

OTAY WATER DISTRICT
ENGINEERING, OPERATIONS & WATER RESOURCES COMMITTEE MEETING
and
SPECIAL MEETING OF THE BOARD OF DIRECTORS

2554 SWEETWATER SPRINGS BOULEVARD
SPRING VALLEY, CALIFORNIA
Board Room

THURSDAY
September 16, 2010
4:00 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 THE RESULTS OF THE 2010 EMPLOYEE SURVEY (WILLIAMSON) [15 minutes]
4. APPROVE THE ADOPTION OF A MITIGATED NEGATIVE DECLARATION (MND) FOR THE SAN MIGUEL REGIONAL TRAINING FACILITY PROJECT (COBURN-BOYD) [5 minutes]
5. APPROVE CHANGE ORDER NO. 1 TO THE CONTRACT WITH MWH FOR THE RALPH W. CHAPMAN WATER RECLAMATION FACILITY UPGRADE PROJECT (COBURN-BOYD) [5 minutes]
6. REPORT ON THE FISCAL YEAR-END 2010 STRATEGIC PLAN AND PERFORMANCE MEASURES (STEVENS) [10 minutes]
7. SAN DIEGO COUNTY WATER AUTHORITY UPDATE (WATTON) [10 minutes]
8. ADJOURNMENT

BOARD MEMBERS ATTENDING:

Jose Lopez, Chair
Gary Croucher

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.

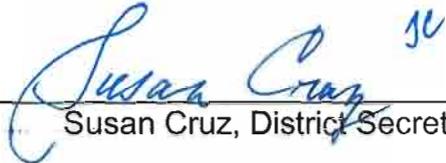
The Agenda, and any attachments containing written information, are available at the District's website at www.otaywater.gov. Written changes to any items to be considered at the open meeting, or to any attachments, will be posted on the District's website. Copies of the Agenda and all attachments are also available through the District Secretary by contacting her at (619) 670-2280.

If you have any disability that 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 September 10, 2010 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 September 10, 2010.



Susan Cruz, District Secretary



AGENDA ITEM 3

STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	October 6, 2010
SUBMITTED BY:	Kelli Williamson <i>[Signature]</i> Human Resources Manager	W.O./G.F. NO:	DIV. NO: All
APPROVED BY:	Rom Sarno, Chief of Administrative Services (Chief) <i>[Signature]</i>		
APPROVED BY:	German Alvarez, Assistant General Manager, Finance and (Asst. GM): Administration <i>[Signature]</i>		
SUBJECT:	Present Results of the 2010 Employee Survey		

GENERAL MANAGER'S RECOMMENDATION:

This is an informational item. No action is required.

COMMITTEE ACTION:

Please see Attachment A.

PURPOSE:

To present the results of the 2010 Employee Survey.

ANALYSIS:

As a part of the District's Strategic Plan, the District worked with Rea & Parker to develop and implement a scientifically reliable and repeatable Employee Survey Program in 2008. This year, Human Resources staff worked with Rea & Parker to make minor edits and refine some questions based on feedback from the 2008 survey.

The survey was administered the end of June 2010. Employees each received an email from the General Manager with an overview of the survey, followed-up by an email from Rea & Parker Research with individual login information. Employees entered data directly to a private, secure server only accessible by Rea & Parker Research. Of the 160 employees, 151 completed the survey, or 94% of the employees, which is a very high participation rate.

As summarized in the report by Rea & Parker Research, "The fundamental conclusion to be drawn from the 2010 Employee satisfaction survey is that Otay Water District employees were very satisfied with their employment when the survey was initially conducted in 2008 and are presently even more satisfied." Rea & Parker Research will present highlights of the findings in a presentation format (Attachment B). A summary of the results can be found in the Otay Water District 2010 Employee Satisfaction Survey (Attachment C).

FISCAL IMPACT: _____

The cost of the Employee Survey was \$15,000 and was budgeted.

STRATEGIC GOAL:

FY06-08, 4.5.2.1 - "Establish a Repeatable Employee Survey Program"

LEGAL IMPACT: _____

None.



General Manager

- Attachment A - Committee Report
- Attachment B - PowerPoint Presentation
- Attachment C - Otay Water District 2010 Employee Satisfaction Survey



ATTACHMENT A

SUBJECT/PROJECT:	Present Results of the 2010 Employee Survey
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COMMITTEE ACTION:

The Finance, Administration and Communications Committee and the Engineering and Water Operations Committee met on September 16, 2010 to receive this informational report from Rea & Parker summarizing the results of the 2010 Employee Satisfaction Survey.

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.

2010 Employee Satisfaction Survey Otay Water District



OTAYWATERDISTRICT

REA &
PARKER
RESEARCH



*Survey/Market Research
Economic Consultants*

Rea & Parker Research
September, 2010

Methodology

- Online survey - June 29, 2010
- Taken at Otay Water District offices
- 107 questions
 - 49 agreement/disagreement
 - 49 importance
 - 4 satisfaction
 - 5 general/demographic
- E-mail notices and reminders from GM on June 23 and Rea & Parker Research on June 28
- 134 out of 160 employees participated by July 1
- Additional time (July 8) provided for those away or otherwise unable to participate - two follow up e-mails from Rea & Parker Research
- Total participants = 151/160 (94 percent)

Participants

- 69 percent male (2008 = 70 percent)
- Median age = 45.5 (2008 = 44.5)
- Median length of service = 6.45 years (2008 = 6.00 years)
 - 11 percent 20 or more years (2008 = 12 percent)
 - 3 percent in first year (2008 = 5 percent)
- Department
 - Operations = 39 percent (2008 = 38 percent)
 - Administrative Services/GM/IT = 25 percent
(2008=23 percent)
 - Finance = 23 percent (2008=24 percent)
 - Engineering = 13 percent (2008=15 percent)
- Position type
 - Non-management (including crew leader) = 79 percent
(2008 = 78 percent)
 - Supervisor/Manager = 7 percent
(2008 = 8 percent)
 - Management/Department Chief = 14 percent
(2008 = 14 percent)

Key Findings

- The level of satisfaction among employees with their being employed by the Otay Water District is superior.
 - 2008 was excellent ----- 2010 even greater extent
- Employees rate their satisfaction with being an employee of the Otay Water District at a mean rating of 5.95 on a scale of 1 = Highly Dissatisfied to 7 = Highly Satisfied.

Key Findings (cont)

- Nearly three-fourths (73 percent) of employees rate their employment at 6 or 7 (scale 1-7 -- indicative of a great deal of satisfaction)
- 9 out of 10 (87 percent) rate their satisfaction at 5, 6, 7 -- all scores above the scale midpoint.
- These data represent an increase in the overall level of satisfaction from the 2008 employee survey where the mean rating was 5.45 and 53 percent of employees rated their employment at 6 or 7.

Key Findings (cont)

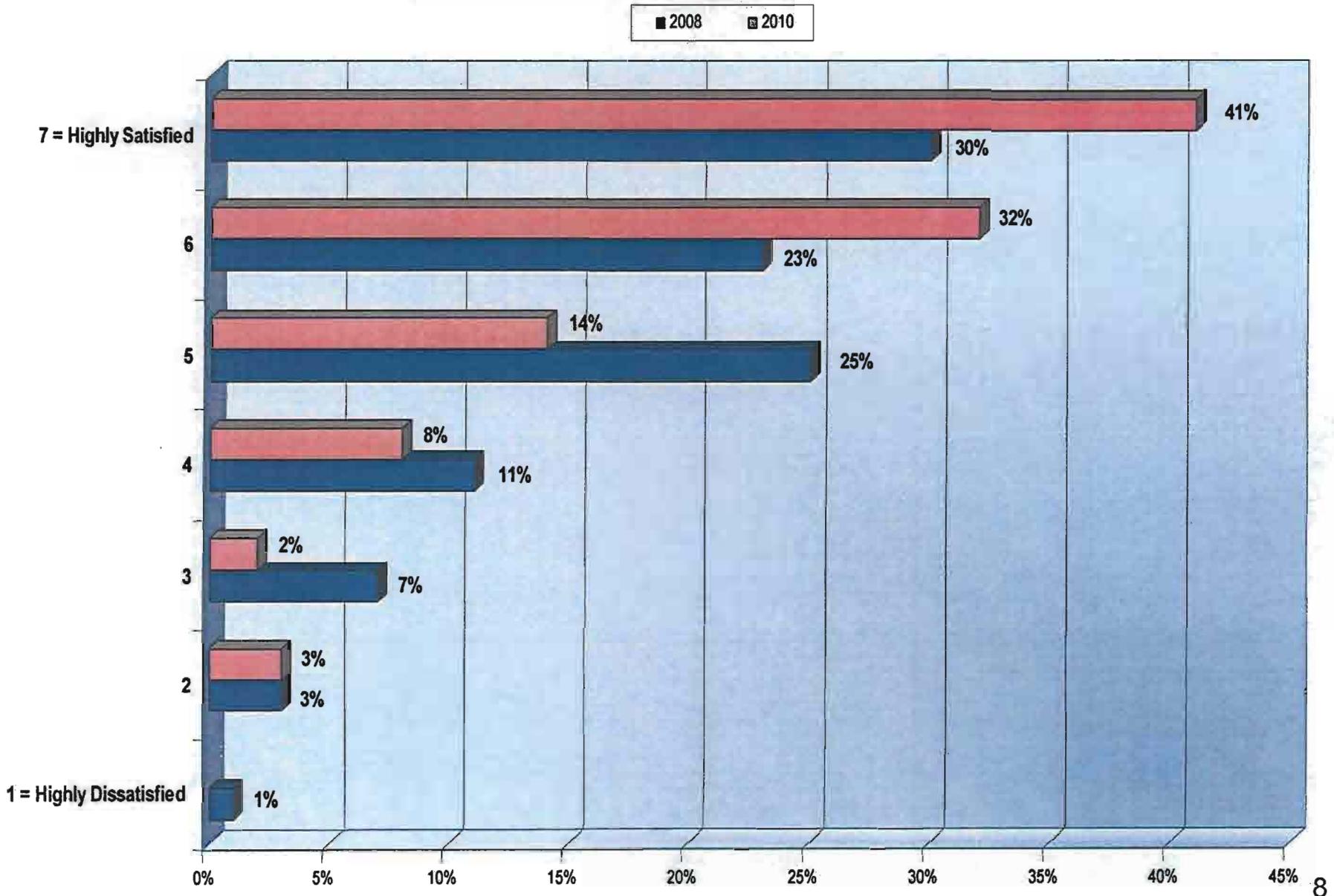
- In comparable public employee surveys, 50 percent to 85 percent of employees have demonstrated satisfaction levels above the midpoint on their respective satisfaction scales.
- Mean satisfaction ratings in these other studies have ranged between 3.7 and 5.7 (on 1-7 scales or scales adjusted to equate to 1-7).
- Employee satisfaction demonstrated in this survey by Otay Water District employees is at the very highest level.

Key Findings

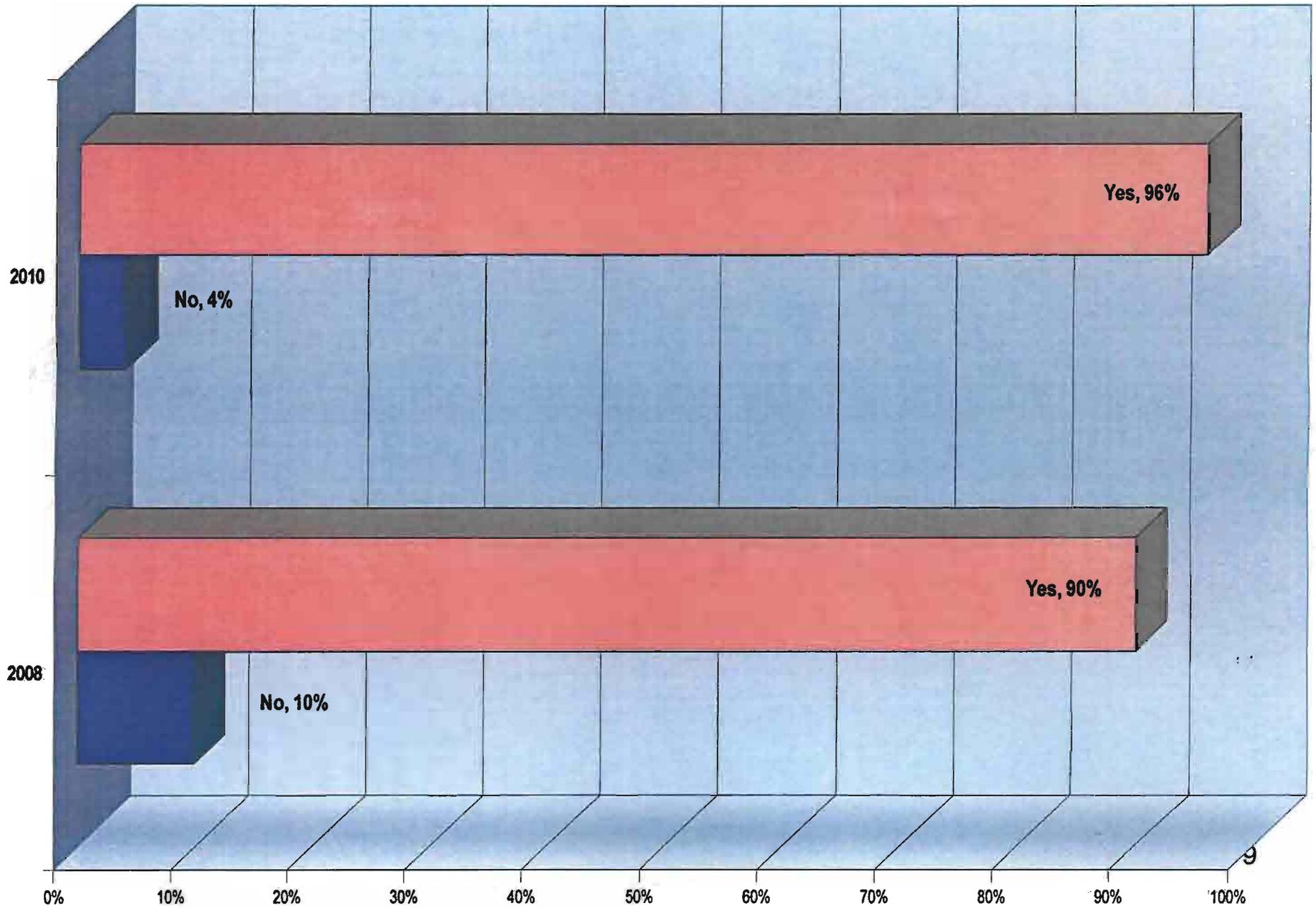
- A remarkable percentage of employees (96 percent) stated that they would recommend the Otay Water District as a place of employment.
- This represents an increase of 6 percent in the level of satisfaction over the employees in the 2008 survey where 90 percent made this recommendation

Overall Satisfaction as Employee of Otay Water District

(Mean 2010 rating = 5.95 Mean 2008 rating = 5.45)



Recommend Otay Water District as Place of Employment



Key Findings (cont)

- The survey contained eight subsections that identified and categorized 49 employment-related characteristics. Each of the eight category related means is averaged to produce an overall agreement mean of 5.80, which is higher than the mean in 2008 of 5.54.
- The overall proportion of employees on all 49 characteristics who rank the District as above the midpoint (5, 6, or 7) is 5 out of 6 (83 percent). In 2008, this percentage of 5-7 responses was 76 percent.

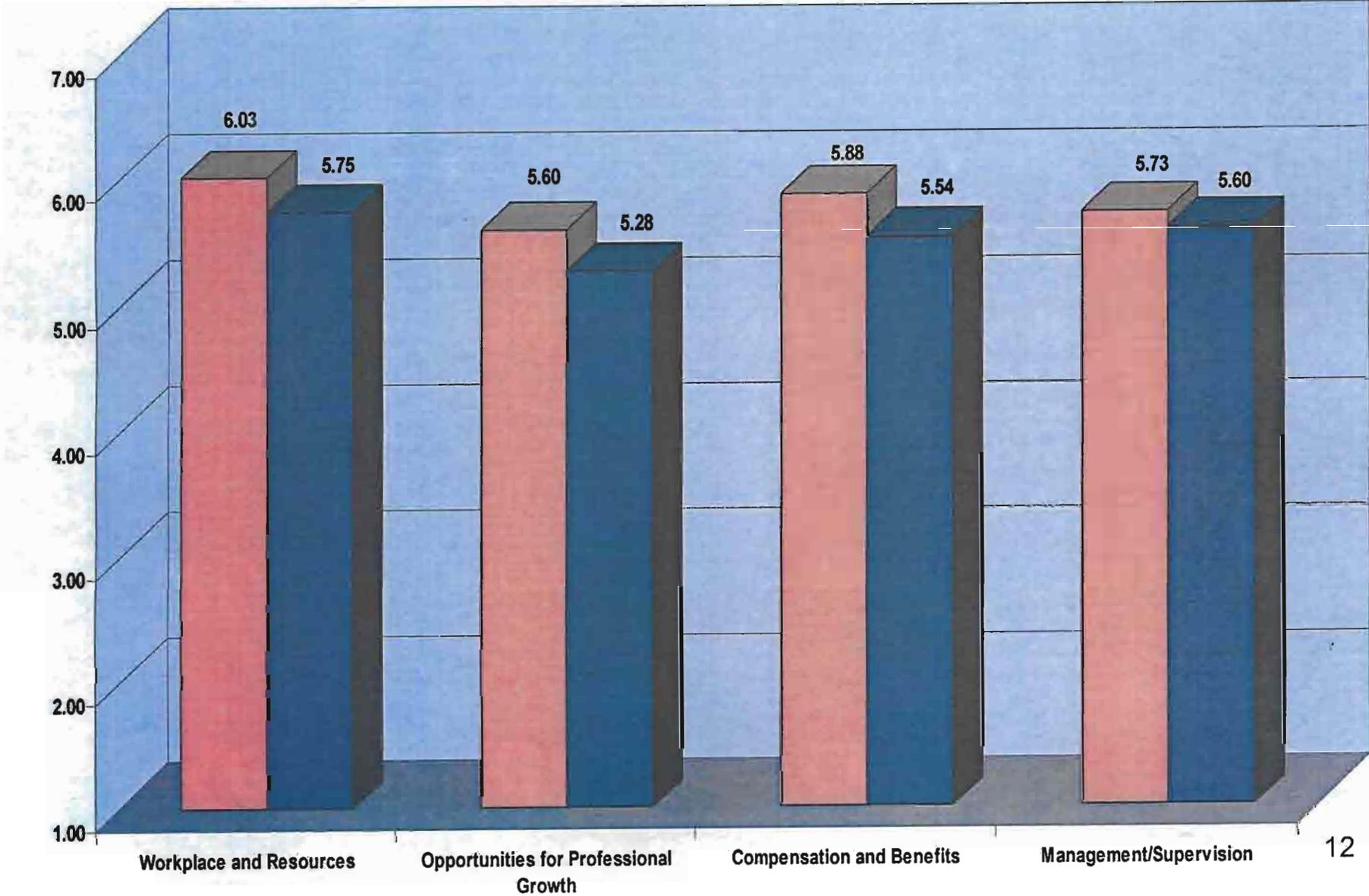
Key Findings (cont)

- Largest increases in satisfaction
 - Communications
 - Morale
 - Compensation and Benefits
 - Opportunities for Professional Growth
 - Workplace and Resources

Survey Categories Agreement Means (Part 1)

Scale: 1 = Highly Disagree...7 = Highly Agree (Overall mean = 5.80)

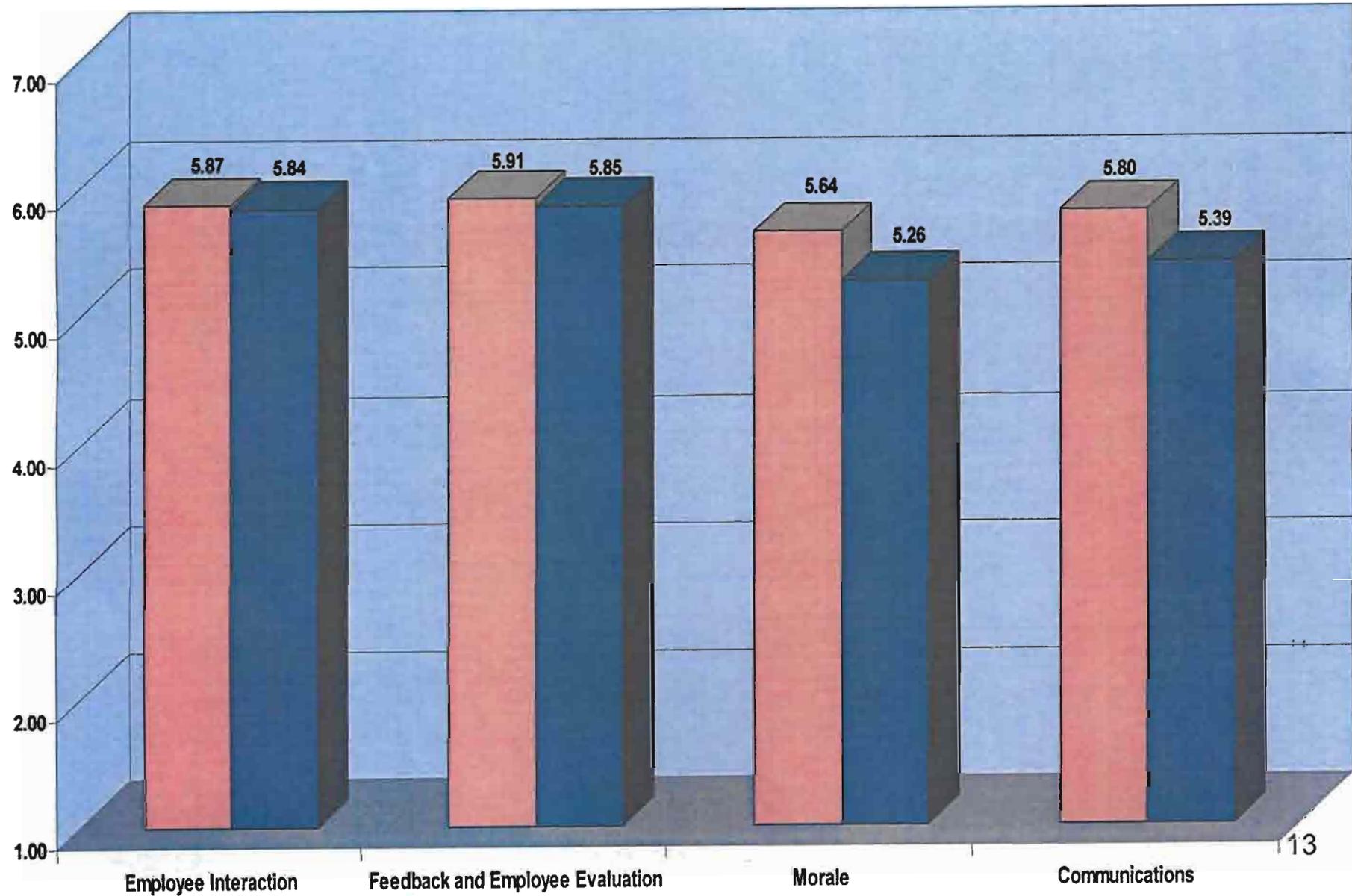
2010 2008



Survey Categories Agreement Means (Part 2)

Scale: 1 = Highly Disagree...7 = Highly Agree (Overall mean = 5.80)

2010 2008



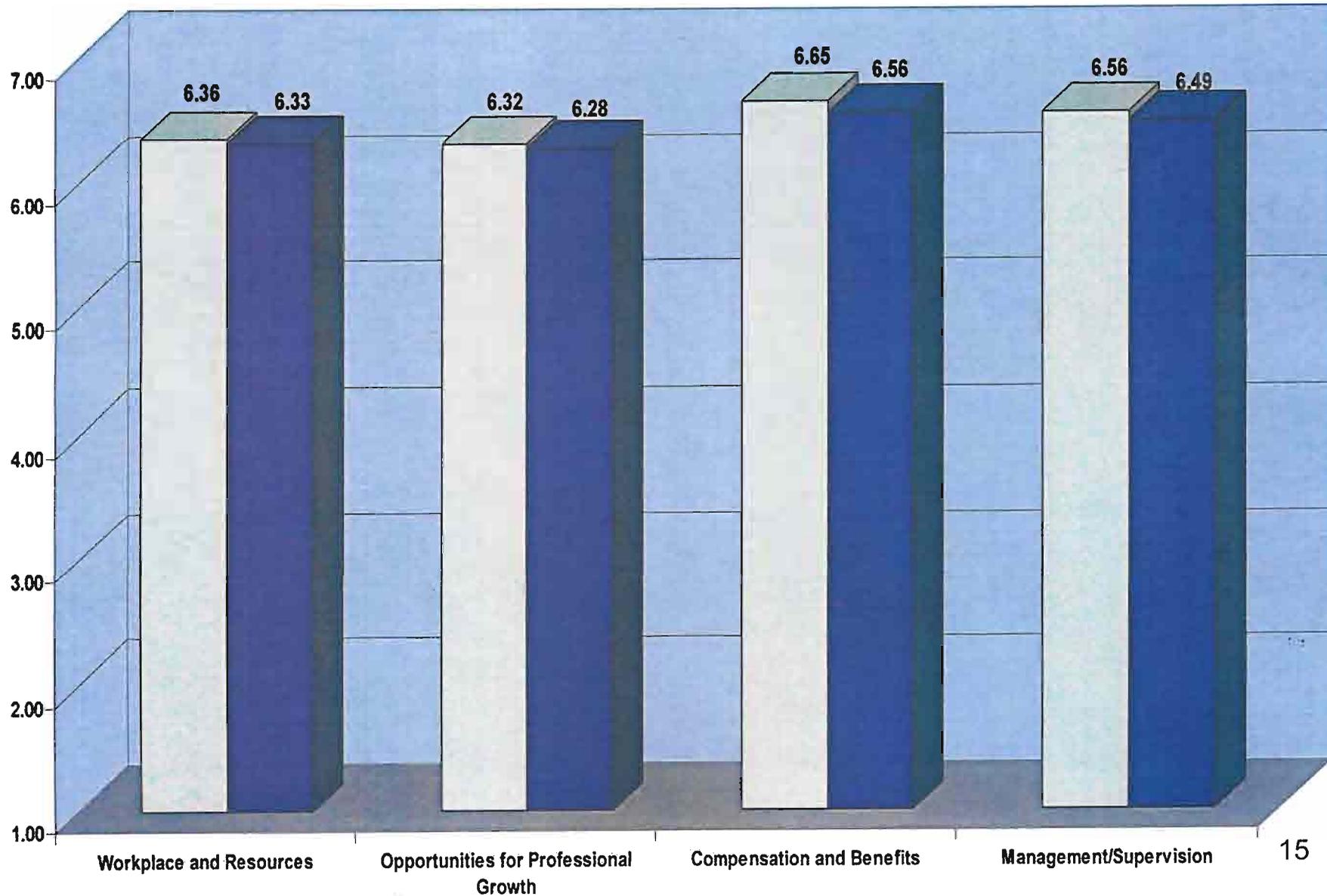
Key Findings (cont)

- Importance of each category also increased from 2008 but far less than satisfaction.
- The difference between the overall mean Importance and overall mean Agreement is .68 rating points in 2010.
- In 2008, the comparable difference in rating points between overall agreement and overall importance was .89.
- This indicates that the gap between Agreement and Importance has shrunk from 2008 to 2010.

Survey Categories Importance Means (Part 1)

Scale: 1 = Very Unimportant...7 = Very Important (Overall mean = 6.48)

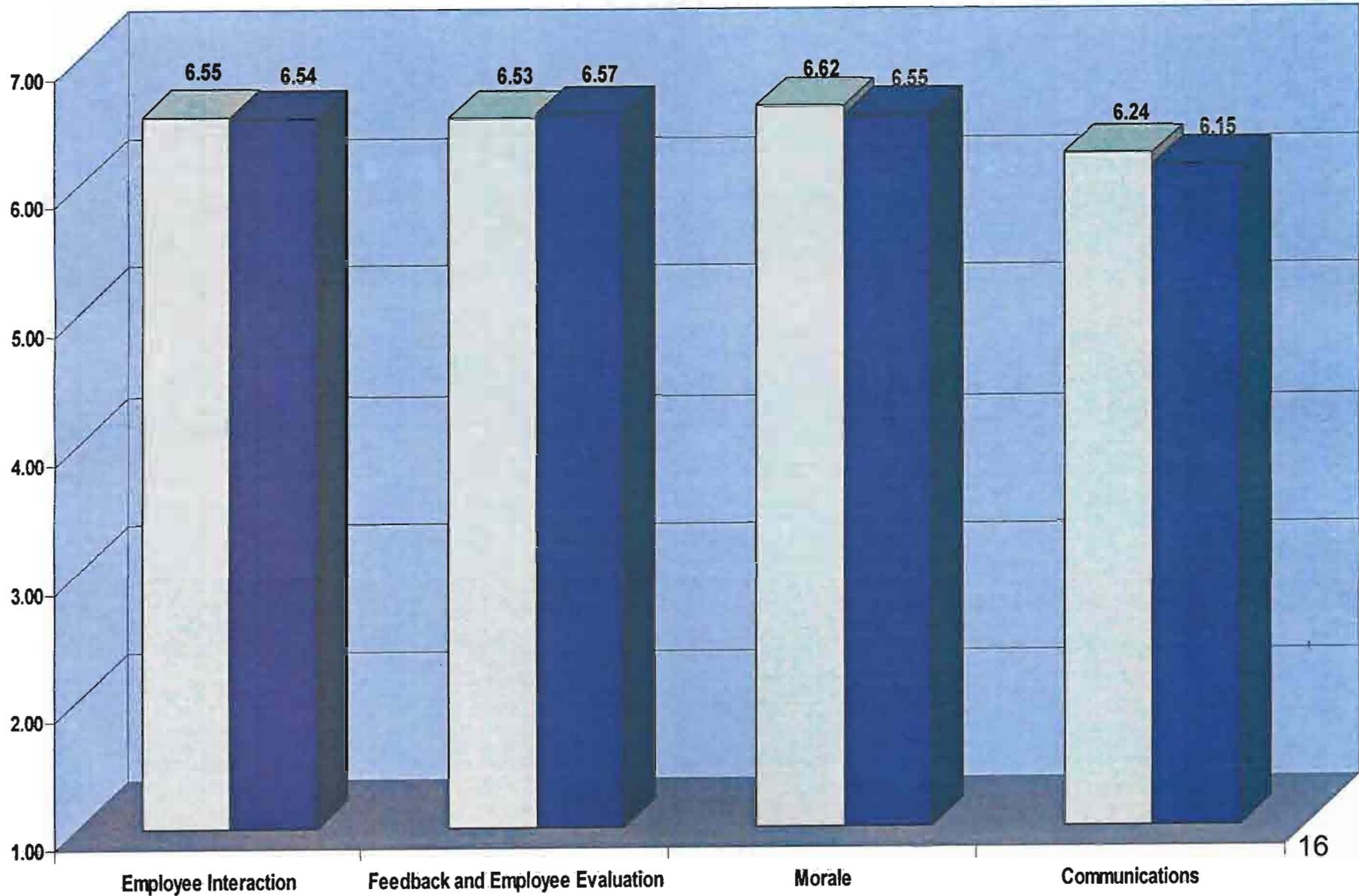
□ 2010 ■ 2008



Survey Categories Importance Means (Part 2)

Scale: 1 = Very Unimportant...7 = Very Important (Overall mean = 6.48)

□ 2010 ■ 2008



Key Findings (cont)

- Strongest correlations between individual characteristics and overall satisfaction
 - Morale - individual and departmental
 - Employees' contributions are valued
 - District balances work and personal life
 - Management team
 - Provides effective leadership
 - Makes informed decisions

Key Findings (cont)

- The core characteristics that make the Otay Water District an excellent place to work are:
 - The District promotes safety in the workplace
 - All necessary resources and equipment are available to do a good job.
 - Employees consider the benefit package to be good as well as competitive with other organizations.
 - The financial stability of the District is cited as one of its strongest characteristics.

Key Findings (cont)

- The core characteristics that make the Otay Water District an excellent place to work are (continued):
 - Supervisors and managers are rated highly:
 - They are open to work-related concerns
 - They treat employees with respect
 - Each Department works well as a team.
 - Employees understand their work goals and objectives and further understand the relationship between their work and the success of the District.

Key Findings (cont)

- Continued enhancement in the following areas that already exhibit high levels of employee satisfaction may yield even further increases in employee satisfaction:
 - recognition of employees for a job well-done,
 - an increased sense of job security, and
 - communication within the District, especially in the manner in which employees can better understand the District decision-making process.

Conclusion

- The Otay Water District is clearly fulfilling its responsibilities as an employer to an outstandingly high degree.

ATTACHMENT C



Otay Water District 2010 Employee Satisfaction Survey



OTAYWATERDISTRICT



Prepared for

Otay Water District
2554 Sweetwater Springs Blvd.
Spring Valley, CA 91978

Prepared by

Rea & Parker Research
P.O. Box 421079
San Diego, California 92142
858-279-5070

www.rea-parker.com

August, 2010

TABLE OF CONTENTS

	Page
Executive Summary	iii
Introduction	1
Methodology	1
Employee General Information/Demographics	4
Survey Findings	7
Overall Satisfaction	7
Agreement and Importance That the District Exhibits Certain Employment-Related Characteristics	9
Correlations: Characteristics Agreements and Overall Satisfaction	13
Satisfaction/Importance Quadrant Analysis	13
Appendix:	
Survey Instrument	16

OTAY WATER DISTRICT: 2010 EMPLOYEE SURVEY

EXECUTIVE SUMMARY

The fundamental conclusion to be drawn from the 2010 Employee satisfaction survey is that Otay Water District employees were very satisfied with their employment when the survey was initially conducted in 2008 and are presently even more satisfied. The level of satisfaction demonstrated by employees of the District is superior. The Otay Water District is clearly fulfilling its responsibilities as an employer to an outstandingly high degree.

- Employees rate their satisfaction with being an employee of the Otay Water District at a mean rating of 5.95 on a scale of 1 = Highly Dissatisfied to 7 = Highly Satisfied.
- Nearly three-fourths (73 percent) of employees rate their employment at 6 or 7 (indicative of a great deal of satisfaction) and 9 out of 10 (87 percent) rate their satisfaction at 5, 6, 7—all scores above the scale midpoint.
- These data represent an increase in the overall level of satisfaction from the 2008 employee survey where the mean rating was 5.45 and 53 percent of employees rated their employment at 6 or 7.
- In comparable public employee surveys, a range of 50 percent to 85 percent of employees has demonstrated satisfaction levels above the midpoint on their respective satisfaction scales. Further, mean satisfaction ratings in these other studies have ranged between 3.7 and 5.7 (on 1-7 scales or scales adjusted to equate to 1-7). By all reasonable measures, the employee satisfaction demonstrated in this survey by Otay Water District employees is at the very highest level.
- A remarkable percentage of employees (96 percent) stated that they would recommend the Otay Water District as a place of employment. This represents an increase of 6 percent in the level of satisfaction over the employees in the 2008 survey where 90 percent made this recommendation.
- The survey contained eight subsections that identified and categorized 49 employment-related characteristics. Each of the eight category related means is averaged to produce an overall agreement mean of 5.80, which is higher than the mean in 2008 of 5.54.
- Among all 49 questions, the proportion of employees on all questions who rank the District as above the midpoint (5, 6, or 7) is 5 out of 6 (83 percent). In 2008, this percentage of 5-7 responses was 76 percent.

- The core characteristics that make the Otay Water District an excellent place to work are:
 - The District promotes safety and all necessary resources and equipment are available to do a good job.
 - Employees consider the benefit package to be good as well as competitive with other organizations.
 - Supervisors and managers are rated highly because they are open to work-related concerns. Moreover, supervisors treat employees with respect and each Department works as a team.
 - Employees understand their work goals and objectives and further understand the relationship between their work and the success of the District.
- The financial stability of the District is cited as one of its strongest characteristics.

OTAY WATER DISTRICT

2010 EMPLOYEE SURVEY

INTRODUCTION

The Otay Water District requested that a consultant conduct an employee survey to assess various characteristics of job satisfaction among the 160 employees who work for the District. Rea & Parker Research was selected to be the consultant that would draft, conduct, and analyze a web-based Internet survey. This survey was developed and conducted so that the 2008 employee survey, also prepared and administered by Rea & Parker Research, could be used as a basis for comparisons in employee attitudes and behavior. Also, future employee surveys will be developed to ensure that longitudinal trends can be identified.

Section A of the survey (included in the appendix) contains 49 questions requesting employees to indicate the extent to which they agreed or disagreed that certain positive employment characteristics were provided and exhibited by the Otay Water District. Another 49 questions inquired as to the importance or lack of importance that the employees attached to each of these characteristics. Section B set forth 4 satisfaction based questions, and Section C contained 5 general information/demographic questions for a total of 107 questions in the survey.

Methodology

Although much of the survey remained as it had been designed in 2008, telephone conferences were conducted with Otay Water District management and staff in order to refine the survey so that it would, even better than in 2008, achieve the goals and objectives of finding out key satisfaction and importance opinions of the employees and be replicable for future tracking.

Two e-mails were sent to each employee—the first from the Otay Water District General Manager on Wednesday, June 23, 2010, as follows:

To: All District Employees
From: Mark Watton, General Manager
Date: June 23, 2010
Subject: Employee Survey

In our continuing commitment to create and maintain a professional work environment for employees, the District is asking you to participate in an employee survey.

The survey is designed to provide you with an opportunity to voice your opinions and observations about working at the District. Your participation in this survey is very important in helping the District in its continuing efforts to understand your perspective on work-related issues and to support and improve your experience as an employee of the District.

Within a few days, you will receive another e-mail directly from the researchers – Rea & Parker Research. This second e-mail will provide a unique user name and password that will enable you to access the survey on line.

There are no right or wrong answers, so just let us know what you think. All answers will be strictly anonymous and responses will be summarized when reported. Your individual responses will go directly to the Rea & Parker Research website and not be individually traceable or identifiable. The District will not be able to view individual results. The District will only receive information summarized by Rea and Parker Research.

Please look for the survey link in your e-mail. The District has set aside time for you to complete the survey on Tuesday, June 29, 2010. The survey should take approximately 20-30 minutes to complete and we ask that you complete the survey during the beginning of your work shift on Tuesday. All employees who have workstations, please complete the survey at your workstation. There are computers located in the Operations Crew Room for employees that do not have a workstation.

If you have any questions regarding this employee survey, you may contact Human Resources or Rea and Parker at rparker@rea-parker.com or lrea@mail.sdsu.edu or at 858-279-5070.

Thank you in advance for your time and contribution,

Mark Watton

After working hours in the evening of Monday, June 28, 2010, the following e-mail went out to all employees from Rea & Parker Research. This e-mail provided the link that had an embedded unique user name and password (for each employee) that would allow them to access the survey on Tuesday, June 29.

Dear _____,

A few days ago, the District notified you by e-mail that it is conducting an employee survey. As an employee of the Otay Water District, your participation in this survey is very important in helping the District in its continuing efforts to

understand your perspective on work-related issues and to support and improve your experiences as an employee.

When you are ready to begin the survey, which is expected to take approximately 15 minutes, please click on the link below. Each employee has his or her own distinct and unique link. Upon clicking the link, the survey will be accessible to you and you will be able to complete it and submit it to our confidential server.

Survey link: <http://web2.flagshipresearch.com/sw/wchost.asp?st=rp10094&id=1061&pw=41S7ZT>

If you have any questions, please e-mail me at rparker@rea-parker.com

Thank you in advance for your participation.

Sincerely,
Richard Parker, Ph.D.
President, Rea & Parker Research
P.O. Box 421079
San Diego, CA 92142-1079
858-279-5070

Each employee was able to use his or her own work computer or was provided one for use by the Otay Water District to access the website and complete the survey. Only 2 employees had difficulty accessing the website. They were able to call Rea & Parker Research during the survey and obtain help.

Of the 160 employees, 134 completed the survey by Thursday, July 1. Some employees were away on vacation and others did not complete the survey for reasons known only to them, so, for one additional week, the website was left open for those who did not complete their survey to do so. Once submitted as final, surveys were no longer accessible to employees and were sent immediately to a secure server maintained by Rea & Parker Research, which was not accessible by anyone at the Otay Water District.

Follow-up e-mails on Friday, July 2 and Tuesday, July 6 went to those employees who had yet to complete the survey. During that extended period another 17 employees submitted their surveys, resulting in 151 completed surveys (94 percent) and leaving 9 not completed.

Data was then taken from the website and loaded into SPSS (Statistical Package for the Social Sciences) for analysis. The report that follows details the results and findings of this analytical process.

Employee General Information/Demographics

Charts 1-5 depict certain demographic characteristics of Otay Water District employees who responded to the survey (151 out of 160). These employee characteristics are consistent with those of the 2008 employee survey. Responding employees of the District are 69 percent male (**Chart 1**).

The median age of employees is 45.5 (**Chart 2**), and they have worked for the Otay Water District for a median of 6.45 years, with 11 percent having worked at the District for 20 or more years and 3 percent presently in their first year of employment (**Chart 3**).

Operations is the largest department (39 percent) followed by Finance (23 percent)—**Chart 4**, and almost three-fourths of employees (79 percent) are non-management employees, including crew leaders (**Chart 5**).

**Chart 1
Employee Gender**

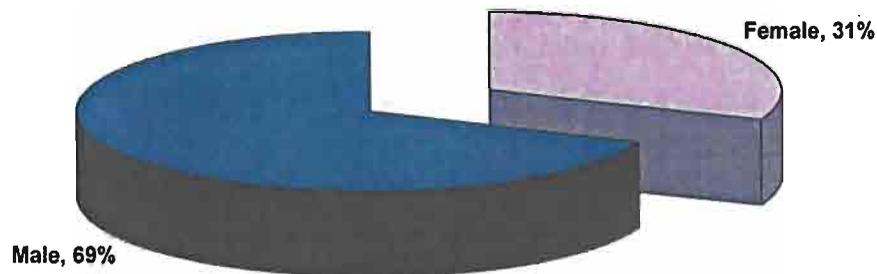


Chart 2
Employee Age
 (2010 median age = 45.5 2008 median age = 44.5)

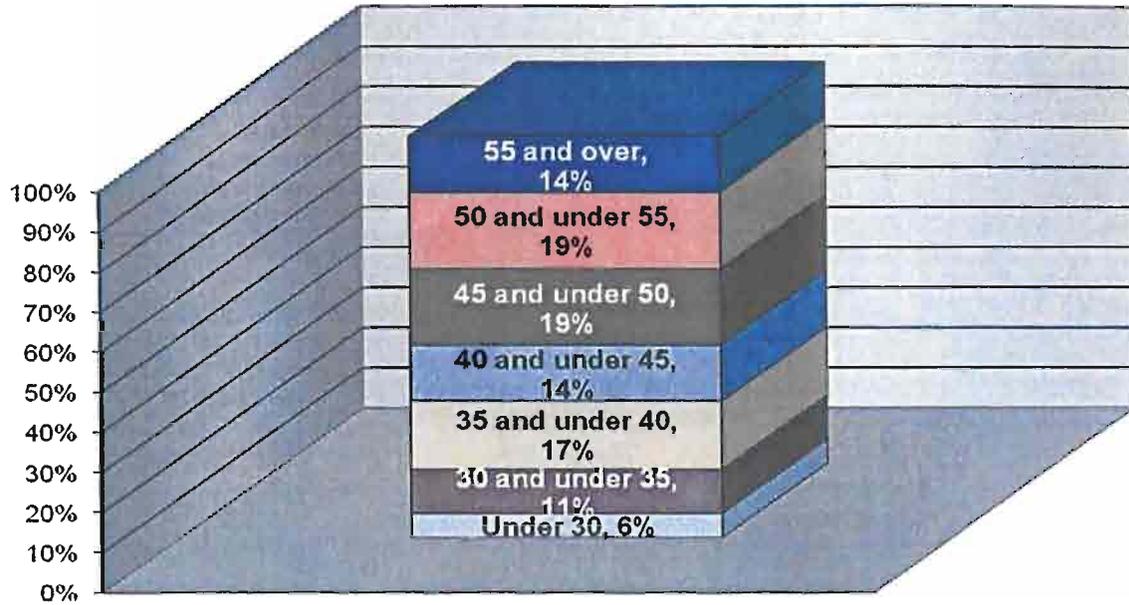
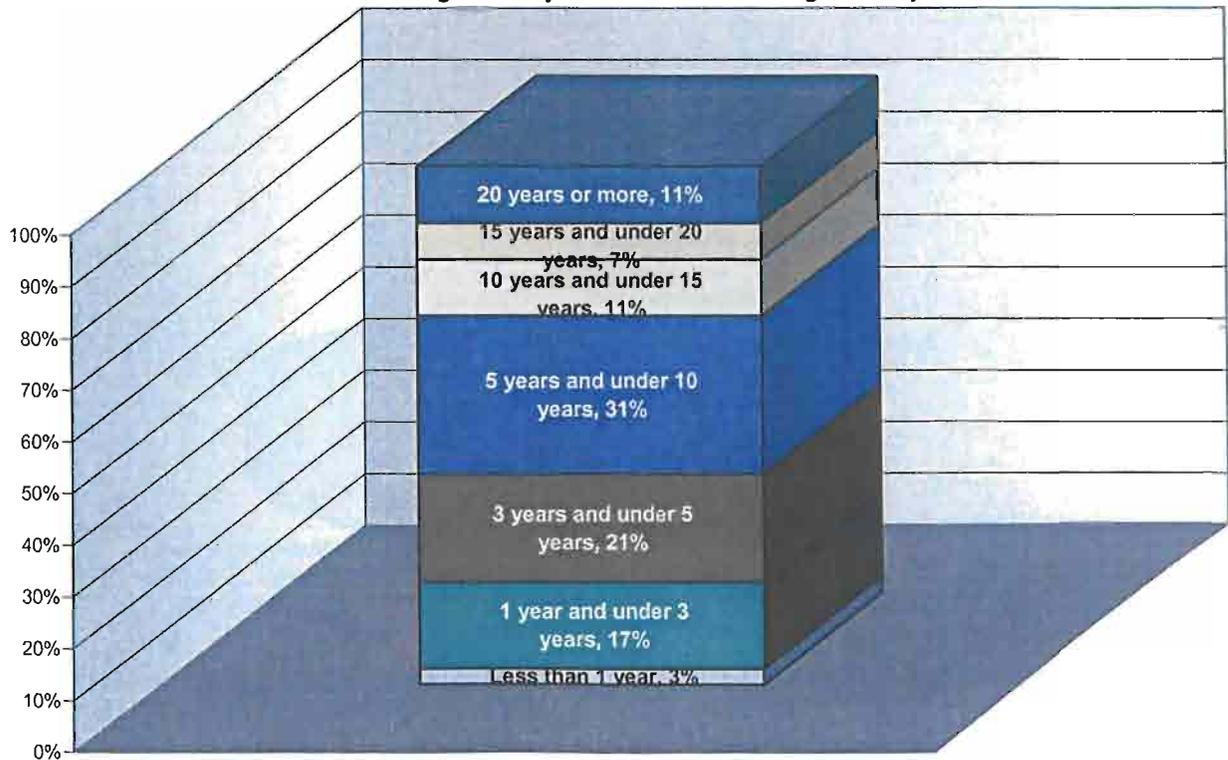
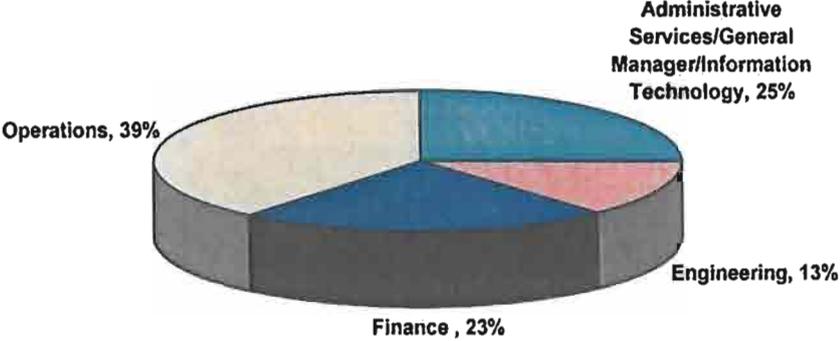


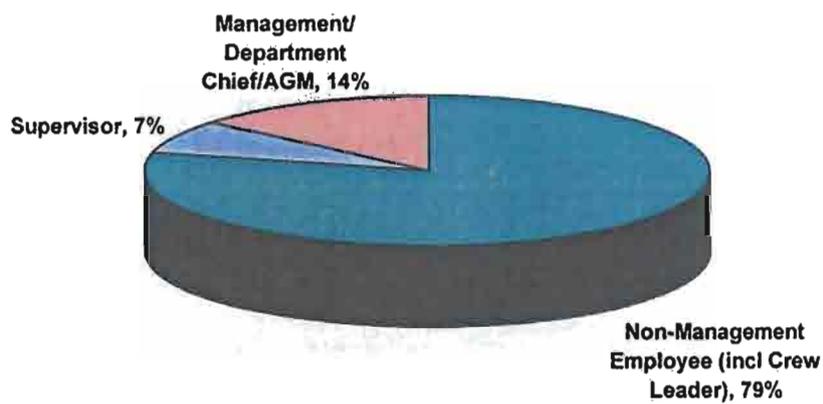
Chart 3
Employee Length of Service with Otay Water District
 2010 median length = 6.45 years 2008 median length = 6.00 years



**Chart 4
Department of Employment**



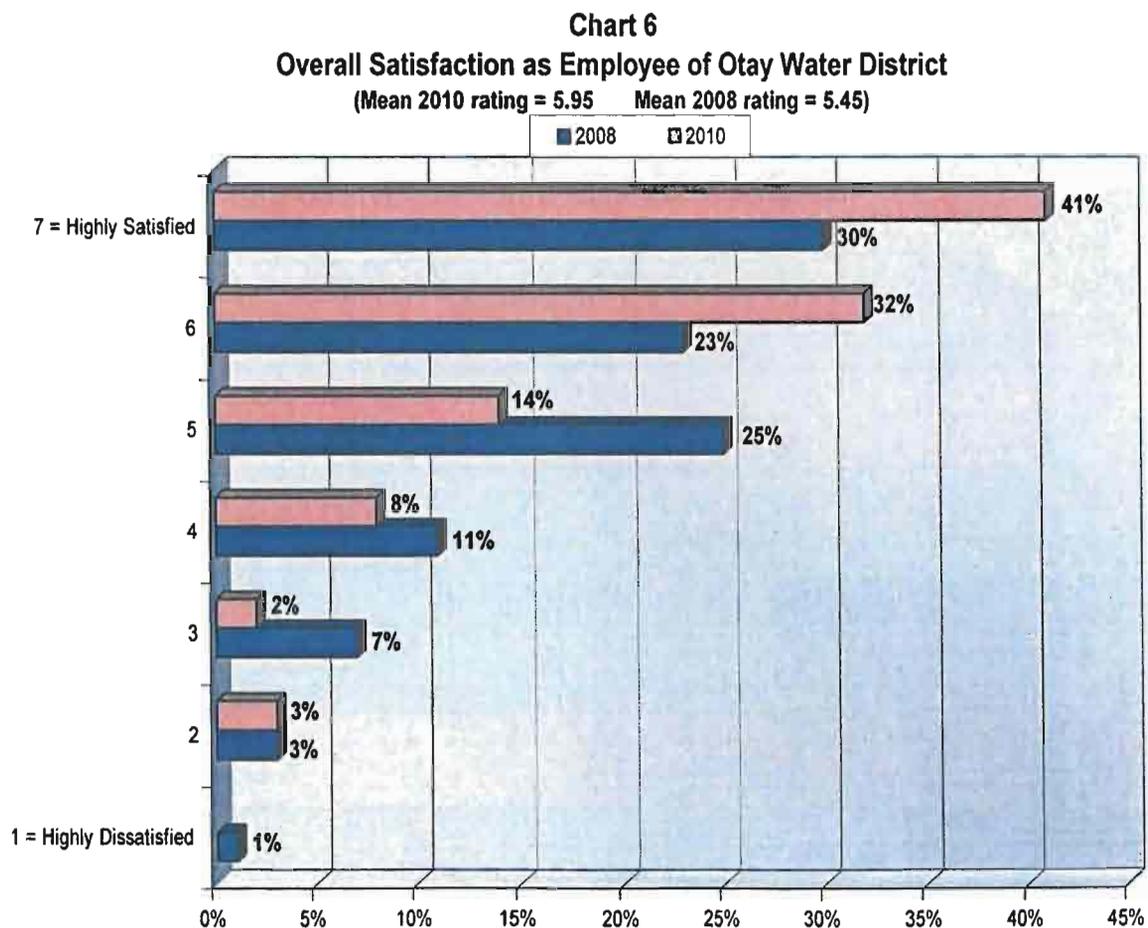
**Chart 5
Position Type**



SURVEY FINDINGS

Overall Satisfaction

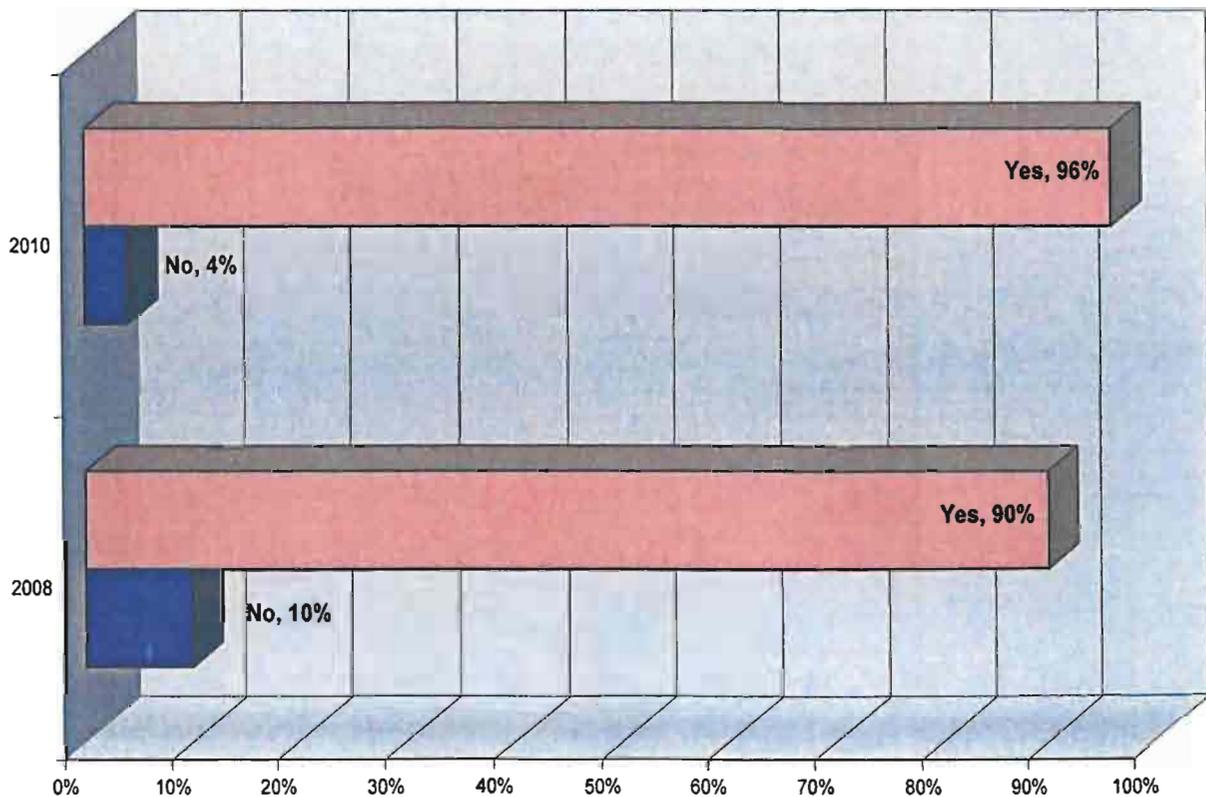
It is very clear that employees of the Otay Water District are quite satisfied with their employment. **Chart 6** shows that employees rate their satisfaction with being an employee of the Otay Water District at a mean rating of 5.95 on a scale of 1 = Highly Dissatisfied to 7 = Highly Satisfied. Almost 3 out of 4 employees (73 percent) rate their employment at 6 or 7 (indicative of a great deal of satisfaction). Almost 9 out of 10 employees (87 percent) rate the District at 5, 6, or 7--above the midpoint of the scale. This represents a substantial increase in the overall level of satisfaction from the 2008 employee survey where the mean rating was 5.45 and 53 percent of employees—a full 20 percent less—rated their employment satisfaction at 6 or 7.



These findings further represent a particularly high level of satisfaction compared to public sector employees who have participated in employee satisfaction surveys that have been conducted by or are known to Rea & Parker Research. In these comparable public employee surveys, a range of 50 percent to 85 percent of employees demonstrated satisfaction levels above the midpoint on their respective satisfaction scales. Further, mean satisfaction ratings in these other studies have ranged between 3.7 and 5.7 (on 1-7 scales or scales adjusted to equate to 1-7). By all reasonable measures, the employee satisfaction demonstrated in this survey by Otay Water District employees is at the very highest level.

In the current survey, employees state overwhelmingly (96 percent) that they would recommend the Otay Water District as a place of employment. This percentage of employees who would recommend the District as a place of employment represents an increase of 6 percent over the employees in the 2008 survey where 90 percent made this recommendation. This is a remarkably high percentage representing 144 of the 150 respondents to this question on the survey—**Chart 7**.

Chart 7
Recommend Otay Water District as Place of Employment



In 2008, the survey that is attached in the Appendix was first administered to Otay Water District employees. The report of the findings from that survey included detailed, question-by-question analysis in order to identify specific opportunities for improving satisfaction, which was also very high in 2008. The Otay Water District has been overwhelmingly successful in this regard, achieving the results described above of 96 percent recommending the District as a place to work, scoring almost 6.0 on a 1-7 scale for employee satisfaction, and having 3 out of 4 employees (20 percent increase from 2008) rate their satisfaction at 6 or 7, when a 4 is the scale midpoint.

As such, this report need not delve into the survey question-by-question—everything is very highly regarded, with the lowest average satisfaction remarkably being 5.25. That said, to detail the survey results one question at a time would be counter-productive and, with such detail, likely cause the overall finding of great satisfaction to become obscured by the minutia. This report, therefore, will deviate from the format of the 2008 report and discuss the findings much more broadly.

Agreement and Importance That the District Exhibits Certain Employment-Related Characteristics

The survey contains several subsections, eight of which identified and categorized 49 positive employment-related characteristics and sought employee indications of the extent to which the employees agreed or disagreed that the Otay Water District exhibited these characteristics and how important these characteristics were to them as employees. Response categories were offered by the employees on a 1-to-7 scale, with 1 being Highly Disagree and 7 being Highly Agree that the Otay Water District demonstrates these beneficial employment characteristics and with 1 being Very Unimportant and 7 being Very Important in terms of rating the importance of these characteristics.

These eight categories of questions are as follows:

- Workplace and Resources
- Opportunities for Professional Growth
- Compensation and Benefits
- Management/Supervision
- Employee Interaction
- Feedback and Employee Evaluation
- Morale
- Communications

The technical appendix to this report contains the full distribution of responses to all 49 of these questions; however, for purposes of this report’s analytical text, the mean rating on the 1-7 scale and the percentage of respondents indicating substantial agreement and importance (ratings of 5, 6 or 7) will be used to convey the findings.

Charts 8A and 8B serve as a compilation and summary of the agreement data from the survey. Each of the eight category related means is averaged to produce an overall agreement mean of 5.80, which is higher than the mean in 2008 of 5.54. Among all 49 questions, the proportion of employees on all questions who rank the District as above the midpoint (5, 6, or 7) in agreement that the District does a good job of providing these work-related characteristics is 5 out of 6 (83 percent). In 2008, this percentage of 5-7 responses was 76 percent.

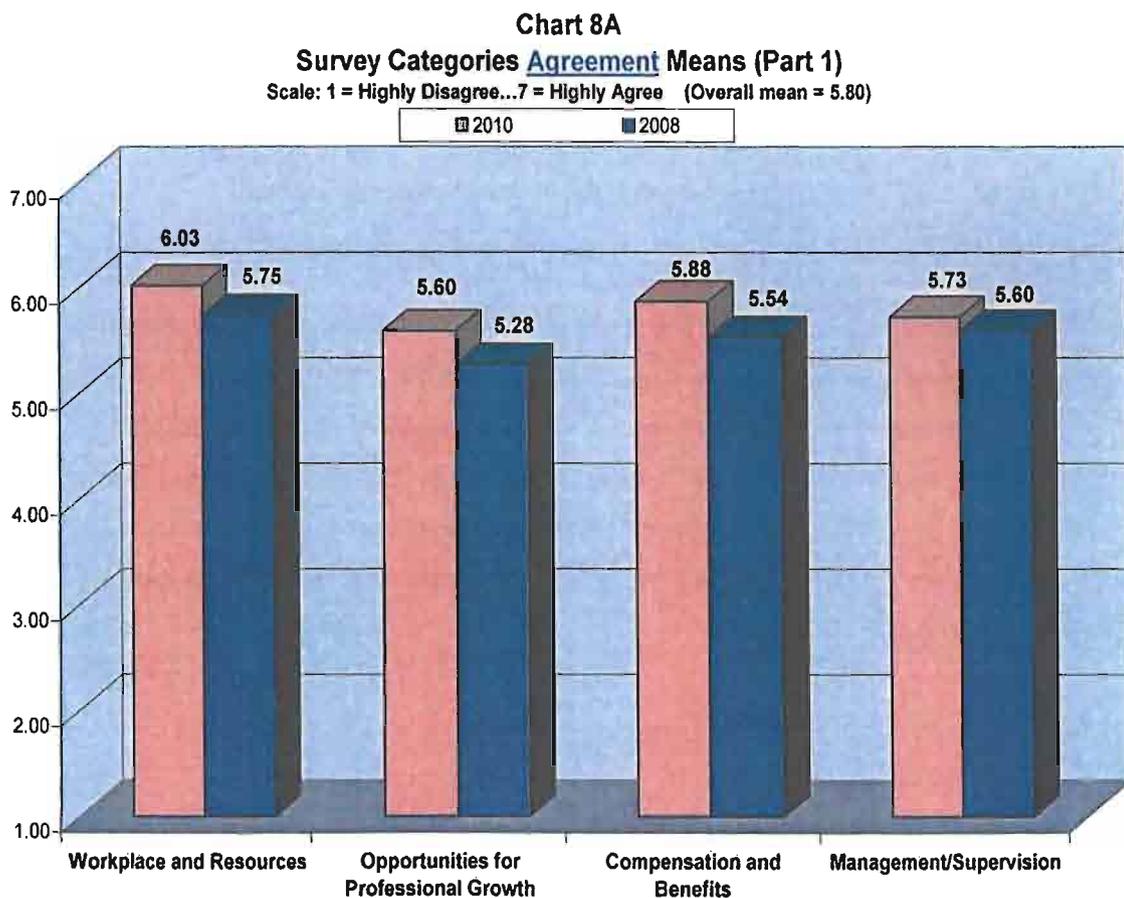
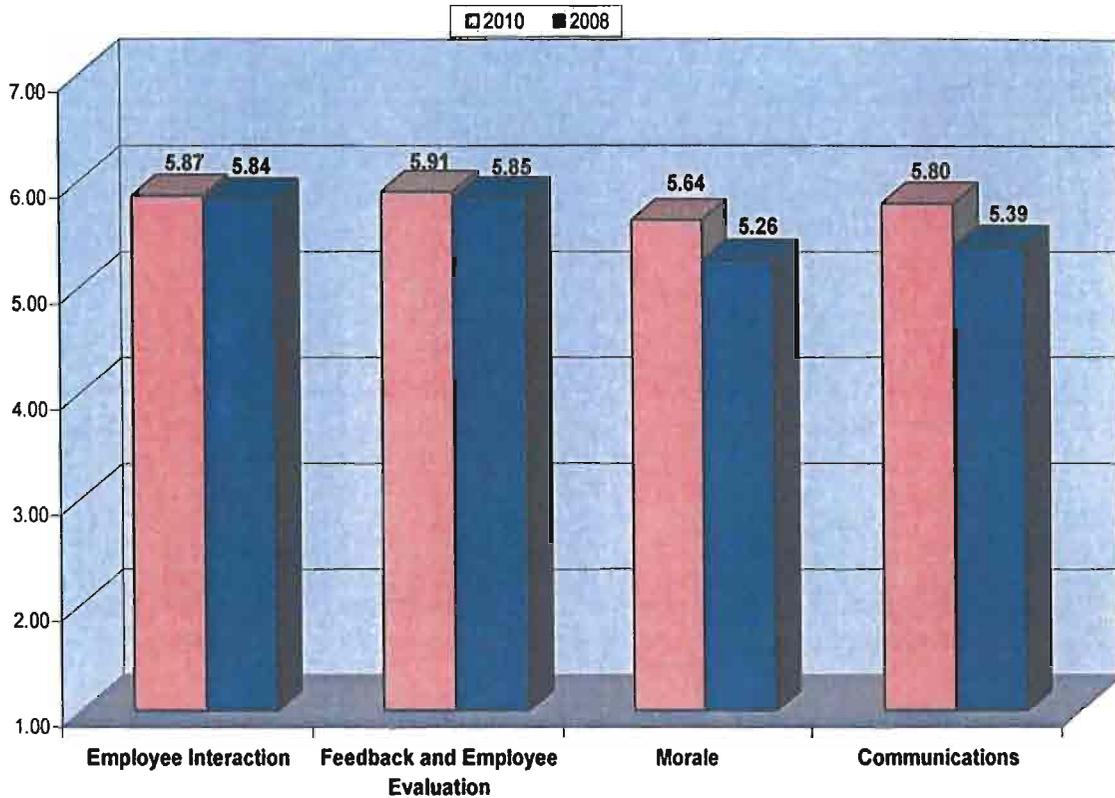


Chart 8B
Survey Categories Agreement Means (Part 2)
 Scale: 1 = Highly Disagree...7 = Highly Agree (Overall mean = 5.80)



Charts 9A and 9B portray the mean ratings for each category regarding Importance. In all cases, mean Importance is greater than mean Agreement. The average of the eight categorical Importance means is an overall mean of 6.48—essentially the same as the 2008 mean of 6.47.

The difference between the overall mean Importance and overall mean Agreement is .68 rating points. In 2008, the comparable difference in rating points between overall agreement and overall importance was .89. This implies that the gap between Agreement and Importance has shrunk from 2008 to 2010. Furthermore, for each category, the difference between Agreement and Importance means has declined from 2008 to 2010. This indicates that employees feel that the gap is shrinking between the agreement or satisfaction they have with broad areas of job satisfaction and the importance that employees attach to these categories. That is, Importance and Agreement are converging at a very high level.

Chart 9A
Survey Categories Importance Means (Part 1)
 Scale: 1 = Very Unimportant...7 = Very Important (Overall mean = 6.48)

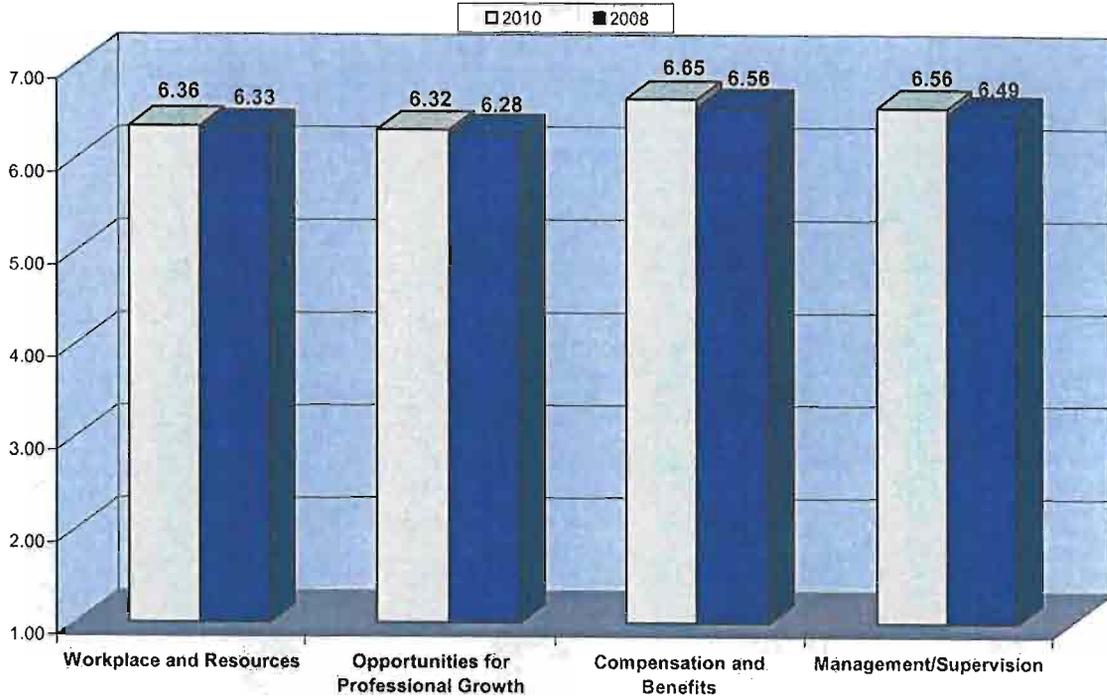
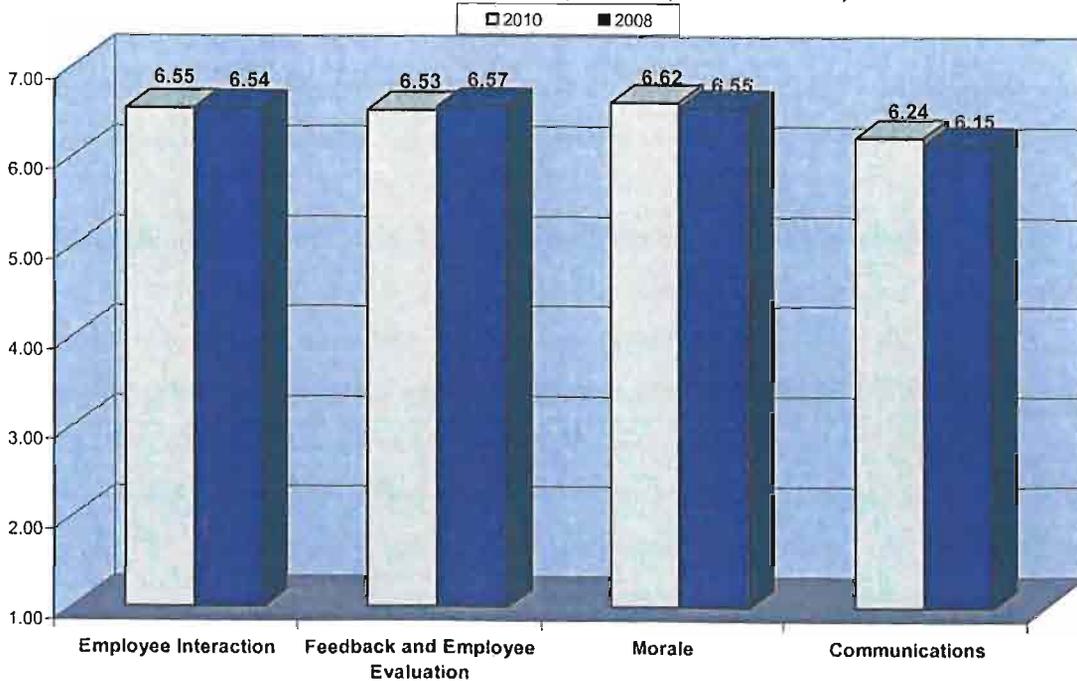


Chart 9B
Survey Categories Importance Means (Part 2)
 Scale: 1 = Very Unimportant...7 = Very Important (Overall mean = 6.48)



Correlations: Characteristic Agreements and Overall Satisfaction

Pearson's *r* measures of association are used here to measure the relationship between the employees' level of agreement with the various characteristics and their level of overall satisfaction. High values of Pearson's *r* are indicative of strong relationships between the variables. In the situation at hand, high values of Pearson's *r* represent a greater association between the various levels of agreement and overall satisfaction. The Pearson's *r* values for all 49 associations are statistically significant. Among these relationships between overall satisfaction and the characteristics of agreement, there are 10 such relationships that can be categorized at or very near what is accepted as a very strong relationship ($r \geq .6$) and they are shown in **Table 1**. Enhancement of the characteristics in Table 1 can be expected to lead to continued increases in overall employee satisfaction.

Table 1 Strong Associations Between Agreement Characteristics and Overall Satisfaction	
Characteristic (Category)	Pearson's <i>r</i>
My Morale is Good	.688
Department Morale is Good	.678
My Contributions are Valued	.650
District Balances Work and Personal Life	.641
Management Team Provides Effective Leadership	.616
Management Team Makes Informed Decisions	.614
My Work is Rewarding	.596
Supervisor/Manager Provides Constructive Feedback	.576
Encouraged to Communicate Openly about Work-Related Issues	.572
Supervisor/Manager Good Work Habits/Sets Example	.571

Satisfaction/Importance Quadrant Analysis

Levels of agreement can be mapped on charts with importance such that agreement is graphically measured against how important an issue tends to be. In Quadrant Analysis, high agreement and high importance represent characteristics that are indicative of what makes the Otay Water District a good place of employment.

The core characteristics that make the Otay Water District an excellent place to work are largely unchanged over the last survey period. Specifically, employees are appreciative that the District promotes safety and that all necessary resources and equipment are available to do a good job. Employees consider the benefit package good as well as competitive with other organizations. Supervisors and managers who directly supervise employees are rated highly because they are open to work-related concerns. Moreover, supervisors treat employees with respect and each Department works well as a team. Employees largely understand work goals and objectives and they understand the relationship between their work and the success of the District. Employees also volunteered through open-ended responses that the financial stability of the District was one of its strongest features.

Continued improvement in the following areas that already exhibit high levels of employee satisfaction may yield further increases in employee satisfaction: recognition for a job well-done, a sense of job security, and communication within the District, especially in the manner in which employees can better understand decision-making and leadership.

APPENDIX

OTAY WATER DISTRICT EMPLOYEE SURVEY

Section A Employee Work Satisfaction Issues

For each statement below, please indicate your level of agreement or disagreement on a scale of 1 to 7, where 1 is highly disagree and 7 is highly agree. Then, indicate how important each issue is to you. Again, use a scale from 1 to 7, where 1 is very unimportant and 7 is very important.

1. Workplace and Resources

a. The District promotes safety in the workplace.

Highly Disagree							Highly Agree													
1	2	3	4	5	6	7	Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

b. I have all the resources and equipment necessary to perform my job well.

Highly Disagree							Highly Agree													
1	2	3	4	5	6	7	Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

c. I have the information to do my job effectively.

Highly Disagree							Highly Agree													
1	2	3	4	5	6	7	Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

d. I have adequate time to complete my work.

Highly Disagree							Highly Agree													
1	2	3	4	5	6	7	Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

e. I have appropriate authority to do my job.

Highly Disagree							Highly Agree													
1	2	3	4	5	6	7	Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

f. The District promotes healthy lifestyle choices.

Highly Disagree							Highly Agree							Very Unimportant							Very Important											
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7					

2. Opportunities for Professional Growth

a. My job provides opportunities to advance my skills and abilities.

Highly Disagree							Highly Agree							Very Unimportant							Very Important											
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7					

b. My work is rewarding.

Highly Disagree							Highly Agree							Very Unimportant							Very Important											
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7					

c. I receive the training I need to do my job well.

Highly Disagree							Highly Agree							Very Unimportant							Very Important											
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7					

d. I have opportunities to be innovative in carrying out my job.

Highly Disagree							Highly Agree							Very Unimportant							Very Important											
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7					

e. I am afforded the opportunity to receive the training I need to advance within the District.

Highly Disagree							Highly Agree							Very Unimportant							Very Important											
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7					

3. Compensation and Benefits

a. I am fairly paid for the work I do.

Highly Disagree							Highly Agree							Very Unimportant							Very Important											
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7					

b. I feel that the pay I receive is competitive with similar jobs in similar organizations in the area.

Highly Disagree							Highly Agree		Very Unimportant							Very Important							
1	2	3	4	5	6	7	1		2	3	4	5	6	7	1	2	3	4	5	6	7		

c. The benefit package provided by the District is good.

Highly Disagree							Highly Agree		Very Unimportant							Very Important							
1	2	3	4	5	6	7	1		2	3	4	5	6	7	1	2	3	4	5	6	7		

d. I feel that the benefit package provided by the District is competitive with benefits provided by similar organizations in the area.

Highly Disagree							Highly Agree		Very Unimportant							Very Important							
1	2	3	4	5	6	7	1		2	3	4	5	6	7	1	2	3	4	5	6	7		

e. I understand my benefit plans.

Highly Disagree							Highly Agree		Very Unimportant							Very Important							
1	2	3	4	5	6	7	1		2	3	4	5	6	7	1	2	3	4	5	6	7		

4. Management/Supervision

For questions 4a and 4b, the “management team” refers to the team of supervisors, managers and Senior Management..

a. I feel that the management team makes informed decisions.

Highly Disagree							Highly Agree		Very Unimportant							Very Important							
1	2	3	4	5	6	7	1		2	3	4	5	6	7	1	2	3	4	5	6	7		

b. The management team demonstrates effective leadership skills.

Highly Disagree							Highly Agree		Very Unimportant							Very Important							
1	2	3	4	5	6	7	1		2	3	4	5	6	7	1	2	3	4	5	6	7		

For questions 4c through 4g and Sections 6 and 8, please consider your supervisor to be that person to whom you directly report and conducts your performance review.

c. My supervisor/manager provides me an opportunity to express my thoughts and concerns.

Highly Disagree							Highly Agree		Very Unimportant							Very Important							
1	2	3	4	5	6	7	1		2	3	4	5	6	7	1	2	3	4	5	6	7		

d. My supervisor/manager treats me with respect.

Highly Disagree					Highly Agree		1	Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

e. My supervisor/manager encourages me to learn new skills.

Highly Disagree					Highly Agree		1	Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

f. My supervisor/manager has good work habits and sets a good example.

Highly Disagree					Highly Agree		1	Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

g. My supervisor/manager emphasizes strong customer service on a regular basis.

Highly Disagree					Highly Agree		1	Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

5. Employee Interaction

a. The employees in my department work well as a team.

Highly Disagree					Highly Agree		1	Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

b. Employees in the District are generally supportive of each other.

Highly Disagree					Highly Agree		1	Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

c. Employees in my department share relevant work-related information.

Highly Disagree					Highly Agree		1	Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

d. Employees in my department are held accountable for their work.

Highly Disagree					Highly Agree		1	Very Unimportant				Very Important		
1	2	3	4	5	6	7		1	2	3	4	5	6	7

e. My ideas and opinions are taken into consideration at work.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

6. Feedback and Employee Evaluation

NOTE: Question 6b has a "Not Applicable" option for those respondents to this survey who are new to the District and have not received a performance evaluation.

a. I receive constructive feedback from my supervisor/manager that helps me improve my performance.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

b. Overall my employee performance evaluation is fair.

Highly Disagree							Highly Agree							Very Unimportant							Very Important										
1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA	1	2	3	4	5	6	7	NA

c. I am recognized by my supervisor/manager when I do a good job.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

d. I understand how my work contributes to the success of the District.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

7. Morale

a. Morale in my department is generally good.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

b. My morale at work is generally good.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

c. I feel that the contributions I make are valued.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

d. The District has practices that are supportive of balancing work and personal life.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

e. I feel that I have job security.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

f. I am optimistic about my future success with the District.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

8. Communication:

NOTE: Questions 8h, 8i, and 8j have a “Don’t Know” option for those respondents to this survey who are new to the District and do not know the answer to any or all of those questions.

a. My supervisor/manager does a good job of sharing information with department employees.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

b. I understand my work goals and objectives.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

c. I am encouraged to provide input regarding work-related matters.

Highly Disagree							Highly Agree							Very Unimportant							Very Important						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7

d. I am encouraged to communicate openly.

Highly Disagree					Highly Agree			Very Unimportant				Very Important	
1	2	3	4	5	6	7		1	2	3	4	5	6

e. I feel comfortable sharing my honest opinion about work-related matters with my supervisor/manager.

Highly Disagree					Highly Agree			Very Unimportant				Very Important	
1	2	3	4	5	6	7		1	2	3	4	5	6

f. I receive timely responses from my supervisor/manager to issues that are most important to me.

Highly Disagree					Highly Agree			Very Unimportant				Very Important	
1	2	3	4	5	6	7		1	2	3	4	5	6

g. I am afforded an opportunity to participate in goal setting for my department.

Highly Disagree					Highly Agree			Very Unimportant				Very Important	
1	2	3	4	5	6	7		1	2	3	4	5	6

h. Communication is effective within the District.

Highly Disagree					Highly Agree			Very Unimportant				Very Important		DK
1	2	3	4	5	6	7		1	2	3	4	5	6	

i. Employee information meetings are helpful to keep me informed about District matters.

Highly Disagree					Highly Agree			Very Unimportant				Very Important		DK
1	2	3	4	5	6	7		1	2	3	4	5	6	

j. The Employee PIPELINE Newsletter is a valuable form of communication.

Highly Disagree					Highly Agree			Very Unimportant				Very Important		DK
1	2	3	4	5	6	7		1	2	3	4	5	6	

k. The District does a good job in sharing information with its employees about the District.

Highly Disagree					Highly Agree			Very Unimportant				Very Important	
1	2	3	4	5	6	7		1	2	3	4	5	6

Section B Overall Employee Satisfaction

9. Overall, how satisfied are you as an employee of the District?

Highly Dissatisfied						Highly Satisfied
1	2	3	4	5	6	7

10. What is the best example of something that is going well at the District?

11. What would be the one thing that could be improved at the District?

12. Would you recommend the District as a place of employment?

1. Yes 2. No

Section C General Information

Please provide the following information as it relates to you. This information is used for data comparison purposes only.

13. Department within the Otay Water District

1. Administrative Services/General Manager/Information Technology
2. Engineering
3. Finance
4. Operations

14. Length of service with Otay Water District

1. 0 to 1 year
2. 1 year to 3 years
3. 3 years to 5 years
4. 5 years to 10 years
5. 10 years to 15 years
6. 15 years to 20 years
7. 20 years or more

15. Position Type

1. Non-supervisory employee, including crew leader
2. Supervisor
3. Manager/Department Chief/AGM/GM

16. Age

1. Under 25
2. 25 and under 30
3. 30 and under 35
4. 35 and under 40
5. 40 and under 45
6. 45 and under 50
7. 50 and under 55
8. 55 and over

17. Gender

1. Female
2. Male

AGENDA ITEM 4



STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	October 6, 2010
SUBMITTED BY:	Lisa Coburn-Boyd <i>LCB</i> Environmental Compliance Specialist	PROJECT:	P2466- DIV.NO. 5 001101
	Ron Ripperger <i>RR</i> Engineering Manager		
APPROVED BY: (Chief)	Rod Posada <i>RP</i> Chief, Engineering		
APPROVED BY: (Asst. GM)	Manny Magaña <i>MM</i> Assistant General Manager, Engineering and Operations		
SUBJECT:	Adoption of a Mitigated Negative Declaration for the San Miguel Regional Training Facility		

GENERAL MANAGER'S RECOMMENDATION:

That the Otay Water District (District) Board of Directors (Board) approves the adoption of a Mitigated Negative Declaration (MND) for the San Miguel Regional Training Facility Project (see Exhibit A for project location).

COMMITTEE ACTION:

Please see Attachment A.

PURPOSE:

To obtain Board approval for the adoption of a Mitigated Negative Declaration for the San Miguel Regional Training Facility Project.

ANALYSIS:

The project is a Regional Emergency Services Training Center (RESTC) established in partnership with the District, the San Miguel Consolidated Fire District (Fire District) and the Heartland Training Facility Authority (HTFA). The RESTC will be located on a 3.5-acre site at the District's Regulatory Site. A long-term lease and Joint Use Agreement between the District and the Fire District for the RESTC site were approved by the District's Board on December 5, 2007. This site will be co-used and co-habitated by the District.

The intent of the RESTC is to provide emergency services training to fire and public utilities entities to meet modern-day training standards and requirements. As shown in the proposed site plan (Exhibit B), this facility would provide a variety of training props including a pre-engineered five-story training tower prop; a simulated hazardous materials prop; search and rescue props including trench rescue, confined space rescue, and Rescue Systems 1 and 2 certified site props; overpass bridge simulation; vehicle extrication area; water recovery system; fire attack and control simulations; rappelling; row-construction prop; and a propane driven fire simulation system. The site would also include one portable office building, two portable classrooms; and one pre-engineered apparatus and equipment storage building with bathroom/shower facilities. The facility would be Americans with Disabilities Act (ADA) compliant. The RESTC's facility and operational requirements would be met by extending the electrical conveyances, water lines, sewer lines, and storm drains that exist on-site. The facility would also serve as an alternative Emergency Operation Center.

ICF International was issued a Task Order to prepare the Initial Study and MND for the project under their As-needed Environmental Services contract with the District. Based on the findings of these documents, and with proper mitigation measures taken, as outlined in the draft MND (See Attachment B), the project will not have a significant effect on the environment. The Initial Study and Draft MND were submitted for a 30-day review period on August 18, 2010. The findings and mitigation measures will be finalized and the Final MND will be available after the public review period is complete and any changes are made based on comments received during this period.

FISCAL IMPACT:



None.

STRATEGIC GOAL:

This project supports the District's Mission Statement, "To provide the best quality of water and wastewater services to the customers of Otay Water District, in a professional, effective, and efficient manner." This project fulfills the District's strategic goal to "Identify District required training and identifies resources for desired training."

LEGAL IMPACT:

No legal impact is anticipated. However, in compliance with the California Environmental Quality Act process, the Final MND will have the normal 30-day legal challenge period once the Notice of Determination (NOD) is recorded with the County of San Diego. The

NOD will be recorded within five (5) working days after Board adoption of the MND.



General Manager

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LCB/RR:jf

Attachments: Attachment A
Attachment B - Draft MND
Exhibit A - Location Map/Site Plan
Exhibit B - Site Plan



ATTACHMENT A

SUBJECT/PROJECT: P2466-001101	Adoption of a Mitigated Negative Declaration for the San Miguel Regional Training Facility
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COMMITTEE ACTION:

The Engineering, Operations, and Water Resources Committee reviewed this item at a meeting held on September 16, 2010. The Committee supported Staff's recommendation.

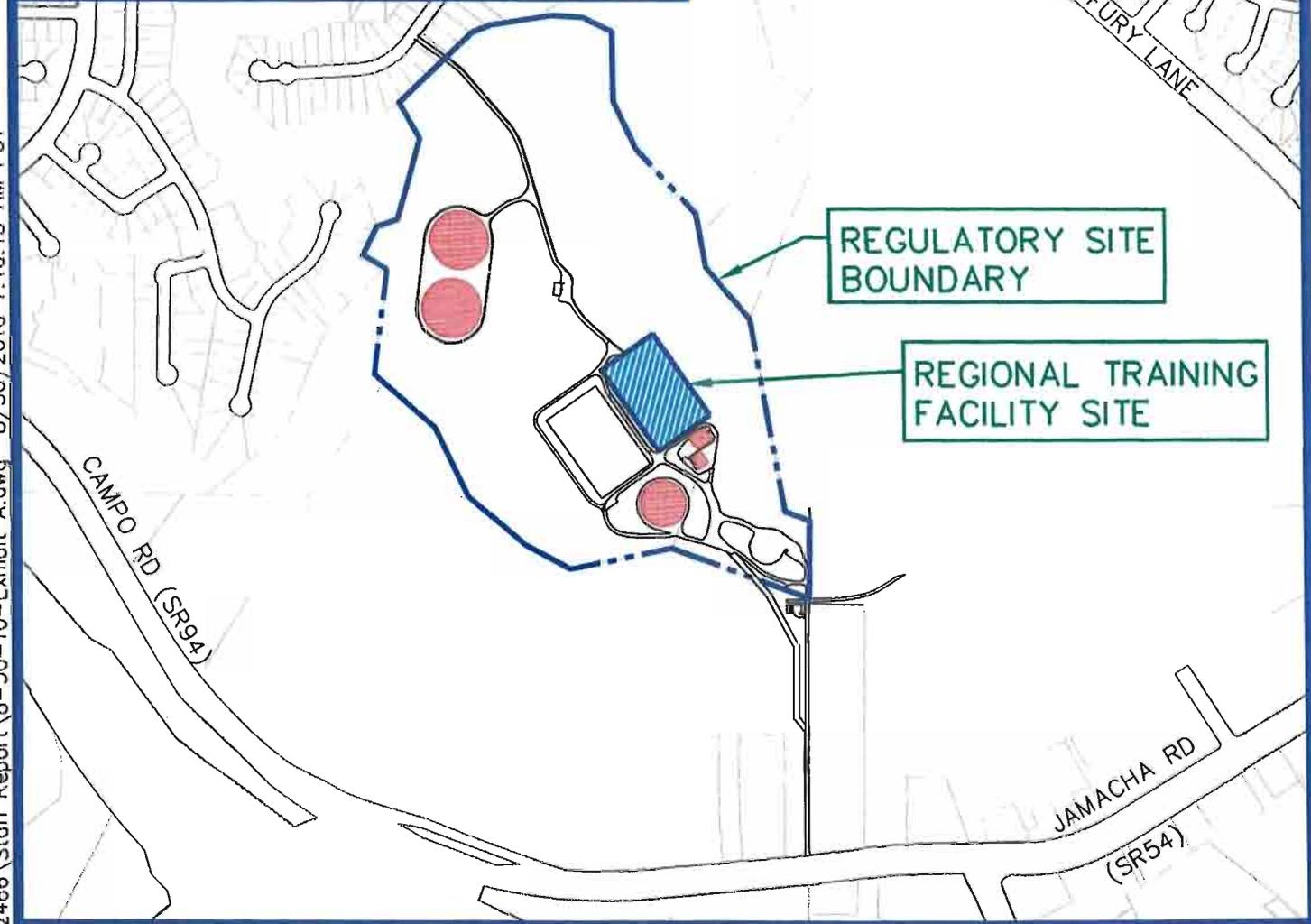
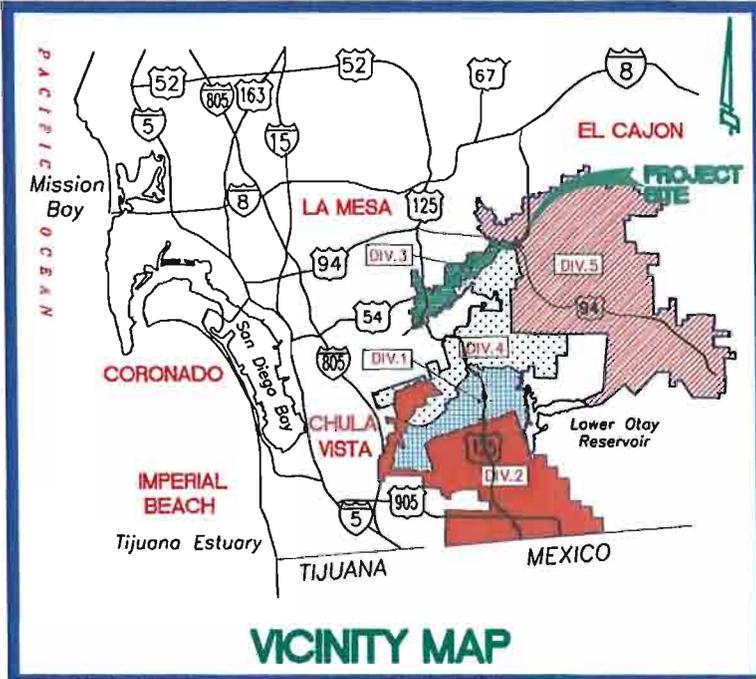
NOTE:

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.

ATTACHMENT B

**Draft MND
CD Attached**

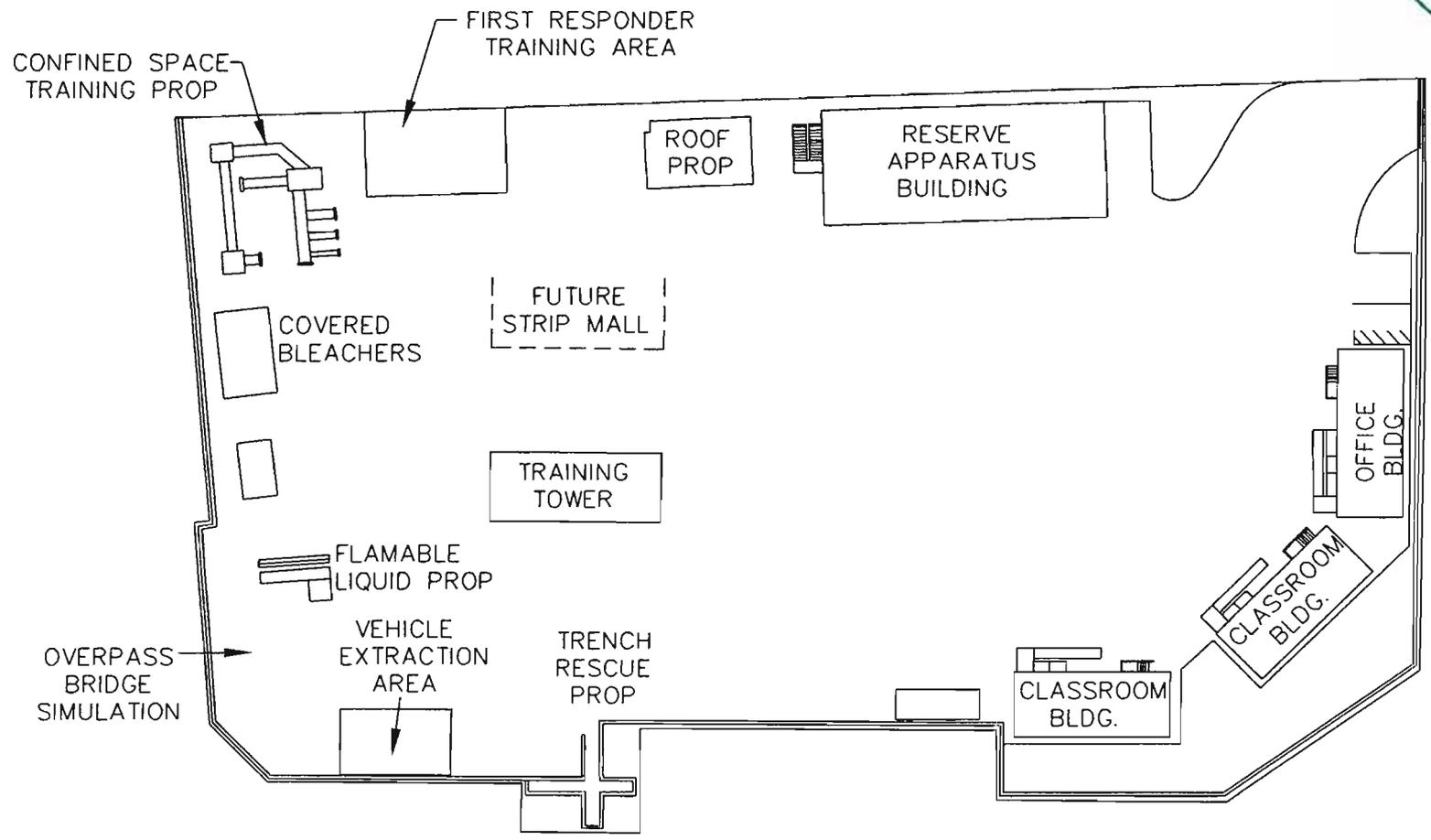
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OTAY WATER DISTRICT
SAN MIGUEL REGIONAL TRAINING FACILITY
SITE PLAN

P2466

NOT TO SCALE



OTAY WATER DISTRICT

SAN MIGUEL REGIONAL TRAINING FACILITY
SITE PLAN

CIP #P2466

EXHIBIT "B"

Quality Assurance Approval Sheet

Subject: San Miguel RTE Project Project No.: P2466

Document Description: Staff report for the adoption of the IJND
for the San Miguel Regional Training Facility Project

Author: Lisa Coburn-Boyd 8/31/10
Signature Date

Lisa Coburn-Boyd
Printed Name

QA Reviewer: Gary P. Silverman 8/31/10
Signature Date

GARY P. SILVERMAN
Printed Name

Manager: Ron Rippenge 8/31/10
Signature Date

RON RIPPENGEN
Printed Name

The above signatures attest that the attached document has been reviewed and to the best of their ability the signers verify that it meets the District quality standard by clearly and concisely conveying the intended information; being grammatically correct and free of formatting and typographical errors; accurately presenting calculated values and numerical references; and being internally consistent, legible and uniform in its presentation style.



AGENDA ITEM 5

STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	October 6, 2010
SUBMITTED BY:	Lisa Coburn-Boyd <i>LCB</i> Environmental Compliance Specialist	PROJECT/ SUB-PROJECT:	R2096- DIV. 5 001102 NO.
	Ron Ripperger <i>[Signature]</i> Engineering Manager		
APPROVED BY: (Chief)	Rod Posada <i>[Signature]</i> Chief, Engineering		
APPROVED BY: (Asst. GM):	Manny Magaña <i>[Signature]</i> Assistant General Manager, Engineering and Operations		
SUBJECT:	Change Order No. 1 to the Contract with Montgomery Watson Harza for the Ralph W. Chapman Water Recycling Facility Upgrade Project		

GENERAL MANAGER'S RECOMMENDATION:

That the Otay Water District (District) Board of Directors (Board) approves Change Order No. 1 to the existing contract with Montgomery Watson Harza (MWH) for the Ralph W. Chapman Water Recycling Facility (RWCWRF) Upgrade Project, in an amount not-to-exceed \$83,301, (see Exhibit A for project location).

COMMITTEE ACTION: _____

Please see Attachment A.

PURPOSE:

To obtain Board authorization for the General Manager to execute Change Order No. 1 (see Exhibit B) in an amount not to exceed \$83,301 to the contract with MWH for the RWCWRF Upgrade Project.

ANALYSIS:

At the October 7, 2009 Board Meeting, MWH was awarded a professional engineering services contract for the RWCWRF Upgrade Project. This project consists of the pre-design, design, and construction phase engineering services for the upgrade of the treatment plant. The specific elements of this upgrade include the modification of the existing aeration basins

to achieve nitrification and de-nitrification, rehabilitation of the blower system and associated aeration piping, replacement of the floating cover for the filter backwash storage reservoir, and selected automation enhancements for the facility. The Pre-Design Report has been completed and MWH is now in the design phase of the project.

During the pre-design phase of the project, MWH conducted a workshop on May 5, 2010 for District staff to discuss the different components of the project. During this workshop, several important enhancements to the design scope were explored. Specifically, staff requested that the following items be added to the original scope of work via Change Order No. 1 to increase plant efficiency and productivity: 1) Replace the existing aeration diffuser system with a new panel type aeration system, 2) Add Return Activated Sludge (RAS) and Waste Activated Sludge (WAS) pumping modifications to improve plant process control and automation, and 3) Add seven (7) process instruments that will further aid in the automation of the treatment plant. Staff believes that it is prudent to include these plant and process control enhancements at this time as part of the upgrade project in an amount not-to-exceed \$83,301.

FISCAL IMPACT:

The original MWH contract for \$458,813 is currently funded from CIP R2096. The total budget for CIP R2096, as approved in the FY 2011 budget, is \$2,500,000. Expenditures to date are \$270,590. Total commitments to date, including this Change Order, are approximately \$713,855. See Attachment B for budget detail.

The Project Manager anticipates that the budget, based on the attached financial analysis, will be sufficient to support this project.

Finance has determined that funding for this project is available from the Replacement Fund (100%).

STRATEGIC GOAL:

This project supports the District's Mission statement, "To provide the best quality of water and wastewater services to the customers of Otay Water District, in a professional, effective, and efficient manner" and the District's Strategic Goal, "To satisfy current and future water needs for potable, recycled, and wastewater services."

LEGAL IMPACT: _____

None.



General Manager

P:\WORKING\CIP R2096 - RWCHRF Blower System Rehab-Replace\Staff Reports\BD 10-06-10, Staff Report, RWCHRF Upgrade Project Change Order.doc

LCB/RR:jf

Attachments: Attachment A
Attachment B - Budget Detail
Exhibit A - Project Location
Exhibit B - Change Order No. 1



ATTACHMENT A

SUBJECT/PROJECT: R2096-001102	Change Order No. 1 to the Contract with Montgomery Watson Harza for the Ralph W. Chapman Water Recycling Facility Upgrade Project
---	---

COMMITTEE ACTION:

The Engineering, Operations, and Water Resources Committee reviewed this item at a meeting held on September 16, 2010. The Committee supported Staff's recommendation.

NOTES:

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.



ATTACHMENT B

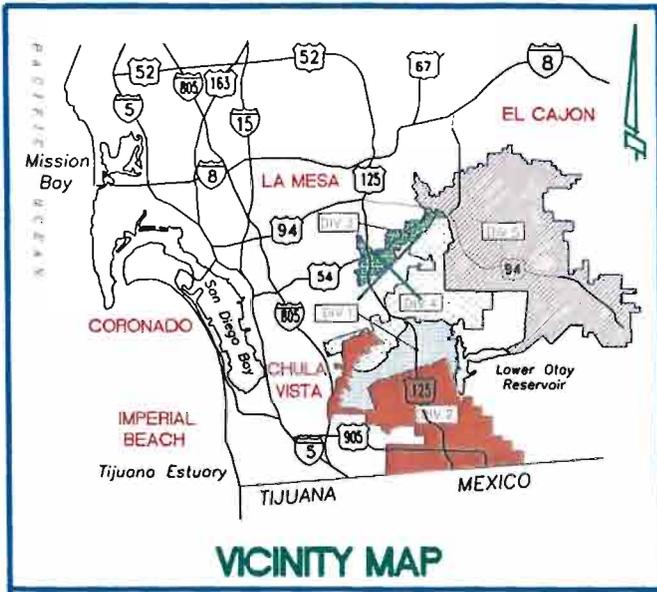
SUBJECT :	Change Order No. 1 to the Contract with Montgomery Watson Harza for the Ralph W. Chapman Water Recycling Facility Upgrade Project
R2096-001102	

Otay Water District

Date Updated: August 31, 2010

r2096 - RWCWRF - Upgrades and Modifications

Budget	Committed	Expenditures	Outstanding Commitment & Forecast	Projected Final Cost	Vendor/Comments
2,500,000					
Planning					
Labor	48,482	48,482		48,482	
Professional Legal Fees	603	603		603	GARCIA CALDERON & RUIZ LLP
Consultant Contracts	11,200	11,200		11,200	MWH CONSTRUCTORS INC
Consultant Contracts	458,813	98,850	359,963	458,813	MWH AMERICAS INC
	83,301		83,301	83,301	C.O.#1 MWH AMERICAS INC
Consultant Contracts	678	678	-	678	US BANK CORPORATE PAYMENT
Service Contracts	250	250	-	250	UNION TRIBUNE PUBLISHING CO
Service Contracts	68	68	-	68	SAN DIEGO DAILY TRANSCRIPT
Service Contracts	10,860	10,860	-	10,860	E S BABCOCK & SONS INC
Total Planning	530,954	170,991	359,963	530,954	
Design					
Labor	14,083	14,083		14,083	
Consultant Contracts	3,500	3,500		3,500	MWH CONSTRUCTORS INC
Total Design	17,583	17,583		17,583	
Construction					
Labor	55,080	55,080		55,080	
Rents and Leases	5,557	5,557	-	5,557	EQUIPCO SALES & SERVICE
Service Contracts	13,039	13,039	-	13,039	MWH AMERICAS, PENHALL, SOUTHERN CAL TELECOM
Infrastructure Equipment & Materials	434	434	-	434	EQUIPCO SALES & SERVICE
Infrastructure Equipment & Materials	7,907	7,907	-	7,907	REXEL, CABLES PLUS, COMPUTER AIDED SOLUTIONS
Total Construction	82,016	82,016	-	82,016	
Grand Total	713,855	270,590	443,264	713,855	



SCALE: 1" = 800'

PROJECT SITE



OTAY WATER DISTRICT
 RWCWRF – UPGRADES AND MODIFICATIONS

CIP# R2096

EXHIBIT A

EXHIBIT B

CONTRACT/P.O. CHANGE ORDER No. 1

PROJECT/ITEM: Ralph W. Chapman Water Recycling Facility Upgrade Project
CONTRACTOR/VENDOR: MWH REF.CIP No.: R2096
APPROVED BY: General Manager REF. P.O. No: 711767 REF. WO No.: N/A DATE: 08/31/10

DESCRIPTION:

Provide design services and preparation of bid documents for the modifications to the RWCWRF Upgrade project as detailed in the Attachment A, Additional Scope of Services, and Exhibit B, Budget Breakdown Per Task dated August 31, 2010.

REASON:

The modifications of the original design services were identified by MWH and District Staff as enhancements that would increase the treatment plant efficiency and productivity.

CHANGE P.O. TO READ:

Revise Contract to add \$83,301 for a total Contract amount of \$542,114.00.
Completion date remains at 06/30/12.

ORIGINAL CONTRACT/P.O. AMOUNT:	\$	458,813.00
ADJUSTED AMOUNT FROM PREVIOUS CHANGE:	\$	458,813.00
TOTAL COST OF THIS CHANGE ORDER:	\$	83,301.00
NEW CONTRACT/P.O. AMOUNT IS:	\$	542,114.00
CONTRACT/P.O. TIME AFFECTED BY THIS CHANGE:		0 Days
ORIGINAL CONTRACT COMPLETION DATE:		6/30/12
REVISED CONTRACT COMPLETION DATE		6/30/12

IT IS UNDERSTOOD WITH THE FOLLOWING APPROVALS, THAT THE CONTRACTOR/VENDOR IS AUTHORIZED AND DIRECTED TO MAKE THE HEREIN DESCRIBED CHANGES. IT IS ALSO AGREED THAT THE TOTAL COST FOR THIS CHANGE ORDER CONSTITUTES FULL AND COMPLETE COMPENSATION FOR OBLIGATIONS REQUIRED BY THE CONTRACT/P.O. ALL OTHER PROVISIONS AND REQUIREMENTS OF THE CONTRACT/P.O. REMAIN IN FULL FORCE AND EFFECT.

CONTRACTOR/VENDOR:

SIGNATURE: *Kristie Casarez*
PRINTED NAME: Kristie Casarez
TITLE: Vice President DATE: 9/1/2010
ADDRESS: 9444 Fuenham, Suit 300
San Diego, CA 92123

STAFF APPROVALS:

PROJ. MGR. *Lisa Colman-Bond* DATE: 9/2/2010
DIV. MGR. *Tlou Pappenger* DATE: 9/2/2010
CHIEF: _____ DATE: _____
ASST. GEN. MANAGER: _____ DATE: _____

DISTRICT APPROVAL:

GEN. MANAGER: _____ DATE: _____

COPIES: FILE (Orig.) CONTRACTOR/VENDOR CHIEF-ENGR CHIEF-FINANCE AGM/ENG-OPS
 ENGR. MGR. INSPECTION PROJ MGR ENGR. SECRETARY PURCHASING ACCTS PAYABLE

CHANGE ORDER LOG

Ralph W. Chapman Water Recycling Facility Upgrade Project

Consultant/Contractor: MWH

Project: R2096

Subproject: 001102

APPROVED					
C.O.	AMOUNT	BY	DATE	DESCRIPTION	TYPE C.O.
1	\$83,301.00	Board	10/6/2010	Compensation for design of additional scope items.	Owner
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
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22					
23					
24					
25					
26					
27					
28					
29					
30					
31					
32					
33					
34					
35					

Total C.O.'s To Date: \$83,301.00 18.2%

Original Contract Amount: \$458,813.00

Current Contract Amount: \$542,114.00

Change Order Breakdown for the Month:

Month	Net C.O.\$	Limit	Authorization	C.O. %
9/10	\$83,310.00	\$2,000	Insp	0.0%
		\$10,000	PM/Sr. Engr.	0.0%
		\$20,000	DivM	0.0%
		\$25,000	Chief	0.0%
		\$35,000	AGM	0.0%
		\$50,000	GM	0.0%
		>\$50000	Board	0.0%

August 31, 2010
MWH

Attachment A
RWCWRF Upgrade Project
Additional Scope of Services

The below Scope Modifications cover design services (Task A. Project Management and Administration; Task B. Preliminary Design and Task C. Final Design and Bid Document Preparation) to be provided by MWH Americas, Inc. ("MWH") to coincide with the recommended project contained in the "Otay Water District, Ralph W. Chapman Water Reclamation Facility Upgrade Project, Preliminary Design Report."

MWH shall perform additional services necessary to complete the design services as modified below:

- Instead of re-using existing aeration diffuser system, a new aeration diffuser system - Parkson HiOx® UltraFlex Aeration Panels (based on August 26, 2010 meeting) will be provided. MWH will coordinate with the District and aeration diffuser manufacturer to determine the number and arrangement of the aeration diffuser panels. MWH will provide additional mechanical drawings to show the new diffuser grid system (plans, sections and details) and expand specification section on Control Strategies to include the new diffuser system. The District will negotiate with the aeration diffuser manufacturer - Parkson and provide MWH a description of the services and materials that Parkson will be supplying, along with a quote.
- Instead of dividing each basin into one anoxic zone and one aerobic zone, each basin will be divided into four zones: two anoxic, one future swing and one aerobic. Additional compartments were dictated by kinetic requirements revealed by modeling of the District's Nitrogen data.
- The existing influent weirs will be converted to V-notch weirs (total of 3).
- The design will provide variable frequency drive (VFD) and flow indicating transmitters (FIT) for each RAS flow meter at the aeration basins (total of 3). Flow meters will be added at the discharge of RAS pumps and piping will be modified to provide straight pipe.
- The design will include replacement of the buried 18-inch header and 12-inch header that transitions into 8-inch line to aeration basin for channel aeration. An additional civil drawing will be necessary to illustrate the plan and section of the yard piping and profile.
- The design will include air flow transmitters for grit chamber and channel aeration. Air flow measurements will be sent to the SCADA system and be part of blowers control.
- The design will include a flow rate controller for the control of blower system.
- The design will include the following:
 - New air flow monitoring system for Headworks - Grit Removal/Classifier (requires some piping modification).
 - VFD and controls of each existing RAS pump.
 - RAS - Add a flow meter to each RAS pump discharge line. (Requires significant piping modification)
 - Secondary Clarifier Skimming Trough - Add an actuator to rotate trough as well connect to SCADA. (Requires adding motorized actuators)

With no AS-BUILT P&IDs, the design will include re-construction of P&IDs only for any affected areas as needed to facilitate this project only.

- Electrical and Instrumentation design to support the equipment modifications listed in this Attachment is included.

The Scope Modifications are based on the following assumptions:

1. The District will pressure test the existing 8-inch line to the grit chamber and the design does not include modifications to the 8-inch line to the grit chamber.
2. Since original mylars are not available, the District will engage surveyor to perform potholing and field surveys to locate surface and sub-surface features where the air piping will be replaced. The District will provide MWH aerial photogrammetric survey and digital topographic mapping data in Microstation V8 format. A final digital topographic map (topo map) of the project site at a scale of one inch equals twenty feet (1" = 20'), with a contour interval of one (1) foot containing the specific ground shot data and underground utility pothole data will be provided to MWH to proceed with the design. The map accuracy will meet or exceed the specifications published in the US Department of Transportation's Reference Guide Outline and National Mapping Standards. Field data will be incorporated into a digital topographic mapping on which the new air piping will be mapped and designed. Digital topographic mapping will be provided to MWH.
3. The District will engage geotechnical subconsultant to perform subsurface exploration where the new filter air scour blowers will be located, and provide MWH a geotechnical report.
4. The District will engage a corrosion subconsultant to test the soil samples for soil corrosivity and provide MWH recommendations for controlling corrosion of underground air piping.

EXHIBIT B
PROFESSIONAL SERVICES AGREEMENT - AMENDMENT No. 1
BUDGET BREAKDOWN PER TASK
August 31, 2010

		Amended Contract Hours	Hourly Rate	Amended Contract	Amended Contract
Task A. Project Management & Administration*					
	Total Hours by Task	136 hr			\$ 23,574
Principal In Charge	W. Moser	6 hr	\$ 245.00	\$ 1,470.00	
Project Manager	J. Wojslaw	46 hr	\$ 205.00	\$ 9,430.00	
Supervising Professional	P. Low	24 hr	\$ 155.00	\$ 3,720.00	
Senior Professional	J. DeCarolis	28 hr	\$ 144.00	\$ 4,032.00	
Administrator	N. Sampson	32 hr	\$ 87.00	\$ 2,784.00	
Direct Expenses					
Subconsultants				\$ -	
Mileage		1333 per mile	\$ 0.61	\$ 806.47	
Misc . Other Direct Costs				\$ 90.20	
Associated Project Costs				\$ 1,331.44	
Task B. Preliminary Design**					
	Total Hours by Task	528 hr			\$ 108,551
Principal In Charge	W. Moser	4 hr	\$ 245.00	\$ 980.00	
Project Manager	J. Wojslaw	52 hr	\$ 205.00	\$ 10,660.00	
TAC	R. Stephenson	50 hr	\$ 205.00	\$ 10,250.00	
Principal Professional II	Y. Nevo	100 hr	\$ 202.00	\$ 20,200.00	
Principal Professional I	M. Shahabi	10 hr	\$ 188.00	\$ 1,880.00	
Supervising Professional	P. Low	148 hr	\$ 155.00	\$ 22,940.00	
Senior Professional	J. DeCarolis	164 hr	\$ 144.00	\$ 23,616.00	
Administrator	N. Sampson	0 hr	\$ 87.00	\$ -	
Direct Expenses					
Subconsultants	CPM Construction			\$ 8,400.00	
	RBA				
Mileage		0 per mile	\$ 0.61	\$ -	
Misc . Outside Reproduction				\$ 396.97	
CADD		65 hr	\$ 18.43	\$ 1,197.95	
Associated Project Costs				\$ 5,169.12	

		Amended Contract Hours		Hourly Rate	Amended Contract	Amended Contract
Task C. Final Design and Bid Document Preparation						
	Total Hours by Task	1841.2	hr			\$ 327,610
Principal In Charge	W. Moser	0	hr	\$ 245.00	\$ -	
Project Manager	J. Wojslaw	44	hr	\$ 205.00	\$ 9,020.00	
TAC	R. Stephenson, L. Yaussi, M.Fordham, S.Hinman, H. Durham	155	hr	\$ 205.00	\$ 31,775.00	
Supervising Professional	J. Loucks	12	hr	\$ 158.00	\$ 1,896.00	
Principal Professional II	Y. Nevo	0	hr	\$ 202.00	\$ -	
Principal Professional I	M. Shahabi, D. Wilcoxson, J.Mohr, B. Tai	196	hr	\$ 188.00	\$ 36,848.00	
Supervising Professional	P. Low, E.Pascua	247	hr	\$ 155.00	\$ 38,285.00	
Senior Professional	J. DeCarolus, M.Ketabdar, S.Williams	562	hr	\$ 144.00	\$ 80,928.00	
Senior Designer	Design Staff	625.2	hr	\$ 144.00	\$ 90,028.80	
Administrator	N. Sampson	0	hr	\$ 87.00	\$ -	
Direct Expenses						
Subconsultants	CPM Construction				\$ 14,000.00	
Mileage		600	per mile	\$ 0.61	\$ 363.00	
Misc . Outside Reproduction		2236.3	cost	\$ 1,845.00	\$ 2,459.90	
CADD		216	hr	\$ 18.43	\$ 3,980.88	
Associated Project Costs					\$ 18,025.35	

* Includes Project Management of Additional Scope.

** Additional hours are associated with developing new scope items to a level suitable for design (calcs, layouts, etc.). These items were only identified in PDR but not developed yet.

Task A + Task B + Task C (Amended)	2,505 hours	\$ 459,735
Task A + Task B + Task C (Original)	2,036 hours	\$ 376,434
Task A + Task B + Task C (Amendment Amount)	469 hours	\$ 83,301

Otay Water District
Ralph W. Chapman WRF Upgrade Project
Revised List of drawings

General

- 1 G-1 Cover Sheet
- 2 G-2 Location and Vicinity Maps; Drawing Index
- 3 G-3 General Notes, Abbreviations and Symbols

Civil

- 4 C-1 Grading Plan
- 5 C-2 Yard Piping Plan I
- 6 C-3 Piping Profiles I
- 7 C-4 Yard Piping Plan II & Piping Profiles II
- 8 C-5 Civil Details I

Structural

- 9 GS-1 Structural Details
- 10 1S-1 Aeration Basin Baffles I
- 11 1S-2 Aeration Basin Baffles II
- 12 3S-1 Blower Building Modifications
- 13 3S-2 Air Scour Blower Foundation and Walls

Mechanical

- 14 GM-1 Piping Schedule
- 15 M-1 Mechanical Details
- 16 M-2 Mechanical Details
- 17 1M-1 Aeration Basin Diffuser Demo
- 18 1M-2 Aeration Basin mixers & pumps - Plan
- 19 1M-3 Aeration Basin mixers & pumps - Sections
- 20 1M-4 Aeration Basin Air Piping- Plans & Sections
- 21 1M-5 Aeration Basin Grids - Plans
- 22 1M-6 Aeration Basin Grids - Sections
- 23 1M-7 Aeration Basin Grids - Details
- 24 3M-1 Blower Building - Plan
- 25 3M-2 Blower Building - Sections
- 26 3M-3 Air Scour Blower Plan & Sections
- 27 5M-1 RAS Pumps Discharge Flow Meters
- 28 5M-2 WAS Booster Pump Plan & Sections

Legend

Black font = As proposed

FF0000Red 01+000font = New scope

Electrical

- 29 GE-1 Electrical Symbols
- 30 GE-2 Electrical Notes and Abbreviations
- 31 GE-3 Electrical Details II
- 32 GE-4 Electrical Details II
- 33 E-1 Electrical Site Plan
- 34 E-2 Electrical Demolition drawing
- 35 E-3 Single Line Diagram
- 36 E-4 Control Schematics I
- 37 E-5 Control Schematics II
- 38 E-6 Conduit Development
- 39 E-7 Conduit and cable Schedule
- 40 E-8 Panelboard Schedule
- 41 1E-1 Aeration Basin Electrical Plan
- 42 3E-1 Blower Bldg Electrical Plan
- 43 3E-2 Air Scour Electrical Plan
- 44 ~~5E-1 RAS Pumps and WAS Booster Pump~~
- 45 ~~7E-1 Grit Chamber Air Monitoring System and
Secondary Clarifier Skimming Trough~~
- 46 ~~7E-2 Diesel Tank Level Transmitter
Effluent Pump Pressure Transmitter~~

Instrumentation

- 47 GI-1 Instrumentation Symbols & Abbreviations
- 48 GI-2 Instrumentation Details
- 49 GI-3 Network Block Diagram
- 50 1I-1 P&ID I Aeration Basins
- 51 1I-2 P&ID II Aeration Basins
- 52 3I-1 P&ID III Aeration Blowers and RAS Pumps
- 53 3I-2 P&ID IV Air Scour Blowers
- 54 ~~5I-1 P&ID V RAS and WAS Pumps & WAS Booster Pump~~
- 55 ~~7I-1 P&ID VI Grit Chamber Air Monitoring System and
Secondary Clarifier Skimming Trough~~
- 56 ~~7I-2 P&ID VII Diesel Tank Level Transmitter
Effluent Pump Pressure Transmitter~~

Number of Proposed Drawings = 42

Number of New Drawings = 10

Legend

Black font = As proposed

FF0000Red 01+000font = New scope

**Otay Water District
Ralph W. Chapman WRF Upgrade Project**

**Additional Specification Sections
Construction Specifications Institute (CSI) MF-2004**

Section	Title	Comments
262923	Variable Frequency Drives	VFD for RAS Pumps
409100	Process Control and Instrumentation	Expanded section
409102	In-Line Liquid Flow Measuring	RAS flow meter
409104	Gas Flow Measuring	Air flow meters and transmitter
409106	Level Measuring	Diesel tank
409108	Pressure Measuring	Effluent Pump
409300	Control Strategies	Expanded section
412011	Rotary Pipe Skimmer	If skimmer is to be replaced.
412517	Diffusers, Fine Bubble, Fixed	New aeration grid systems
431058	Corrosion Resistant Cast Iron Soil Pipe (ASTM A 518/A 861, Modified)	New Air Header.
432233	Progressing Cavity Pumps	WAS Booster Pump
433012	Valve and Gate Actuators	Secondary Clarifier Skimming Trough

Quality Assurance Approval Sheet

Subject: RWCWRF Upgrade Project Project No.: R2096

Document Description: Staff report for Board approval of
Change Order #1 to TWH's contract for the
RWCWRF Upgrade Project.

Author: Lisa Coburn-Boyd 9/1/10
Signature Date

Lisa Coburn-Boyd
Printed Name

QA Reviewer: Gary P. Silverman 9/1/10
Signature Date

GARY P. SILVERMAN
Printed Name

Manager: Ron Ripperger 9/1/10
Signature Date

RON RIPPERGER
Printed Name

The above signatures attest that the attached document has been reviewed and to the best of their ability the signers verify that it meets the District quality standard by clearly and concisely conveying the intended information; being grammatically correct and free of formatting and typographical errors; accurately presenting calculated values and numerical references; and being internally consistent, legible and uniform in its presentation style.



AGENDA ITEM 6

STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	October 6, 2010
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 2010 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 year-end report on the District's Strategic Performance Plan.

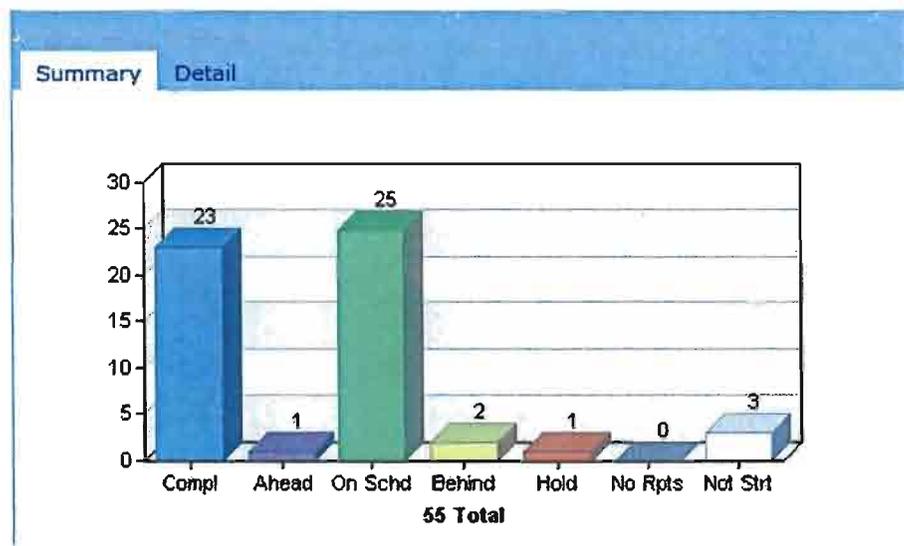
ANALYSIS:

The District has completed the second year of the Strategic Plan for FY 2009 to FY 2011. Overall, results continue to be positive with the District exceeding its target for both strategic plan objectives (at least 90% complete or on track) and performance measures (at least 75% on target). Detailed information on each objective and measure is also available electronically on the Board Extranet. Looking at these results in more detail:

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 49 of 51 objectives (96%) complete, ahead, or on schedule and two items behind schedule. Of the objectives that are behind, both expect to be back on track by next quarter. Three items are not scheduled to start and one item is on hold; therefore, these four objectives have been excluded from the calculation.

Objectives: All Scorecard Areas

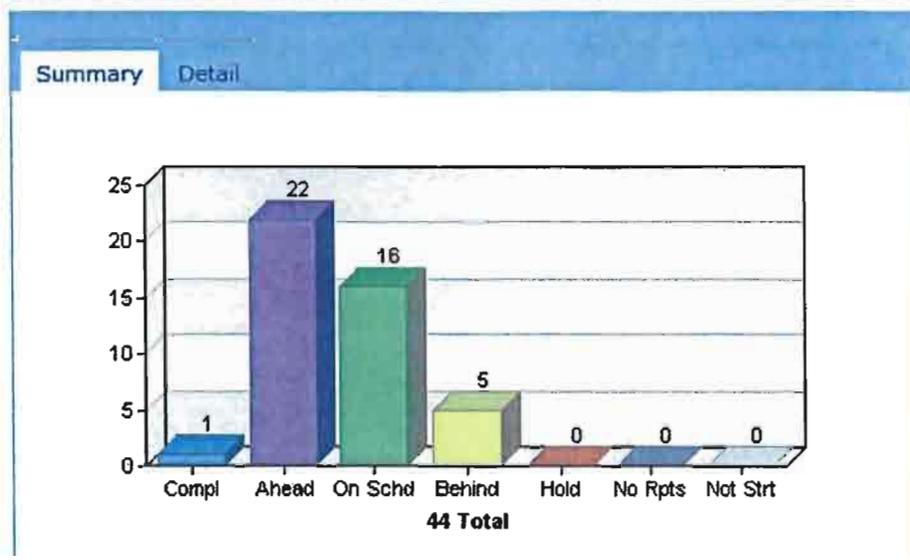


49/51 Objectives complete, ahead, or on schedule (96%).
Target is 90%.

Performance Measures - Monitoring Day-To-Day Performance

Performance measures are designed to track the day-to-day performance of the District. Sometimes referred to as a "dash board", these items attempt to measure the effectiveness and efficiency of daily operations. The overall goal is that at least 75% of these measures be rated "on target". District results in this area are also positive with 39 of 44 (89%) items achieving the desired level or better.

Measures: All Scorecard Areas



39/44 Measures on or ahead of schedule (89%).
Target is 75%.

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 six of the eight categories the District is on or ahead of schedule or target. The areas where we are behind (Learning and Growth-Objectives and Customer-Measures) should be back on track next quarter.

Balanced Scorecard

FY 2010 • Qtr 4 • All Departments



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. Most departments meet or exceed expectations in both areas. The single objective that is behind for Finance will be back on schedule by next quarter.

Department View
FY 2010 • Qtr 4 • All Scorecard Areas

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

Green = meets or exceeds/ Red = does not meet

Next Steps

The District will begin developing the FY12-14 Strategic Plan in the second quarter of FY11.

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

General Manager



ATTACHMENT A

SUBJECT/PROJECT:	FY 2010 Strategic Plan and Performance Measures Report
-------------------------	--

COMMITTEE ACTION:

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



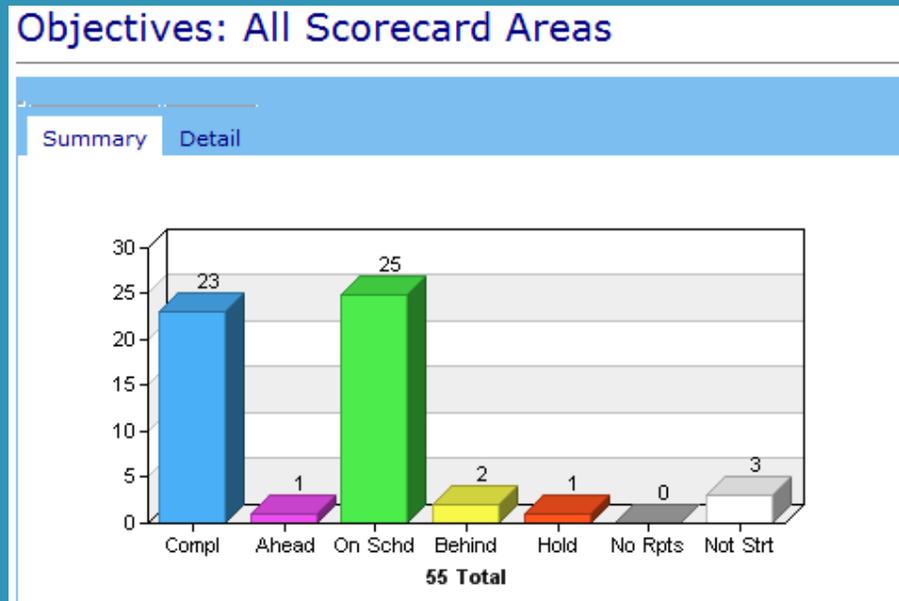
FY 2010 Year End Strategic Plan Review

Board Committees
September 16th, 2010

Strategic / Business Planning Process



Objective Status Summary

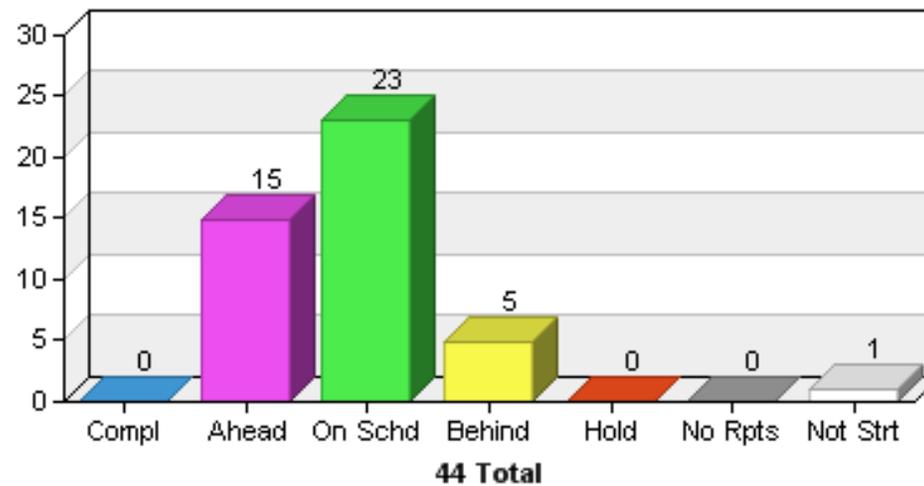


49/51 Complete, Ahead, or On Schedule

Performance Measure Status Summary

Measures: All Scorecard Areas

Summary Detail



88% Complete, Ahead, or On Schedule

Balanced Scorecard View

FY 2010 • Qtr 4 • All Departments



In 6 of 8 categories of our balanced scorecard, the District is on or ahead of schedule or on target

Departmental View

FY 2010 • Qtr 4 • All Scorecard Areas

Departments	
1-Administrative Services	■ Objectives ■ Measures
2-Engineering	■ Objectives ■ Measures
3-Finance	■ Objectives ■ Measures
4-Information Technology	■ Objectives ■ Measures
5-Operations	■ Objectives ■ Measures

Almost all departments meet or exceed the expectations for objectives and performance measures.

Next Steps

- Major plan revisions for FY 2012-2014
- Themes of efficiency and effectiveness
- Coordinated effort with asset management
- Leverage existing system investments already in place

Key Objective Achievements

- ❑ Developed a comprehensive outreach plan for customers related to the drought, recycled water, and water conservation.
- ❑ Worked with Home Owners Associations to devise a transfer program for users of potable water for irrigation to convert to recycled.
- ❑ Standards & Poor's notified the District that it was upgrading the District's credit rating from AA- to AA.
- ❑ 218 process completed-notices were mailed out in October to all Otay customers.
- ❑ Successful implementation of SharePoint in Customer Service.
- ❑ Moving forward with AWWA District-wide Self-Assessment evaluation.
- ❑ Operations coordinated with Customer Service (meter readers) and IT to properly set up a recorded meter testing program.

Results Available On the Board Extranet!

www.otaywater.gov/extranet/login.aspx