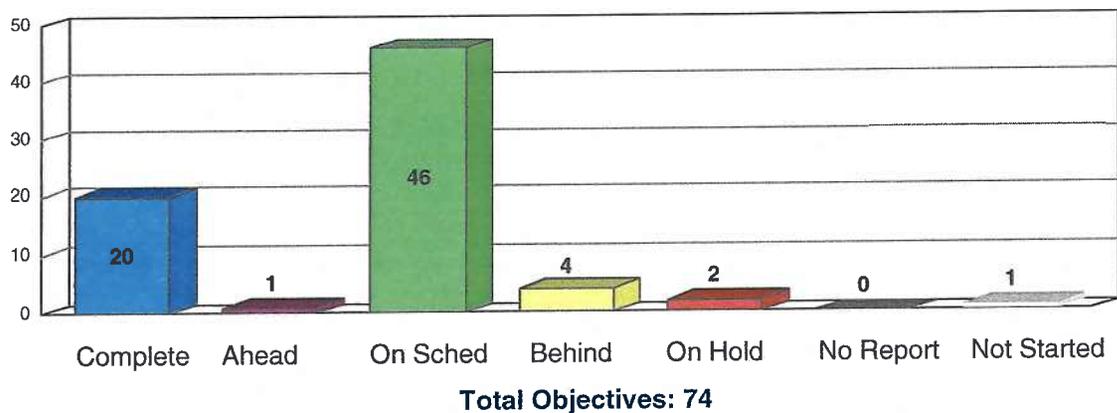
The Administration and Finance Committees and the Engineering and Operations Committee met in February and reviewed this item. Based upon this discussion, the Committees recommend that the Board receive that attached information.

### NOTE:

The "Committee Action" is written in anticipation of the Committee moving the item forward for board approval. This report will be sent to the Board as a committee approved item, or modified to reflect any discussion or changes as directed from the committee prior to presentation to the full board.

## Objectives:

FY: 2008 Quarter: 2



### Legend

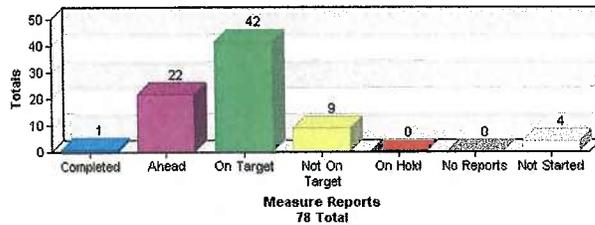
- Completed
- Ahead of Schedule
- On Schedule
- Behind Schedule
- On Hold
- No Reports
- Not Scheduled to Start Yet

ID	Objective	Lead	Status
1.1.2.6	Implement summary billing	ALCANTARA, C	On Schedule
3.4.9.3	Process Improvement Goals and Innovation- Finance	BEACHEM, J	On Schedule
3.4.7.2	Develop comprehensive management reporting	BELL, R	On Schedule
1.1.1.1	Implement a standardized Potable and Recycled Water Customer Survey	BUELNA, A	On Schedule
1.2.1.4	Expand partnerships with City of Chula Vista officials, developers, and community leaders	BUELNA, A	On Schedule
1.2.3.4	Develop quarterly articles for Star News and Union Tribune feature	BUELNA, A	On Schedule
1.2.4.1	Identify and promote opportunities for bi-national cooperation and understanding	BUELNA, A	On Schedule
2.3.1.3	Streamline business process by implementing a flat rate for service installation	CHARLES, D	On Schedule
1.1.2.7	Automating access to Public Services information through the District's website	CHARLES, D	On Schedule
3.3.3.1	Obtain Official Approval for Otay's Natural Community Conservation Plan	COBURN-BOYD, L	On Schedule
1.3.1.2	Promote the District's success in relevant areas by publishing white papers, applying for awards, and speaking at State and national conferences	CRUZ, S	On Schedule
2.3.1.2	Assess and develop guidelines for life-cycle and activity-based costing in conjunction with IMS	CUDLIP, J	On Schedule
3.3.1.1	Document and report planned maintenance ratios and activities	HENDERSON, D	On Schedule
1.1.1.5	Evaluate & respond to customer concerns affected by facility improvements	HENDERSON, D	On Schedule
1.1.1.2	Implement a Customer Comment Tracking Program	HENDERSON, E	On Schedule
1.1.1.3	Expand a Quality Control/Audit program to ensure quality customer service	HENDERSON, E	On Schedule
1.1.1.4	Implement an independent Customer Follow-up Program	HENDERSON, E	On Schedule
1.1.3.1	Provide secure and protected use of OIS information to employees on a 24 hour and mobile basis	JENKINS, W	On Schedule

ID	Objective	Lead	Status
1.1.2.1	Enhance the District's Web Page and its links	JENKINS, W	On Schedule
3.1.3.4	Implement a Business Resumption Plan (BRP)	JENKINS, W	On Schedule
3.4.3.2	Update the District's records management program	JENKINS, W	On Schedule
1.2.2.2	Promote acceptance of recycled water use in other geographic areas within the District's sphere of influence: North District, Rancho San Diego, and Resort Parcel-Village 13 by Otay Lakes	PEASLEY, J	On Schedule
2.1.1.4	Implement a long term planning process that results in a sound financial plan	PEASLEY, J	On Schedule
3.4.7.3	Utilize the District's management reporting	PORRAS, P	On Schedule
1.1.3.2	Evaluate OIS information as meeting customer service	PORRAS, P	On Schedule
3.4.3.4	Review, improve and document Operations practice for staff training	PORRAS, P	On Schedule
3.4.1.2	Utilize the integrated OIS	PORRAS, P	On Schedule
3.4.9.5	Process Improvement Goals and Innovation- Operations	PORRAS, P	On Schedule
4.3.5.2	Attend industry courses and seminars	PORRAS, P	On Schedule
4.3.5.1	Elevate awareness of opportunities for Operations employees to achieve higher certification	PORRAS, P	On Schedule
3.4.9.2	Process Improvement Goals and Innovation- Engineering	POSADA, R	On Schedule
3.3.2.1	Implement construction feedback loop	RIPPERGER, R	On Schedule
3.4.3.3	Integrate Engineering Document Management with Records Management	RIPPERGER, R	On Schedule
3.1.1.6	Improve existing and obtain additional inter-agency connections	RIPPERGER, R	On Schedule
1.2.3.3	Promote the District's innovative water supply strategies	RIPPERGER, R	On Schedule
3.4.4.3	Facility location-USA Markouts, facility verification. GPS an acquisition of facilities that are not in the system	RUSH, G	On Schedule
3.4.4.4	Implement IMS in Survey Division	RUSH, G	On Schedule
3.4.9.1	Process Improvement Goals and Innovation-Administrative Services	SARNO JR., R	On Schedule
3.1.1.9	Operate the system to meet demands 24/7	STALKER, G	On Schedule
3.1.1.10	Meet all of the health-related water standards in the US National Primary Drinking Water Regulations	STALKER, G	On Schedule
3.4.4.2	Maximize the districts use of mobile, GIS and GPS technologies including route planning for maintenance crews and meter readers and locations based services	STEVENS, G	On Schedule
3.4.1.1	Fully integrate the Otay Information systems (OIS)	STEVENS, G	On Schedule
3.4.9.4	Process Improvement Goals and Innovation- Information Technology	STEVENS, G	On Schedule
1.1.2.4	Implement automated notification procedure for planned or emergency maintenance, outages or boil-water notices	STEVENS, G	On Schedule
4.1.1.1	Create a Long-Term Staffing Plan	WILLIAMSON, K	On Schedule
4.5.2.1	Establish a repeatable Employee Survey Program	WILLIAMSON, K	On Schedule
3.4.6.2	Develop comprehensive budget policies and guidelines	BELL, R	Behind Schedule
2.2.2.6	Refine the overhead and direct charging policies	BELL, R	Behind Schedule
2.3.1.1	Develop standard and flat fee methodology for key district services	CUDLIP, J	Behind Schedule

ID	Objective	Lead	Status
2.2.2.1	Evaluate key business processes to ensure adequate financial controls	CUDLIP, J	 Behind Schedule
3.4.4.5	Conversion of District's meters to AMR	HENDERSON, D	 Ahead of Schedule
1.1.2.2	Evaluate and Implement the Interactive Voice Response (IVR) System	ALCANTARA, C	 Complete
2.1.1.2	Explore adopting a Conservation-based Rate Plan gradually increasing the fixed rate percentage	BEACHEM, J	 Complete
2.2.2.5	Evaluate program budgeting	BELL, R	 Complete
3.4.7.1	Improve the District's financial reporting	BELL, R	 Complete
1.2.2.5	Expand outreach to elected local officials and community leaders to discuss the benefits of recycled water	BUELNA, A	 Complete
3.4.1.3	Develop contractors list to prepare "Service Installation Request" to help Otay OPS forces	CHARLES, D	 Complete
3.4.6.1	Update the District's Investment Policy	CUDLIP, J	 Complete
2.2.2.3	Perform routine financial audits	CUDLIP, J	 Complete
2.2.2.8	Implement a Contract Management Tool (Eden's)	DOBRAWA, S	 Complete
1.2.2.4	Develop additional educational materials on beneficial uses of recycled water and best proactive case studies	GRANGER, W	 Complete
1.1.2.3	Improve customer access to their account information via the Web	HENDERSON, E	 Complete
1.1.2.5	Evaluate expanded use of multilingual communication program	HENDERSON, E	 Complete
3.1.3.3	Perform cyber-security tests	JENKINS, W	 Complete
1.1.1.6	Communicate with customers prior to facility improvements	PORRAS, P	 Complete
3.2.2.3	Reduce the amount of potable water augmentation and increase the recycled water productivity	STALKER, G	 Complete
3.3.1.2	Quantify the condition of the District's collection and distribution system	STALKER, G	 Complete
3.4.5.4	Ensure that significant contracts receive legal review	STEVENS, G	 Complete
4.2.2.1	Promote the value of the District's compensation and benefits plan	WILLIAMSON, K	 Complete
4.2.2.2	Perform a comprehensive Compensation Study	WILLIAMSON, K	 Complete
4.2.2.3	Negotiate successor Memorandum of Understanding in FY 2008	WILLIAMSON, K	 Complete
2.1.1.1	Implement a long-term financing plan to support the District's Master Plan	BEACHEM, J	 On Hold
4.1.2.1	Develop a Long-Term Facility and Space Plan	DOBRAWA, S	 On Hold
4.3.4.1	Develop and implement a training needs assessment and implement appropriate recommendations.	WILLIAMSON, K	 Not Scheduled

## Measures: All Departments



### Legend

- Completed
- Ahead of Target
- On Target
- Not on Target
- On Hold
- No Reports
- Not Scheduled to Start Yet

Page 1 of 1		2008	Qtr 2	All Departments	ALL
Id#	Title	Target	Result	Leads	Status
<a href="#">View</a> 1.1.100	Garden Awareness	50.00	48	GRANGER, WILLIAM	
<a href="#">View</a> 1.1.101	Customer Satisfaction	90.00	90	BUELNA, ARMANDO	
<a href="#">View</a> 1.1.102	Industry Papers and Publications	5.00	.66	CRUZ, SUSAN	
<a href="#">View</a> 1.1.103	Public Relation Plan Execution	90.00	100	BUELNA, ARMANDO	
<a href="#">View</a> 1.2.104	Blanket Order Activity	15.00	16.2	DOBRAWA, STEPHEN	
<a href="#">View</a> 1.2.105	Inventory Accuracy	97.00	0	DOBRAWA, STEPHEN	
<a href="#">View</a> 1.2.106	Total Water Saved	100.00	101	GRANGER, WILLIAM	
<a href="#">View</a> 1.4.107	Training Hours per Employee (QualServe)	26.90	18.66	WILLIAMSON, KELLI	
<a href="#">View</a> 1.4.109	Turnover Rate	10.00	1.85	WILLIAMSON, KELLI	
<a href="#">View</a> 1.4.110	Time to Fill	90.00	100	WILLIAMSON, KELLI	
<a href="#">View</a> 1.4.111	Safety Training Program	1.00	1.11	GERBER, JAMES	
<a href="#">View</a> 1.4.113	Employee Health & Safety Severity Rate (QualServe)	54.50	145.85	GERBER, JAMES	
<a href="#">View</a> 1.4.114	Service Connections per FTE	218.00	276.85	WILLIAMSON, KELLI	
<a href="#">View</a> 2.1.200	Recycled Water Supply versus Demand	0.00	0.0	PEASLEY, JAMES	
<a href="#">View</a> 2.2.201	Grant Funds	0.50	57.9	PEASLEY, JAMES	
<a href="#">View</a> 2.2.203	Plan Check	80.00	100	CHARLES, DAVID	
<a href="#">View</a> 2.2.204	CIP Projects Expenditures vs Budget	75.00	117	RIPPERGER, RONALD	
<a href="#">View</a> 2.3.205	Project Constructability Review	100.00	100	RIPPERGER, RONALD	
<a href="#">View</a> 2.3.206	Project Construction Budget	90.00	100	RIPPERGER, RONALD	
<a href="#">View</a> 2.3.207	Actual Recycled Water Demand versus Projected Demand	90.00	105.2	PEASLEY, JAMES	
<a href="#">View</a> 2.3.208	North District Alternative Water Supply	100.00	110.0	PEASLEY, JAMES	
<a href="#">View</a> 2.3.209	South District Alternative Water Supply	100.00	120.0	PEASLEY, JAMES	
<a href="#">View</a> 2.3.210	Sewer Collection Disposal Capacity	100.00	172.4	PEASLEY, JAMES	
<a href="#">View</a> 2.3.211	Facility Maps	1.00	.59	RUSH, GARY	
<a href="#">View</a> 2.3.212	Facility Surveying	1.00	.40	RUSH, GARY	
<a href="#">View</a> 2.3.213	Mark out Accuracy	99.75	100	RUSH, GARY	
<a href="#">View</a> 2.3.214	Cathodic Protection Program	90.00	100	RIPPERGER, RONALD	
<a href="#">View</a> 2.3.215	Project Closeout Time	90.00	0	RIPPERGER, RONALD	
<a href="#">View</a> 2.3.216	Construction Change Order Rate	4.00	0	RIPPERGER, RONALD	
<a href="#">View</a> 2.3.217	APCD Compliance	95.00	100	COBURN-BOYD, LISA	
<a href="#">View</a> 2.3.218	Construction Inspection Productivity Index	90.00	100	RIPPERGER, RONALD	
<a href="#">View</a> 2.3.220	Construction Claims Rate	5.00	0	RIPPERGER, RONALD	
<a href="#">View</a> 3.1.300	Alternative Payments	20.00	21.46	MENDEZ-SCHOMER, ALICIA	
<a href="#">View</a> 3.1.301	Customer Service Cost per Account (QualServe)	25.90	52.66	BELL, RITA	
<a href="#">View</a> 3.1.302	Meter Reading Accuracy	99.90	99.99	HENDERSON, ELAINE	
<a href="#">View</a> 3.1.303	Answer Rate	97.00	95.12	MENDEZ-SCHOMER, ALICIA	
<a href="#">View</a> 3.1.304	Write-offs	0.05	.04	HENDERSON, ELAINE	
<a href="#">View</a> 3.2.305	Debt Coverage Ratio (QualServe)	0.20	.11	CUDLIP, JAMES	
<a href="#">View</a> 3.2.306	Reserve Level	100.00	100.0	CUDLIP, JAMES	
<a href="#">View</a> 3.2.307	Billing Accuracy (QualServe)	9.30	15	HENDERSON, ELAINE	
<a href="#">View</a> 3.2.308	Water Rate Ranking	50.00	33	BELL, RITA	
<a href="#">View</a> 3.2.309	Sewer Rate Ranking	50.00	46.7	BELL, RITA	

<a href="#">View</a>	3.2.310	Return on Investment	100.00	99.8	CUDLIP, JAMES	
<a href="#">View</a>	3.2.311	Overtime Percentage	100.00	116	BELL, RITA	
<a href="#">View</a>	3.3.314	O&M Cost per Account (QualServe)	387.00	472.66	BELL, RITA	
<a href="#">View</a>	3.3.315	AMR Program	75.00	85	HENDERSON, ELAINE	
<a href="#">View</a>	3.3.316	Distribution System Water Loss (QualServe)	5.00	2.33	BELL, RITA	
<a href="#">View</a>	3.3.317	System Renewal/Replacement Rate (QualServe)	4.45	0	BELL, RITA	
<a href="#">View</a>	4.1.400	Web Site Hits	20000.00	22228	JENKINS, WILLIAM	
<a href="#">View</a>	4.3.401	Network Availability	99.00	99	JENKINS, WILLIAM	
<a href="#">View</a>	4.3.402	IT Help Request	90.00	91	JENKINS, WILLIAM	
<a href="#">View</a>	4.3.403	Percentage of Stratetic Plan Goals on Track	90.00	90	STEVENS, GEOFFREY	
<a href="#">View</a>	4.3.404	GIS Update Frequency	90.00	91.6	ZHAO, MING	
<a href="#">View</a>	4.4.405	Organizational Best Practices Index (QualServe)	68.50	28	STEVENS, GEOFFREY	
<a href="#">View</a>	5.1.500	Technical Quality Complaint Rate (QualServe)	8.00	5.09	VACLAVEK, JOANNE	
<a href="#">View</a>	5.1.501	Potable Water Supplement	5.00	0	OLDS, LARRY	
<a href="#">View</a>	5.1.503	Valve Exercising Program	381.00	462	VACLAVEK, JACOB	
<a href="#">View</a>	5.2.504	O&M Cost per MGP (QualServe)	3096.00	2124	STALKER, GARY	
<a href="#">View</a>	5.2.505	Planned Drinking Water Maintenance Ratio in Cost (QualServe)	63.50	66.5	HENDERSON, DONALD	
<a href="#">View</a>	5.2.506	Planned Wastewater Maintenance Ratio in Cost (QualServe)	75.00	77	KREINBRING, DALE	
<a href="#">View</a>	5.2.525	Direct Cost of Treatment per MG (QualServe)	2450.00	1017	STALKER, GARY	
<a href="#">View</a>	5.3.507	AMR Program	800.00	2394	KEERAN, TIMOTHY	
<a href="#">View</a>	5.3.508	AMR Ramar Replacement Program	1139.00	100	KEERAN, TIMOTHY	
<a href="#">View</a>	5.3.509	Unplanned Disruptions (QualServe)	0.70	0.79	VACLAVEK, JACOB	
<a href="#">View</a>	5.3.510	Drinking Water Compliance Rate (QualServe)	100.00	100	STALKER, GARY	
<a href="#">View</a>	5.3.511	Recycled Water Production	90.00	57	KREINBRING, DALE	
<a href="#">View</a>	5.3.512	Planned Drinking Water Maintenance Ratio In Hours (QualServe)	70.00	65.7	HENDERSON, DONALD	
<a href="#">View</a>	5.3.513	Collection System Integrity (QualServe)	3.80	0.0	KREINBRING, DALE	
<a href="#">View</a>	5.3.514	Planned Wastewater Maintenance Ratio in Hours (QualServe)	75.00	75	KREINBRING, DALE	
<a href="#">View</a>	5.3.515	Sewer Overflow Rate (QualServe)	2.47	0	KREINBRING, DALE	
<a href="#">View</a>	5.3.515	Sewer Overflow Rate (QualServe)	2.47	0	KREINBRING, DALE	
<a href="#">View</a>	5.3.516	Pump Efficiency Testing	100.00	100.00	ANDERSON, DONALD	
<a href="#">View</a>	5.3.517	Automatic Control Valve Testing	100.00	100.00	ANDERSON, DONALD	
<a href="#">View</a>	5.3.518	Main Flushing Program	200.00	215	VACLAVEK, JACOB	
<a href="#">View</a>	5.3.519	Water Distribution System Integrity (QualServe)	16.90	7.99	VACLAVEK, JACOB	
<a href="#">View</a>	5.3.520	Recycled Water System Integrity	16.90	0	OLDS, LARRY	
<a href="#">View</a>	5.3.521	Air Vac Update Program	90.00	148	ACUNA, RICHARD	