

OTAY WATER DISTRICT

SPECIAL MEETING OF THE BOARD OF DIRECTORS  
DISTRICT BOARDROOM

2554 SWEETWATER SPRINGS BOULEVARD  
SPRING VALLEY, CALIFORNIA

**TUESDAY**  
**January 27, 2015**  
**12:00 P.M.**

**AGENDA**

1. ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. APPROVAL OF AGENDA
4. 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

**WORKSHOP**

5. DISCUSSION OF FISCAL YEAR 2015 – 2018 STRATEGIC PLAN AND A REVIEW OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS [SWOT ANALYSIS] (STEVENS)
6. ADJOURNMENT



# AGENDA ITEM 5



## STAFF REPORT

TYPE MEETING:	Regular Board	MEETING DATE:	January 27, 2015
		PROJECT:	Various DIV.NO. ALL
SUBMITTED BY:	Geoffrey Stevens, Chief Information Officer		
APPROVED BY:	<input checked="" type="checkbox"/> German Alvarez, Assistant General Manager <input checked="" type="checkbox"/> Mark Watton, General Manager		
SUBJECT:	BOARD WORKSHOP - SWOT ANALYSIS		

**GENERAL MANAGER'S RECOMMENDATION:**

No recommendation. This is an informational item only.

**COMMITTEE ACTION:**

See "Attachment A".

**PURPOSE:**

To obtain Board input regarding the proposed FY2016-2018 Strategic Plan.

**SUMMARY:**

The General Manager requested staff to meet with the Board in a special workshop to review both the proposed SWOT analysis as well as preview the objectives that will be proposed for the FY2016 to FY2018 Strategic Plan.

**BACKGROUND:**

The District is currently at the midpoint of the first year of the 2015-2018 Strategic Plan. Results from the first half year will be presented to the Board in March 2015 and preliminary results are quite positive. In the FY 2015-2018 Strategic Plan (approved by the Board in May 2014) staff identified several major initiatives that needed to be completed prior to establishing more detailed objectives. These included the replacements of the existing work order system and the SCADA system, as well as an upgrade in the District's approach to planning for emergencies and enhanced safety. This work is on schedule and approaching conclusion.

As an exercise to help determine which efforts were potentially most beneficial from a strategic perspective, the Senior Team completed a draft SWOT Analysis (**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats). Recognizing that from this exercise and in line with the District's long term plan, Department Heads also conducted a detailed analysis with their staff to develop specific proposed objectives that were responsive to the needs identified in the SWOT analysis. These meetings were quite extensive and involved an analysis of the business functions performed by each section in each department as to what corrective actions or opportunities might exist that would contribute to the District's Strategic Plan.

Workshop Format January 27<sup>th</sup>

- 1) Introduction and Explanation of SWOT analysis
- 2) Presentation of Staff SWOT Analysis
- 3) Board Discussion
- 4) Presentation of Draft Objectives for FY16-FY18
- 5) Summary Discussion and Conclusions

Next Steps - Metrics

Following this workshop, staff will finalize the proposed objectives. During February and March staff will then review the proposed metrics for the plan and enhance the existing metrics program in line with the District's key challenge of demonstrating in a quantitative fashion how the District is making the progress required to serve our Customers and fulfill our mission as outlined in the plan.

**FISCAL IMPACT:**         Joe Beachem, Chief Financial Officer

Informational item only, no fiscal impact.

**STRATEGIC GOAL:**

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

**LEGAL IMPACT:**

None