



GENERAL MANAGER'S OFFICE

OPERATING BUDGET SUMMARY

Program Description

The General Manager's Office implements the policies and decisions established by the Board of Directors and, in so doing, provide overall direction to staff and management to complete that effort.

The General Manager's office also:

- Provides direct services to and communications with the Board of Directors;
- Produces and distributes Board, Board Committee and Ad Hoc Committee meeting packets;
- Schedules all Board, Board Committee, Ad Hoc Committee and annual/special independent corporation meetings;
- Produces the minutes of all Board meetings;
- Maintains all Board resolutions;
- Schedules other meetings and functions on behalf of the Board members and makes travel arrangements, as needed;
- Maintains records of all inter-agency agreements, deeds and easements;
- Maintains records for the various independent corporations;
- Maintains necessary inter-governmental relations;
- Responds to, or directs response to, all media inquiries; and
- Responds to all public information requests.

The General Manager's Office works with the Board of Directors and staff to establish Goals and Objectives for all departments across the District. On January 30, 2012, the Board approved Goals and Objectives for the calendar year, summarized as follows:

Strategic Objectives: Water Reliability, Cost Effectiveness, Innovation, Water Policy

IRWD Groundwater Development Program:

- Complete the water quality testing, environmental permitting, design and construction of groundwater production facilities and well head treatment, as required, to produce water at or above IRWD's allowable Basin Production Percentage (BPP). Proceed with projects identified as priorities in the Groundwater Work Plan.
- Complete the feasibility study and initiate design of system interconnections and potential shared well production capacity, as identified in the study, with Santa Ana, Newport Beach, and Mesa Consolidated Water District to improve regional water system reliability;
- Participate in discussions to encourage more availability of replenishment water locally and for IRWD water banking efforts;
- Work with OCWD to complete and circulate for public comment a draft environmental document regarding the annexation of additional areas of IRWD into OCWD; and
- Develop strategy for the inclusion of recycled water demands in OCWD's calculation of the Basin Production Percentage.



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Strategic Objectives: Sewer Reliability, Cost Effectiveness, Environmental Commitment, Innovation

Biosolids Dewatering Facilities:

- Complete final design, complete an Environmental Impact Report and Conditional Use Permit, and award construction contract for the MWRP Biosolids and Energy Recovery Facilities to process biosolids for MWRP, Los Alisos Water Recycling Plant and others;
- Integrate innovative and cost effective (life cycle) design features into the biosolids project such as electrical power generation through the use of biogas to power microturbines and acceptance of fats, oils and grease (FOG);
- Establish a marketing program for the future sale and distribution of pellets;
- Pursue financial incentives such as the Self-Generation Incentive Program, SCE's Savings by Design, and submit a USBR grant application;
- Initiate preparation of a preliminary design report for the LAWRP biosolids dewatering system upgrades; and
- Initiate discussions with OCSD to participate in the MWRP Biosolids facilities on an interim basis.

San Diego Creek Flood Protection for Michelson Water Recycling Plant:

- Complete construction of 200-year flood wall to protect the Michelson Water Recycling Plant (MWRP);
- Obtain Letter of Map Revision (LOMR) once the improvements are completed; and
- Continue to advocate and create an administrative record of the County of Orange's responsibilities to perform maintenance in San Diego Creek to maintain flow capacity while maintaining the option to seek full or partial reimbursement from the County of Orange.

Wastewater Treatment, Disposal and Recycled Water Supply Optimization:

- Continue to implement a comprehensive wastewater management strategy to minimize flows to OCSD;
- Determine economic feasibility to integrate the Syphon Reservoir in its existing configuration;
- Complete the geotechnical feasibility study and complete the environmental work plan for the expanded Syphon Reservoir; and
- Develop a work plan and retain a consultant to prepare an Inflow and Infiltration (I/I) Study for IRWD's wastewater collection system.

Sewer System Reliability Improvements:

- Update Sewer System Master Plan, which includes upgrades to the IRWD Sewer Emergency Response Plan, to include the most up-to-date information regarding the collections system and the watershed in which key facilities are located. The update will also identify where the collections system is vulnerable to failure and assess the probable impacts from such a failure to the environment and to public safety, with zero tolerance for sewer spills.



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- Ensure that IRWD is well positioned to comply requirements associated with national health care legislation;
- Actively communicate with employees about the status of the study, objectives, and potential changes and communicate employee feedback to the Board;
- Implement changes, if any, to existing retirement and health benefits on timetables identified through the course of the study;
- Following the policy principles established by the Board in June 2010, advocate for appropriate pension reform to eliminate pension spiking or other similar practices that are financially detrimental to the District and the CalPERS system.

Strategic Objective: Cost Effectiveness, Water Policy

Enterprise Resource Planning Software Optimization:

- Optimize Oracle eBusiness Suite Enterprise Resource Plan (ERP) implementation for financial and human resources applications, including additional reporting and business intelligence capabilities; and
- Evaluate and implement solutions for improved capital budgeting and planning.

Utility Billing Software Implementation:

- Complete the Utility Billing detailed functional software requirements analysis for Oracle Customer care and Billing (CC&B) and issue a Request for Proposal for implementation services;
- Begin Phase 1 of the Oracle CC&B software system implementation; and
- Develop a high level scope for providing outside water agencies with utility billing services.

Enterprise Asset Management System:

- Complete the development of the Enterprise Asset Management Strategy to maximize the utilization of IRWD's infrastructure assets while minimizing lifecycle costs; and
- Select the appropriate Enterprise Asset Management System software based on IRWD's functional needs and develop a work plan to implement the software system.

State and Federal Funding:

- Secure federal funding authorization under a re-authorized Water Resources Development Act (WRDA) for Army Corps of Engineering funding for the Syphon Reservoir Recycled Water Storage project; and
- Continue to seek grants for renewable energy and other key projects through federal stimulus funding and other sources.

IRWD Long-Term Financing Strategy:

- Adopt policy principles and strategy for long-term capital funding.



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Strategic Objectives: Communication, Customer Satisfaction, Water Policy

Government Relations/Legislation:

- Implement the IRWD 2012 state legislative strategy as developed by staff and discussed with the Water Resources Policy and Communications Committee. Conduct advocacy activities on legislation impacting IRWD, the water industry and special district interests.
- Continue to build relationships with federal, state and local elected and appointed officials and their staff members, as well as community leaders to support IRWD initiatives.

Enhanced Internal and External Communication and Education Programs:

- Develop a strategy for unified District message development and outreach program implementation based on measurement tools, metrics and customer feedback;
- Refine, update and create effective measurement tools for a multi-pronged social media and internet based outreach program aimed at providing information channels for our customers, the media, business partners, IRWD employees, and other government agencies;
- Enhance transparency by providing regular updates and content refinements on the IRWD website, including the finance, board meeting and compensation pages;
- Create an irwd.com customer service web portal that provides a “one stop shop” for IRWD customers to define their web-based customer service experience;
- Implement an on-line water use efficiency training program that can be integrated into the customer bill adjustment process;
- Develop a plan to expand the use of our CodeRED notification system to inform customers of important non-emergency messages throughout the year;
- Complete enhanced communications with customers, including “Always Water Smart”, through targeted news media outreach and public communications programs.
- Implement a pilot of “Operation GreenFill”, a water bottle filling station project with the County of Orange Parks Department to educate customers about water quality and promote environmental stewardship; and
- Develop and implement a state-of-the-art IRWD intranet; transition employee communications to web-based format.

Customer Service Initiatives:

- In conjunction with the external communications initiatives, develop an outreach plan to inform customers about self-service website options such as e-bill, automated payments, account balance status, usage history, and other services to increase customer utilization and reduce incoming phone calls;
- Collect and analyze customer service call center statistics to ensure maximum staff efficiency and maintain a high level of customer satisfaction.