CUCAMONGA VALLEY WATER DISTRICT
BOARD OF DIRECTORS SPECIAL MEETING AGENDA
ANNUAL PLANNING WORKSHOP

January 30, 2018 – 4:00 p.m.
District Office, Board Room
10440 Ashford Street; Rancho Cucamonga, California

1. CALL TO ORDER / FLAG SALUTE

2. PUBLIC COMMENT
Members of the public may comment on any item listed or not listed on the agenda. Comments related to noticed public hearing items will be heard at the time the public hearing is conducted. Speakers are requested to keep their comments to no more than five (5) minutes. The President may reduce the time to not less than three (3) minutes depending upon the number of speakers wishing to address the Board. Under the provisions of the Brown Act, the Board is prohibited from taking action on items not listed on the agenda.

3. ANNUAL ORGANIZATIONAL GOALS AND ACTION PLANS WORKSHOP
INFORMATION ONLY ITEM. NO BOARD ACTION REQUIRED.

4. ADJOURN

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Board Secretary (909) 987-2591, 48 hours prior to the scheduled meeting so that the District can make reasonable arrangements.

Pursuant to Government Code Section 54957.5, any writing that: (1) is a public record; (2) relates to an agenda item for an open session of a regular meeting of the Board of Directors; and (3) is distributed less than 72 hours prior to that meeting, will be made available for public inspection at the time the writing is distributed to the Board of Directors. Any such writing will be available for public inspection at the District offices located at 10440 Ashford Street, Rancho Cucamonga, CA 91729. In addition, such writing may also be posted on the District’s web site.

Posted 01/25/18
STAFF REPORT

To:            Board of Directors
From:         Martin E. Zvirbulis, General Manager/CEO

Date: January 30, 2018

Agenda Title: Annual Organizational Goals and Action Plans Workshop

Purpose
The District’s Leadership Team will provide a presentation of key action plans that support the Board’s approved goals. A comprehensive report of all action plans is attached and tonight’s presentation by staff is a high-level summary intended to promote discussion, input, and direction by the Board of Directors.

Background/Analysis
The District has a long history of goal-setting practices. Setting goals and creating action plans to achieve those goals promotes accountability and effectiveness. This process starts with the Board’s 2012 adopted Vision of Water, Service and People. In order to align our activities with the District’s Vision several goals were created and approved by the Board on April 20, 2017. District teams have reviewed these goals and have created numerous action plans that help accomplish these goals.

Alignment with Strategic Goals
The creation of action plans improves organizational accountability and enhances our focus. Each of the action plans included in the Organizational Goals and Action Plans Report - 2018 support the Board-approved goals and vision for the District.

Fiscal Impact
These Goals and Action Plans will be incorporated into the formation of the biennial Operating and Capital Improvement Budget for FY2018-2020.

Recommendation
This is an informational item and staff welcome’s the Board’s feedback. These goals and action plans will be an integral component of the Operating and Capital Improvement Budget, in which staff will seek the Board’s final approval in June 2018.

Attachments:
- PowerPoint Presentation
- Operational Goals and Action Plan Report - 2018

Submitted by: Martin E. Zvirbulis, General Manager/CEO
Prepared By: District Leadership Team
Annual Organizational Goals and Action Plans Workshop

Presented to: Board of Directors
January 30, 2018
Our Commitment

• Foundational Principles (Mission & Vision) guide:
  o Short-term decisions
  o Long-term decisions
  o Help us to provide Service Beyond Expectation

• Operational Goals
  o What is our desired result?
  o What directs our efforts?

• Action Plans
  o Steps to accomplish the goals
  o Resources needed
  o Specific time frame
Alignment Matters

Foundational Principles
Operational Goals
Action Plans
Employee Engagement
Operational Goals: Water

1. CVWD maximizes the beneficial use of all of our water supplies while maintaining operational and financial flexibility.

2. CVWD recognizes the vital nature of water quality, supply resilience and distribution reliability.

3. CVWD actively participates in the water policy arena to influence local, state, and federal regulations.
Operational Goals: Service

1. CVWD staff has the necessary skills, abilities, and technology to deliver *Service Beyond Expectation*

2. CVWD’s preventative maintenance program is the foundation for providing reliable: water, recycled water, and wastewater service
Operational Goals: People

1. CVWD has a resourceful, innovative and empowered pool of talent that supports the culture and values of the District.

2. Employees contribute to the development and implementation of the District’s Vision, Goals and Action Plans.

3. Employees take ownership and embrace the District’s Foundational Principles through their interactions and communications.
Engineering and Operations

Engineering

- Delivering the District's key water supply projects
- Guide developers to deliver water, sewer, and RWV to their projects
- Develop engineering tools that will improve staff collaboration and efficiency
Engineering and Operations (Cont.)

Production and Treatment

- Annual resource management strategy
- Energy efficiency
- Water quality
- Asset management
Engineering and Operations (Cont.)

Operations, Maintenance, and Fleet

- Preventative Maintenance:
  - Water
  - Sewer
  - Facilities
  - Fleet

- Professional Development
Administrative Services

Human Resources

- Provide wellness programs as well as other events to promote a healthy workplace
- Develop an HR compliance program

Risk Management

- Implement an Active Threat Mitigation

All Departments

- Participation in high school career fairs
Administrative Services (Cont.)

Outreach

- Value of Water Campaign
- FlashVote Surveys

All Departments

- Participation in Industry Conferences
Administrative Services (Cont.)

Legislative & Government Affairs

- Advocate policies and regulations to protect/expand our existing water rights
- Continue to build strong relationships with key stakeholders
- Provide informative resources to Board Members and Employees
Finance & Technology Services

Finance

- 2-Year Budget
- Comprehensive Annual Financial Report (CAFR)
- Maximize the usage of paperless ACH payments

Warehouse

- Support Emergency Preparedness efforts:
  - Warehouse Inventory
  - Master Vendor Contact list

Finance & Outreach

- Prepare rate studies for water, recycled water, and wastewater services, and public outreach
Finance & Technology Services (Cont.)

Customer Service

- Continue to utilize the District's leak detection equipment to assist customers in locating leaks
- Develop a residential “large user” outreach program
- Update the new customer “Welcome Letter”
- “Go Live” with the new utility billing statement
- Implement the automated payment extension module for the IVR phone system

Customer Service & Information Technology

- Utilize the Fixed Network System to assist customers with water use efficiency
Finance & Technology Services (Cont.)

Customer Service & Information Technology

- Technical support for the Fixed Network System

Information Technology

- Provide technical services and training to employees
- Select new ERP Software and budget for Phase I upgrade and implementation
Conclusion

• CVWD has a long history of strategic planning
• Action plans developed by all District teams help align:
  ◦ Employee’s purpose to the Board’s vision
  ◦ Inter-departmental teams for a cohesive direction
• Goals & action plans will be integrated into work spaces
• Formal monitoring of progress & communication opportunities with the Board
• Action plans will be an integral component of the FY2018-2020 Biennial Budget
• Formal Board approval will be requested with the Budget in June 2018
To provide high quality, safe and reliable water and wastewater services, while practicing good stewardship of natural and financial resources.
PURPOSE

Strategic planning establishes our overall goals and supports the development of specific action plans to help us achieve them. The planning process helps us look at the bigger picture to determine our organizational priorities and identify the necessary resources. This report documents the action plans established for each of the operating goals.

FOUNDATIONAL PRINCIPLES

On April 10, 2012 the District refined its focus and direction to identify what areas are of great importance to our organization, customers, and stakeholders. The primary areas of focus include Service, Water, and People.

Service relates to the identification of the needs of our customers and stakeholders that meets and exceeds their expectations. Water is the essential service that our organization provides and our ability to provide it consistently and at a reasonable price. People are identified as the customers that we serve and the dedicated staff that provide the services to support our mission.

ALIGNMENT

What do these Foundational Principles mean to the employees of the District? How do we know that what we do every day supports these three important components? The answer is alignment. Alignment links the organization's resources and processes to the overall goals and mission of the organization.

To that end, staff collaborated to develop several organizational goals that were adopted by the Board in 2017. Taking this one step further, each District team evaluated each of these goals and created action plans that outline the steps to accomplish the goals, resources needed, and the specific time frame goals will be achieved. Once endorsed by the Board of Directors, these action plans will be incorporated into the biennial FY 2019-2020 budget process.

These goals and action plans help us be more deliberate, makes us more effective, supports a strategically-aligned culture, and reduces ambiguity. Furthermore, they make us more accountable, enhances our focus and increases communication.
CVWD maximizes the beneficial use of all of our water supplies while maintaining operational and financial flexibility.

A. Maintain operational flexibility between imported water and groundwater, surface, and recycled water.

**Engineering**

**July 2018**
- Complete the transmission main for and equipping of Well 48 (Chino Basin).

**2019**
- Expand opportunities to increase direct use of recycled water. Convert 105 AFY of Village of Heritage irrigation (Fontana) to recycle water.

**May 2019**
- Deliver a groundwater treatment project at Well Field 3A to address nitrate contamination.

**Production**

**Ongoing**
- Develop annual resource management strategy for production targets for groundwater, imported water and energy use.

**Treatment**

**Ongoing**
- Implement water exchange agreements to maximize District water resource assets.

B. Our rates ensure operational and capital needs are met and are fair to our customers.

**Finance & Outreach**

**2019**
- Prepare rate studies for water, recycled water and wastewater services, including public outreach.

**Outreach**

**February 2018**
- Launch new campaign “Value of Water, part II”

**Legislative**

**Ongoing**
- Advocate against additional fees/taxes placed on our customer's water bills by outside entities.

**All Departments**

**Ongoing**
- Utilize purchasing procedures for documentation, efficiency and internal controls.
C. Protect, secure and obtain additional water rights as feasible

Legislative

Ongoing
- Advocate policies and regulations that protect or expand existing water rights.

D. Encourage efficient water use practices with customers through education and new technology

Customer Service

Ongoing
- Continue to utilize District’s leak detection equipment to assist customers in locating leaks.

May 2018
- Develop residential “large user” outreach program and offer water audits.

Outreach

Ongoing
- Encourage water use efficiency thru the website, social media, and general marketing. Use of example stories, testimonials and how-to’s.

Ongoing
- Promote regional residential and commercial rebates.

May 2018, 2020, and 2022
- Conduct the Water Savvy Garden Tour and Landscape contest.

Customer Service & I.T.

December 2018
- Utilize the Fixed Network System and related customer interface technology to assist customers with water use efficiency.

Production

2020
- Transition landscape at production facilities to demonstrate efficient water use practices.

E. Increase collaboration between District teams

All Departments

Ongoing
- Continue to work with all CVWD teams to collaborate with upcoming projects and events.

Outreach & Customer Service

January 2018
- Commence an employee cross training program.

Treatment & Production

Ongoing
- Treatment and water operations staff communicate to adjust operations based on real-time system demands, limitations and production goals.

Engineering & Treatment

September 2019
- Collaborate on Reservoir 3A Nitrate Treatment & Reservoir project.
CVWD recognizes the vital nature of water quality, supply, resiliency, and distribution reliability.

A. Continue to develop and implement adopted master plans, CIP Budget and Long-Term Financial Plans to anticipate current and future needs

<table>
<thead>
<tr>
<th>Production</th>
<th>Finance</th>
<th>Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing</strong></td>
<td><strong>June 2018</strong></td>
<td><strong>December 2018</strong></td>
</tr>
<tr>
<td>• Assess and develop asset management programs for reservoirs, pressure regulating valves, electrical, controls and instrumentation.</td>
<td>• Create 2-Year Budget document that meets/exceeds GFOA requirements.</td>
<td>• Develop the Recycled Water and Sewer System Management Plans.</td>
</tr>
</tbody>
</table>

B. Adhere to current and anticipated water quality regulations

<table>
<thead>
<tr>
<th>Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing</strong></td>
</tr>
<tr>
<td>• Ensure compliance with current regulations and implement measures necessary to maximize local water resources.</td>
</tr>
</tbody>
</table>

C. Outreach to customers and stakeholders to address the results of investments and value of water

<table>
<thead>
<tr>
<th>Legislative</th>
<th>Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing in 2018</strong></td>
<td><strong>February 2018</strong></td>
</tr>
<tr>
<td>• Communicate infrastructure investments and Value of Water to stakeholders via newsletters, briefings, meetings and receptions.</td>
<td>• Launch new campaign “Value of Water, part II”</td>
</tr>
</tbody>
</table>
D. Use technology to maintain efficient asset management

<table>
<thead>
<tr>
<th>Production &amp; Treatment</th>
<th>Water/Sewer &amp; Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>December 2018</strong></td>
<td><strong>December 2018</strong></td>
</tr>
<tr>
<td>- Implement asset management software for production and telemetry equipment. Collaborate with Treatment team to design, install and commission.</td>
<td>- Water/Sewer Maintenance teams to collaborate with GIS to identify whether to upgrade/replace existing computerized maintenance management software.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information Technology</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>March 2018 and 2019</strong></td>
<td><strong>2020</strong></td>
</tr>
<tr>
<td>- Select new ERP software and budget for Phase I upgrade and implementation.</td>
<td>- Implement an energy resource management software (currently working with UCR).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Warehouse</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>July 2018</strong></td>
</tr>
<tr>
<td>- Support emergency preparedness efforts with a warehouse inventory stocking strategy.</td>
</tr>
</tbody>
</table>
CVWD actively participates in the water policy arena to influence local, state, and federal regulations.

A. Encourage Employees and Board Members to stay informed of topics that impact our organization

**Legislative**

**Ongoing**
- Provide tools such as briefing books, talking points, and updates to Board Members and Employees to help them stay informed of important issues.

B. Engage and actively participate with state and federal advocacy organizations

**All Departments**

**Ongoing**
- Continue an active role with Association of California Water Agencies (ACWA), American Water Works Association (AWWA), California Special Districts Association (CSDA) and our legal counsel, Best Best & Krieger.

C. Actively build relationships with policy makers, stakeholders, and regulators

**Legislative**

**Ongoing**
- Continue to build relationships with policy makers, legislators, regulators, and other key stakeholders through meetings, newsletters, briefings, tours, and receptions.

**Production**

**Ongoing**
- Continue to maintain a productive working relationship and open communications with the District's assigned Water Resource Control Engineer.
CVWD staff has the necessary skills, abilities and technology to deliver Service Beyond Expectation.

A. Employees are provided with training, professional development and leadership opportunities to successfully contribute to the organization

**Information Technology**
- Ongoing
  - Provide ongoing technical services and training to employees.

**Warehouse**
- Ongoing
  - Efficiently utilize warehouse space by maximizing inventory turnover.

**Human Resources**
- February 2018, 2019, and 2020
  - Continue leadership training of staff and coordinate with the working-group tasked to provide training subjects.

**Finance**
- April 2018
  - Develop a PARS funding strategy based on actuarial reports.

**Risk Management**
- September 2018
  - Implement a comprehensive Active Threat Mitigation Program including policy development, facility threat assessments, management seminars and staff training.

B. The District's culture fosters employee innovation and a Service Beyond Expectation standard:
  i. Standardization of customer communications via Branding Guidelines
  ii. Develop a Customer First model
  iii. Ongoing internal/external customer interaction training
  iv. Explore the use of alternate modes to receive internal and external customer feedback

**Engineering**
- Ongoing
  - Collaborate with developers to assist and expedite their projects.

**Legislative**
- Ongoing
  - Communicate legislative and regulatory issues both internally and externally.

**Info. Technology**
- Ongoing
  - As appropriate, upgrade technologies including: ERP, VOIP telephone system, A/V equipment, SharePoint, and mobile devices.
Production

Ongoing
- Provide technical training in the areas of: ClaVal operations, industrial networking, programmable logic controllers, electrical safety, water treatment and water distribution.

Ongoing
- Explore partnership with Chaffey College Industrial Electrical Technology (Intech).

Customer Service

February 2018
- Update the new customer “Welcome Letter.”
- “Go Live” with the new utility billing statement.

April 2018
- Implement the automated payment extension module for the IVR phone system.

Outreach

Ongoing
- Continue to utilize FlashVote for two-way customer communication.

June 2018
- Continue the use of social media tools such as Facebook, Twitter, and NextDoor to open the lines of communication with customers.
- Fully utilize SharePoint to further engage employees.

July 2018
- Continue to implement the District's branding guidelines and consider new internal and external branding opportunities.

Finance

Ongoing
- Maximize the usage of paperless ACH payments via an outreach effort with vendors.

December 2018
- Create a CAFR that meets/exceeds GFOA requirements.
CVWD's preventative maintenance program is the foundation for providing reliable water, recycled water and wastewater service.

**Facilities**

**Ongoing**
- Perform daily maintenance and repair to District buildings and HVAC mechanical controls. Continue to provide preventative, corrective and emergency maintenance.

**Fleet**

**Ongoing**
- Perform an average of 350 scheduled preventative maintenance inspections on District's 100+ vehicles/equipment in order to minimize service interruptions or equipment failure.

**Sewer Maintenance**

**Ongoing**
- Maintain and clean sewer mains with the goal of protecting the environment and public health. This includes the cleaning of 430 miles of sewer lines and inspection of 7,500 manholes each year.

**Water Maintenance**

**Ongoing**
- Maintain and operate water distribution system. This includes exercising 7,000 valves and the replacement of 500 aged water service lines per year.

**Engineering**

**June 2018**
- Develop and implement a user-friendly Geoviewer Mobile program to improve efficiency of field personnel.

**Treatment**

**August 2018**
- Maintain efficient water treatment plants using a computerized maintenance management system.

**Production**

**Ongoing**
- Continue the implementation of preventative maintenance programs in order to improve mechanical reliability for wells, reservoirs, booster stations, and pressure regulating valves.
CVWD has a resourceful, innovative and empowered pool of talent that supports the culture and values of the District.

A. Provide leadership, professional development and training programs

**Human Resources**

**Ongoing**
- Continue employee development programs, including the Employee Cross Training Program (ECT) and Leadership programs. Encourage collaboration at all levels.

B. Continue to evaluate the recruitment process and retain quality talent

**Human Resources**

**December 2018**
- Reduce recruitment cycle time by 5% from approval request to sending offer of employment.

C. Focus on programs and practices that encourage unity

**Human Resources**

**August 2018**
- Provide wellness programs and other employee events that promote a Healthy Workplace.
D. Provide programs that inspire multi-functional skill development that brings value to the District and to employees

**All Departments**

**Ongoing**
- Encourage individual initiative to participate in opportunities such as high school career days and conference presentations.

**Human Resources**

**October 2018**
- Develop a series of compliance training programs for FMLA, ADA, anti-harassment, non-discrimination and interviewing/hiring practices.

**October 2018**
- Develop an HR compliance program including policy review, guidance and implementation.

E. Employees are empowered to contribute innovative ideas and are entrusted to participate through implementation

**All Departments**

**Ongoing**
- Provide internal/external training programs for all staff in order to provide qualified customer service to our customers through exposure to new technologies, programs and people in the industry.
Employees contribute to the development and implementation of the District's Vision, Goals and Action Plans.

All Departments

Ongoing
- Collaborate with each team to develop operating goals and the corresponding action plans.

Ongoing
- Collaborate with each team to review and monitor the progress of established goals and action plans.

Ongoing
- Make District vision, goals, and action plans readily visible on printed materials and integrate into district surroundings.
Employees take ownership and embrace the District's Foundational Principles through their interactions and communications.

**Legislative**

**Ongoing**
- Incorporate District's Foundational Principles into presentations and interactions with key stakeholders.

**Safety**

**December 2018**
- Audit and implement the final recommendations of the ACWA/JPIA Commitment to Excellence Program of best management practices.