**MINUTES OF THE SPECIAL BOARD MEETING/BOARD WORKSHOP**

**OF THE BOARD OF DIRECTORS OF THE**

# RAINBOW MUNICIPAL WATER DISTRICT

**AUGUST 15, 2018**

### CALL TO ORDER - The Special Board Meeting/Board Workshop of the Board of Directors of the Rainbow Municipal Water District on August 15, 2018 was called to order by President Brazier at 11:04 a.m. at Pala Mesa Resort, 2001 Old Highway 395, Fallbrook, CA 92028. President Brazier presiding.

### PLEDGE OF ALLEGIANCE

### 3. ROLL CALL:

**Present:** Director Brazier, Director Gasca, Director Mack, Director Hamilton, Director Stewart (*arrived at 11:05 a.m.*)

**Also Present:** General Manager Kennedy, Executive Assistant Washburn, Administrative Analyst Gray, Human Resources Manager Harp, Finance Manager Martinez, Superintendent Maccarrone, Engineering Manager Strapac.

No members of the public were present.

**4. PUBLIC COMMENT RELATING TO ITEMS ON THE AGENDA**

There were no public comments.

**BOARD WORKSHOP ITEMS**

**5. STRATEGIC PLAN**

Mr. Kennedy explained the objective for the workshop and the process in which it will run.

Mrs. Gray started with reviewing the language in Focus Area One – Water Resources. It was agreed the updated language for the goal would be “A diversified water portfolio, including water use efficiency and local and regional sources to provide a reliable, drought-resilient supply”. Input on the S.W.O.T. was as follows:

Strengths: See the need, SDCWA diversifying, budgeted to investigate other local supplies, good relations with San Luis Rey River Municipal Water District water users.

Weaknesses: 100% dependent on outside sources, small ground water basin, low opportunities for recycled water, legislative restrictions, distribution infrastructure limitations.

Opportunities: San Luis Rey River groundwater, sub-regional desal, direct potable reuse.

Threats: Dependency, risk of assuming SDCWA increased debt “holding the bag”, regulatory including state water use restrictions, changing climate.

Mrs. Gray reviewed the language in Focus Area Four – Fiscal Responsibility. It was agreed there were no changes needed to the language for the goal. Input on the S.W.O.T. was as follows:

Strengths: Financial plan in place, low debt, high cash balance, growth, board stability.

Weaknesses: Ordinance 95-1, dependence on agricultural sales, pension costs, low service connection density, attitude of users.

Opportunities: Private/public partnerships, inter-agency partnerships, technology advancements, alternative funding, grants.

Threats: Water sales declining, interest rates on the rise, water rate increases, lack of control of water costs, lack of control of employee benefits (premium increases), legislative threats (Sacramento).

Mrs. Gray reviewed the language in Focus Area Two – Asset Management. It was agreed there were no changes needed to the language for the goal. Input on the S.W.O.T. was as follows:

Strengths: Technologies (GIS, EAM), condition assessment study/program, knowledgeable staff, Board stability and focus, centralized maintenance area.

Weaknesses: Aging infrastructure, inconsistent construction standards, topography/geography, pressure, service density, existing funding mechanisms.

Opportunities: Technology improvements, pressure management, cathodic protection, better data gathering for important decision making, alternative funding, public/private partnerships.

Threats: Pressure, natural disasters, corrosion, mechanical failures, lack of interconnectivity, cyber attacks/general security, vandalism, escalating costs of maintenance.

***Director Brazier called for a break at 12:12 p.m.***

***The meeting reconvened at 12:53 p.m.***

Mrs. Gray reviewed the language in Focus Area Three – Workforce Development. It was noted the updated language for the goal would be “recruit, develop and retain a skilled and knowledgeable workforce that is experienced, up-to-date, innovative and committed to promoting the District’s mission and core values”. Input on the S.W.O.T. was as follows:

Strengths: Dedicated employees, recruiting a strong candidate pool, employer of choice, good employer/management relations, positive retention techniques, competitive compensation and benefits, positive work culture, institutional knowledge, core values.

Weaknesses: High staff turnover, local cost of living, flat upward mobility, high payroll deductions, computer skill deficiencies, timely performance evaluation/feedback process, emergency preparedness.

Opportunities: Cross training/knowledge transfer, inter-agency cooperation, computer training, continuous performance feedback, professional development, improve emergency preparedness, innovation.

Threats: High retirement eligibility, rising labor market costs, low unemployment, shift in economy, retirement costs increase, changing legal requirements.

Mrs. Gray reviewed the language in Focus Area Five – Customer Service. It was noted the updated language for the goal would be “provide quality customer service by respectfully addressing customer concerns, being responsible, providing timely communication, and being fiscally responsible”. Input on the S.W.O.T. was as follows:

Strengths: Experienced meter and operations staff, friendly customer service staff, outside resources (MCRD), multiple payment options, teamwork, approachable and open Board of Directors.

Weaknesses: Technology, payment options, inconsistent processes district-wide, outdated Administrative Code, inexperienced staff, limited labor resources, up-to-date customer contact information.

Opportunities: Improved policies, create customer service culture top to bottom, district-wide tracking, response on every customer complaint or inquiry, better water consumption data, Board relations with the public, staff training.

Threats: Failure to address irate or unreasonable customers and their concerns promptly, regulatory restrictions (privacy issues), cyber security.

Mrs. Gray reviewed the language in Focus Area Six - Communications. It was noted the updated language for the goal would be “ensure efficient communication and good working relationships both internally and externally”. Input on the S.W.O.T. was as follows:

Strengths: Good newsletter, all committees, website, outreach programs.

Weaknesses: Lack of public use of tools and resources, lacking in internal capacity, inconsistent branding.

Opportunities: Increase contact and communication, increase stature with community and outside agencies, additional printed collateral, establish clear branding, internal training for uniform responses.

Threats: Bad perceptions, misleading information from outside entities.

Discussion ensued regarding how to proceed with developing the objectives for each of the focus areas.

It was decided the items discussed today would be incorporated into a presentation format and presented at the August Board meeting for discussion purposes.

**BOARD ACTION ITEMS**

**6. AUTHORIZATION TO ATTEND UPCOMING MEETINGS / CONFERENCES / SEMINARS**

President Brazier reported a requested was received from Director Mack to attend the 2018 CSDA Annual Conference.

***Action: Approve, Moved by Director Hamilton, Seconded by Director Stewart.***

***To grant Director Mack authorization to attend the 2018 CSDA Annual Conference.***

### *Vote: Motion carried by unanimous vote (summary: Ayes = 5).*

### *Ayes: Director Brazier, Director Hamilton, Director Mack, Director Stewart, Director Gasca.*

**7. LIST OF SUGGESTED AGENDA ITEMS FOR THE NEXT REGULAR BOARD MEETING**

It was noted the Strategic Plan Workshop will carry over at the end of the August 28, 2018 Regular Board meeting.

**8. ADJOURNMENT - To Tuesday, August 28, 2018, at 1:00 p.m.**

***The meeting was adjourned with a motion made by President Brazier.***

The meeting was adjourned at 2:20 p.m.

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Helene Brazier, Board President

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Dawn M. Washburn, Board Secretary