



MEETING HANDOUT

Meeting: Special Board Meeting

Date: February 4, 2017

Item: 3.1 Update on SMWD Fiscal 2016-17 Strategic Plan

A mid-year update on District Staff's core and strategic goals are summarized by department and also provided in the Business Plan matrix approved in May 2016.

Business Plan Mid-Year Update

February 4, 2017

Administration Department

The Administration team has successfully reduced administrative costs by implementing a Board room fee, and cutting office supplies. The team continues to research ways to cut further costs by air conditioning reduction, discounts on early invoice payments, lower credit card rates and possible credit card benefits. To improve business process efficiency, a new Agenda and Minutes management software system was selected and training will be complete in February 2017. We expect Board access to documents to be improved. In becoming more environmentally responsible, the team had recycle bins delivered for ongoing District use. While some of the administration goals have been completed ahead of schedule, there are other goals that are on track, and some that have been delayed due to current business taking precedent.

Customer Relations (CR) and Water Use Efficiency (WUE) Departments

Together the CR and Water Use Efficiency (WUE) teams continue to provide effective customer and community relations by providing high use and leak notifications to customers, follow up on water waste complaints within 2 days, and with customers who request variances within 5 days to schedule the landscape measure. The team has completed their analysis of irrigation lots and the data is estimated to be transferred into customer service billing system in February. CR is on track to provide effective customer and community relations by increasing the customer email addresses in the database, answering all calls and returning email messages within one working day, and staff training on Windows 10. All CR objectives appear to be on track. In addition, the WUE team completed, with Eagle Aerial, the measurement of 8000 residential and 200 irrigation accounts square footage, and continues to provide effective customer and community relations with monthly Water Heroes awards, and customer site surveys to include: leak inspections, confirmation of meter readings, review irrigation systems and schedules.

Engineering Department

In an effort to improve business process efficiency the Engineering team is reviewing proposed improvements, master planning efforts, adequacy of water supply, proposed facilities to confirm they are designed in a cost effective and expeditious manner, all within the specified timeframes. The Engineering team is on track with inspection of construction work; reviews of record drawings are current and conform to District standards. The cost schedules for encroachment and wastewater discharge permits were updated and approved by the Board in order to achieve cost recovery related to these activities; and a system was developed to maintain the permit applications for review electronically. The Engineering team is on schedule in meeting all the departments' core and strategic objectives. Engineering and IT departments are working together and are on track with GIS data development, management, and business systems integration including GIS conversion standards which have been developed for review.

A number of capital improvement projects have been completed including the Tesoro transmission pipelines and reservoirs to serve development, odor control and mitigation projects and the construction of the first of its kind advanced water treatment plant for the supplemental Lake Mission Viejo refill source water. New capital improvement projects underway include: pilot

testing of treatment processes that may be used in the pursuit of IPR/DPR, construction of Trampas Reservoir, expansion of the 3A WRP and the environmental documentation and design of the Phase I San Juan Watershed Project.

Information Technology (IT) Department

IT has completed phase I of the off-site disaster recovery with the configuration of hardware, storage, and networking at CWRP, testing of the networks between HQ and CWRP, and successful off-site replication of District production servers to the CWRP datacenter. All virtual server backups are replicated multiple times daily for Disaster Recovery. Other projects the IT team has successfully completed include the CWRP phone (VoIP) system upgrade and HQ integration, and a core switch infrastructure expansion.

IT work on the GIS system included development of data conversion standards and the kickoff of pilot areas for GIS conversion.

In collaboration with the Operations department, a review is in progress of the District's asset database. This review will facilitate a re-implementation of the District's CMMS (Maintenance and Operations) system. This review is the first step to ensure all critical assets are loaded into the pilot system.

In collaboration with the Finance department, IT worked on the ERP system implementation. This consisted of project management, the set-up of server and network infrastructure, development of 4 databases (test, train, production, and implementation), the created core team login accounts, and security configuration. As of January 13th, the Chart of Accounts redevelopment is completed for Phase I of the ERP system with Tyler Technologies. Phase II of the ERP system development will follow the Utility Billing system implementation this year.

Finance Department

Finance collaborated with other departments to select a replacement customer service information system, Tyler Tech and Advanced Utility. Finance and IT completed a test platform for the transition of the financial system. Finance has also completed phase 1 of the system implementation in January, which primarily included the completing Chart of Account. Phase 2 is scheduled to resume in December 2017.

Finance and HR completed an assessment of Finance employee's level of knowledge, for purposes of cross-training the department. The cross-training will occur once the Finance department is fully staffed; and the team is currently evaluating its current written procedures for core functions to develop procedures for backup scenarios.

Human Resources Department

To streamline the hiring process, the HR team has created and implemented written guidelines for hiring managers to use while evaluating and rating candidates online via the NEOGOV HR system. Additionally, a schedule has been created to more efficiently track the hiring process for each position from the point of advertising to being filled. In promoting a cost-effective and flexible training environment, the HR team has elected this year to conduct both harassment avoidance training and ethics training online via Target Solutions rather than bringing a trainer to the District. Additional training opportunities will be provided throughout the year. The HR team secured a wellness grant from ACWA JPIA, and beginning in June 2016, has held twice weekly boot camp classes for employees onsite after work for one hour each day provided by the local YMCA.

External Affairs

The External Affairs team is on track with increasing the level of District communication with customers through On-Tap, bill inserts, stand-alone mailers, and billing envelope snipes with key messages. The team continues to conduct Customer “Snap” polls that provide feedback on areas of opportunity as well as effectiveness of communications initiatives and messaging. Customer Tracking Surveys are conducted bi-annually; the next is scheduled for Q1 2017 in order to determine perceptions about the District, initiatives and programs, and help provide more effective customer relations.

Regarding specific outreach goals, in Social Media, the team has seen, through directed effort, a 15% increase goal in Facebook followers has been exceeded by 55% and the Twitter goal has, so far, been exceeded by 7%. The team continues to work to increase followers and improve overall engagement.

In its effort to develop and execute a comprehensive legislative work plan for the Board of Directors a draft plan for the 2017 legislative session has been established and meetings will be scheduled accordingly.

Overall, several External Affairs goals have been achieved ahead of schedule, and others are on track to be completed. A few of the remaining goals have been delayed due to current business taking precedent, and have been updated to reflect new completion dates.

Operations

In an effort to meet the infrastructure maintenance goals set out in the business plan, specialized operating equipment and personnel were budgeted for and purchased in order for Operations to meet its objectives. While all of these purchases have been made, Operations crews are still awaiting delivery for much of the specialized equipment.

The Collections Crew is one of the crews most affected by the long lead times for equipment. Staff cleaned approximately 444,000 feet of sewer line in the first six months of the fiscal year using the existing outmoded vacuum trucks. With the acquisition of two new vacuum trucks, staff should be able to achieve a pace that will allow them to completely clean the District’s sewer lines in 1.5 years. Without these new vacuum trucks, the crew is on a 3.5 year pace to clean the system.

Operations staff is continuing to fine-tune initial benchmark setting. Some objectives were easily achieved, such as the replacement of plastic services lines which has already been exceeded this year. However, other benchmarks such as the video inspection of 400,000 feet of sewer line in a single year appear to be too ambitious. Similarly, other benchmarks are too restrictive and do not allow for flexibility. For example, one benchmark called for the rehabilitation of 10,000 feet of sewer line every year. However, this year staff has focused on the rehabilitation of manholes that had severe H₂S corrosion rather than sewer pipelines which are in better condition. While the Operations staff has worked on the rehabilitation of over 30 manholes throughout the year, this work is not represented accurately on the benchmark.

The continued lower customer water demands have led Operations staff to innovate its water management strategies. Calls for summer conservation, as well as heavy rainfall in January, created local and regional water quality issues which the District has been working to resolve. The Distribution crew was able to assist MWDOC and neighboring water agencies by modifying the

operation of the South County Pipeline so that other regional pipelines could turnover quicker and maintain a higher chlorine residual. In order to maintain a high chlorine residual within the District distribution system, reservoir management systems were tested in three different areas. After analyzing the results of these systems, staff is confident in their ability to effectively maintain a higher chlorine residual throughout future periods of low demand.

The Operations staff implementation of online employee training has continued to be successful. Employees now have access to a host of online training exercises that satisfy continued learning requirements for all mandated certificate programs. In the first half of the fiscal year, District staff has taken over 1,200 hours of training completed through Target Solutions.

A reorganization of the computerized maintenance management system (CMMS) is in process which will more effectively organize the District's work orders to allow for better reporting at all management levels.

Provide Effective Customer and Community Relations

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|---|---|---|---|---|---|
| <p>1. Increase direct communication with customers on the following subjects:</p> <ul style="list-style-type: none"> January rate increase Recycled water Increased local water supply San Juan Basin Authority | <p>A. Design postcard and coordinate distribution of direct mailer.</p> <p>B. On Tap Newsletter - gather content and design newsletter.</p> <p>C. Bill Insert - develop key messages and design bill insert.</p> <p>D. Envelope snipes with key messages.</p> | <p>A. Quarterly distribution</p> <p>B. Bi-monthly distribution</p> <p>C. Bi-monthly distribution</p> <p>D. Bi-monthly</p> | <p>A. External Affairs</p> <p>B. External Affairs</p> <p>C. External Affairs</p> <p>D. External Affairs</p> | <p>A. Quarterly</p> <p>B. Even months</p> <p>C. Odd months</p> <p>D. Bi-monthly</p> | <p>A. RESCHEDULED - due to the rate increase staff decided to delay direct mailing postcards for informational items. Critical notices have been and will continue to be mailed via postcard.</p> <p>B&C. ON TRACK</p> <p>D. RESCHEDULED - due to the 2017 rate increase, staff delayed extra mailings that may appear frivolous. Postcards will be considered for San Juan Watershed Project awareness and Water Festival event.</p> |
| 2. Conduct customer snap polls. | <p>A. Identify survey goals, questions and launch date.</p> <p>B. Implement snap polls.</p> <p>C. Present board report.</p> | <p>A. Conduct monthly snap polls and include results in informational board report.</p> | <p>A. External Affairs</p> <p>B. External Affairs</p> <p>C. External Affairs</p> | <p>A. Monthly</p> <p>B. Monthly</p> <p>C. Monthly</p> | A-C. ON TRACK |
| 3. Customer Tracking Survey. | <p>A. Identify survey goals, questions and launch date.</p> | <p>A. Bi-annual poll completed and report submitted to Board.</p> | <p>A. External Affairs</p> | <p>A. Bi-annually (even years)</p> | ON TRACK |
| 4. Optimize digital communications | <p>A. Retain a digital communicator (graphic designer + web developer).</p> | <p>A. Contractor identified and in place by September 30, 2016.</p> | <p>A. External Affairs</p> | <p>A. September, 30, 2016</p> | <p>A. RESCHEDULED - Due to contractor availability. New target date: June 30, 2017.</p> |

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|---|--|--|--|---|---|
| | <p>B. Grow Facebook followers by 15%.</p> <p>C. Grow Twitter followers by 15%.</p> <p>D. Increase users of SMWD website by 20%.</p> <p>E. Increase capture of customer email addresses by 15% to optimize email communication.</p> | <p>B. 15% increase in followers from May 1, 2016 to May 31, 2017.</p> <p>C. 15% increase in followers from May 1, 2016 to May 31, 2017.</p> <p>D. 20% increase in use of SMWD webpage from May 1, 2016 to May 31, 2017.</p> <p>E. 15% increase from May 1, 2016 to May 31, 2017.</p> | <p>B. External Affairs</p> <p>C. External Affairs</p> <p>D. External Affairs</p> <p>E. External Affairs & Customer Service</p> | <p>B. May 31, 2017</p> <p>C. May 31, 2017</p> <p>D. Monthly polling; annual website survey.</p> <p>E. Daily</p> | <p>B & C. COMPLETED</p> <p>D. RESCHEDULED - Delayed due to timing. Results will be available in May 2017</p> <p>E. ON TRACK</p> |
| 5. Develop a master calendar of external events for FY 17-18. | A. Gather list of events, seasons and observances. | A. List completed by July 15, 2016. | A. External Affairs | A. July 15, 2016 | COMPLETED |
| 6. Community affairs participation. | <p>A. Sponsorships</p> <p>B. In-kind donations</p> <p>C. Water Awareness Festival</p> <p>D. Scholarships</p> <p>E. Water Heroes</p> <p>F. Maintain stock of promotional items</p> | <p>A. Sponsor events/groups with tie to strategic goals</p> <p>B. Increase in-kind donations by 100%</p> <p>C. Increase attendance by 10%</p> <p>D. Award Mizell scholarships</p> <p>E. Have monthly presentations at the Board</p> <p>F. All items to advance strategic goals</p> | <p>A. External Affairs</p> <p>B. External Affairs</p> <p>C. External Affairs</p> <p>D. External Affairs</p> <p>E. External Affairs and Water Use Efficiency</p> <p>F. External Affairs</p> | <p>A. Monthly reports to Board</p> <p>B. June 30, 2017</p> <p>C. May 14, 2016</p> <p>D. By July 15, 2016</p> <p>E. Monthly</p> <p>F. On-going</p> | <p>A-D. COMPLETED</p> <p>E. ON TRACK</p> <p>F. ON TRACK</p> |

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|--|---|--|---|--|--|
| 7. Provide tours of key facilities. | <p>A. Develop “Disney-land” map of the entire District.</p> <p>B. Develop user-friendly site map of Chiquita Treatment.</p> <p>C. Develop key talking points for each tour.</p> <p>D. Design public-friendly signage.</p> | <p>A. Distribute 1,000 copies</p> <p>B. Distribute copies to tour groups</p> <p>C. Distribute to tour leaders</p> <p>D. have in place before each tour</p> | <p>A. External Affairs</p> <p>B. External Affairs</p> <p>C. External Affairs</p> <p>D. External Affairs</p> | <p>A. Complete by December 20, 2016</p> <p>B. Complete by May 14, 2016</p> <p>C. On-going</p> <p>D. Complete by May 14, 2016</p> | <p>A. RESCHEDULED - Once the contractor is in-place (early Feb 2017), the map will be designed. The new target date is June 2017.</p> <p>B & C. COMPLETED</p> <p>D. RESCHEDULED - due to funding. The signs will be designed by June 30, 2017.</p> |
| 8. Promote effective and efficient customer support services | <p>a) Telephone</p> <p>b) On-line</p> <p>c) Face-to-Face</p> | <p>A. Answer all calls within one (1) working day</p> <p>B. Return email messages within one (1) working day</p> <p>C. Provide Training for staff</p> | A. Customer Service | <p>A. Ongoing</p> <p>B. Ongoing</p> <p>C. Quarterly</p> | A-C. ON TRACK |
| 9. Conduct Customer Site Surveys | <p>A. Target customers to offer site surveys</p> <p>B. Respond to customers requesting site surveys</p> | <p>A. Provide site surveys to 2% (720 surveys) of single-family residential accounts.</p> <p>B. Respond within 2 working days</p> | <p>A. WUE staff</p> <p>B. WUE staff</p> | <p>A. June 1, 2017</p> <p>B. On-going</p> | A&B-ON TRACK |
| 10. High Consumption Outreach & Conservation Ordinance Enforcement | <p>A. Coordinate outreach to high use customers.</p> <p>B. Monitor AMI data for dedicated irrigation accounts and provide leak notifications.</p> | <p>A. Letters and notifications sent.</p> <p>B. Response time to leak alerts within 2 working days.</p> | <p>A. WUE and Customer Service</p> <p>B. WUE and Customer Service</p> | <p>A. Bimonthly</p> <p>B. June 30, 2017</p> | A-C. ON TRACK |

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| | C. Enforce conservation ordinance and respond to water waste complaints. | C. Respond to water waste complaints within 2 working days | C. WUE and Customer Service | C. June 30, 2017 | |
| 11. Budget-Based Rate Implementation & Landscape Measurements | <p>A. Respond to landscape measurement variances for residential and irrigation accounts.</p> <p>B. Analyze and correct irrigable areas for dedicated irrigation accounts.</p> <p>C. Implement next phase of residential irrigable area bins</p> | <p>A. Variance requests processed within 5 working days.</p> <p>B. All dedicated irrigation account analyzed and corrected</p> <p>C. Complete 8,000 residential and 200 irrigation accounts</p> | A. WUE and Customer Relations | <p>A. June 30, 2017</p> <p>B. December 1, 2016</p> <p>C. January 15, 2017</p> | <p>ON TRACK</p> <p>B&C-RESCHEDULED The data file will be transferred by SunGard on 2/1/17 after the new rates are reflected on the customers' bills. Unable to perform calculations till the new rates are in the system.</p> |
| 12. Ensure flow of accurate information | A. Complete internal and external data requests | A. Complete requests for data within three (3) working days | A. Customer Service | June 30, 2017 | ON TRACK |
| 13. Reduce odor complaints | A. Increase functionality of CMMS and integration with TERP | A. Less than 25 odor complaints per year | A. Ops and Engineering | A. July 2018 | ON TRACK Outside of Escencia, odor complaints are approx. 3-5 a month. |

Increase Legislative Affairs Presence

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|--|--|--|---------------------|------------------|---------------------------|
| 1. Develop a comprehensive legislative work plan for the Board of Directors. | A. Draft work plan. | A. Monthly update to GM and Board; Ad Hoc Committee at each meeting. | A. External Affairs | A. May 30, 2016 | A. COMPLETED |
| | B. Hold quarterly meetings to discuss legislative opportunities. | B. Scheduled for Sept. Dec., March and June | B. External Affairs | B. June 30, 2017 | B-D. ON TRACK |
| | C. Schedule legislative update. | C. Quarterly Board meetings | C. External Affairs | C. Quarterly | |
| | D. Schedule timely follow-up of projects related to legislative work plan. | D. Monthly updates to Ad Hoc, GM and Board | D. External Affairs | D. Monthly | |

Increase District's Attractiveness as an Employer

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|---|---|--------------------------------|--------------------|---------------------|---------------------------|
| 1. Hire candidates within 90 days of job posting. | A. Establish written guidelines for hiring managers to navigate NEOGOV and evaluate and rate candidates | A. Implemented by July 1, 2016 | A. Human Resources | A. Dec. 30, 2016 | A-C. ON TRACK |
| | B. Provide hands on training with NEOGOV to hiring managers | B. 4 trainings per year | | B. Quarterly | |
| | C. Create a schedule/checklist for the hiring process to give to each hiring manager when applicable; | C. Implemented by July 1, 2016 | | C. October 14, 2016 | |

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| | dates to be completed in conjunction with hiring manager | | | | |
| 2. Bi-Annual employee satisfaction survey. | A. Develop survey | A. Employee responses discussed with Human Resources and at senior management meetings | A. External Affairs | A. Twice annually | RESCHEDULED - Draft being reviewed by Human Resources. Scheduled for March 2017. |
| 3. Distribute monthly employee newsletter via email. | A. Coordinate monthly committee meeting and email newsletter to all staff. | A. Newsletter distributed by 15 th of every month. | A. External Affairs | A. 15 th of the month | ON TRACK |
| 4. Attend all staff meetings to inform employees of current events. | A. Identify potential topics. B. Coordinate meeting attendance with staff. C. Develop talking points and handouts. | A. Annual employee satisfaction survey. | A. External Affairs B. External Affairs C. External Affairs | A. Monthly B. Monthly C. One day prior to scheduled meeting | A-C. ON TRACK |

Promote a Culture of Progressive Learning and Training

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|---|--|---|-----------------------------------|---------------------------------|---|
| 1. Establish a schedule of mandatory/required and specialized training by position and tenure | A. Offer training for items such as harassment avoidance, ethics, workplace violence, etc. | A. No lapse from previous training date. | A. Human Resources | A. September 12, 2016 | A-C: RESCHEDULED – In Process as of January 2017. B & C. RESCHEDULED- Due to other HR matters taking priority. Rescheduled to March 2017. D. ON TRACK |
| | B. Solicit training topics from depts. | B. Comprehensive list for District | B. Human Resources | B. September 12, 2016 | |
| | C. Arrange for trainer or utilize computer based training | C. Secured trainer or class and have it scheduled | C. Human Resources | C. December 12, 2016 | |
| | D. Have new employees participate in applicable online training via Target Solutions | D. Certificate of completion in employee file | D. Human Resources and Operations | D. Within 6 months of hire date | |

Develop a Comprehensive Wellness Program

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|--|---|--|--------------------|-------------------|---------------------------|
| 1. Hold one exercise class per mo. at District HQ | A. Work with YMCA (and other providers) to develop schedule | A. Exercise schedule established for 6-12 months | A. Human Resources | A. April 20, 2016 | ON TRACK |
| 2. Continue quarterly lunch and learns and increase entice employee attendance | A. Increase attendance by 50% overall | A. Schedule is developed for 12 months & sign-up sheets and topics on Intranet | A. Human Resources | A. June 30, 2017 | ON TRACK |

Develop a Comprehensive Protocol to Integrate New Employees

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|--|---|---|---------------------------|------------------|---------------------------|
| 1. Introduce new hires to key staff at the District | A. Create a checklist to outline the process of new hires meeting GM, Dept. Heads, Safety Officer, etc. | A. Checklist finalized and ready for implementation | A. Human Resources | A. June 30, 2016 | ON TRACK |
| 2. Utilize Target Solutions so that 90% of forms to be completed can be done prior to start date | A. Initiate training with Target Solutions | A. New hire documentation is completed prior to employee's start date | A. Human Resources and IT | A. June 30, 2017 | ON TRACK |
| 3. Ensure prompt new employee's desk set up including technology devices, etc. prior to start date | A. Develop protocol to ensure accurate and set up via intranet within 2 working days of request | A. New hire's workstation and technology devices are in place day before start date | A. Human Resources and IT | A. June 30, 2016 | ON TRACK |

Develop a 5-year Succession Plan

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|--|--|--|--------------------|---|---------------------------|
| 1. Work with Dept. Heads and Supervisors to review gap analyses | A. Meet with each department to identify the needs, and gaps | A. Revised gap analysis with pro-posed options for succession to GM | A. Human Resources | A. May 30, 2017 | NOT STARTED |
| 2. Utilize the District's training opportunities to assist employees in advancing within their field | A. Ensure that employees are aware of training opportunities and are encouraged to participate | A. Increase training by 75% via link on the intranet with training options | A. Human Resources | A. March 30, 2017 | NOT STARTED |
| 3. Institute a career path for key positions | A. Hold one trainings for supervisors on performance evaluations | A. Evaluate performance evaluations and arrange additional training as needed. | A. Human Resources | A. One training before October 1, 2016; other as needed | COMPLETED |

High Performance Work Force

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|--|---|--|---|---|---------------------------|
| 1. Increase employee skill level and instill safe work practices | <p>A. Implement Biannual testing / training – up to 8 hours for individual crews and teams. Provide updated mapping.</p> <p>B. Reward/ incentive bonus for emergency callout response</p> | <p>A. Testing - verify accountability Track number of hours by individual</p> <p>B. Verify Days of Standby worked and after hour emergency responses when requested. Versatility- how much can the employee be relied on for a variety of field operations tasks and responsibilities?</p> | <p>A. Operations and Human Resources</p> <p>B. Operations, Employee Association and Human Resources</p> | <p>A. July 2017</p> <p>B. July 2017</p> | A & B. ON TRACK |

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| | <p>C. Knowledge of District procedures-</p> <ul style="list-style-type: none"> • customer service/relations • business/purchasing • bid/proposals • rules and regulations • Safety/Confine Space • ERP • Regulatory/permit compliancy • Record/filling management • CMMS • Outlook • GIS • Other /future district software tools (purchasing, data and record access) <p>D. Leadership/mentor-ship Support a culture of leading by example</p> | <p>C. Training provided by Human Resources and Operations. Track number of hours of training by individual.</p> <p>D. Mandatory leadership/supervisory training – annually</p> | <p>C. All crews</p> <p>D. All departments</p> | <p>C. Quarterly training</p> <p>D. Quarterly meetings</p> | <p>ON TRACK</p> <p>NOT STARTED</p> |
| <p>2. Ensure that positions have depth</p> | <p>A. Develop dashboard reports for employees</p> | <p>A. Cross train all staff members in critical areas of responsibility</p> | <p>A. All departments; lead by Human Resources</p> | <p>A. Quarterly dashboard reports</p> | <p>Rescheduled to October 2017- Staff is reconsidering the dashboard approach, as to implement a more efficient and cost effective reporting method.</p> |

Improve Business Process Efficiency

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|---|--|---|----------------|----------------------|---------------------------|
| 1. Off-site Disaster Recovery (Phase I) | A. Physical Server and Storage Configuration | A. Configured Hardware | A. IT | A. December 31, 2016 | A-D. COMPLETED |
| | B. Network Configuration | B. Replication Network between HQ and CWRP | B. IT | B. December 31, 2016 | |
| | C. On-Site Data Replication and Testing | C. Mirrored production and disaster recovery storage. | C. IT | C. December 31, 2016 | |
| | D. Hardware Migration and Off-site Replication | D. Successful Off-site Replication | D. IT | D. December 31, 2016 | |
| 2. CWRP Phone System Integration | A. Procurement | A. Hardware and Software ordered | A. IT | A. December 31, 2016 | A-C. COMPLETED |
| | B. Network Configuration for VoIP (HQ to CWRP) | B. Successful voice testing (HQ to CWRP) | B. IT | B. December 31, 2016 | |
| | C. Cisco Call Manager | C. Successful CWRP | C. IT | C. December 31, 2016 | |

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|--|--|---|----------------------------|----------------------|---------------------------|
| 3.Core Switch Infrastructure Expansion | A. Procurement | A. Hardware ordered | A. IT | A. December 31, 2016 | A-C. COMPLETED |
| | B. Hardware Configuration | B. Successful integration of new module to network. | B. IT | B. December 31, 2016 | |
| | C. Cutover | C. Core Switch expansion complete. | C. IT | C. December 31, 2016 | |
| 4.Customer Service Information System Replacement (CIS) | A. Contract Negotiation | A. Final Contract | A. IT and Customer Service | A. July 1, 2016 | COMPLETED |
| 5. GIS Data Development, Management, and Business Systems Integration | A. GIS Data Conversion Standards developed | A. Conversion Standards | A. Engineering and IT | A. April 30, 2017 | A-C. ON TRACK |
| | B. Pilot CAD to GIS Conversion | B. Pilot CAD Conversion | B. Engineering and IT | B. May 30, 2017 | |
| | C. Pilot Mylar to GIS Conversion | C. Pilot Mylar Conversion | C. Engineering and IT | C. April 30, 2017 | |
| 6. CMMS Enhancements, Business Process, Optimization, and Data Development Phase I | A. Pilot Test Database Development | A. Operational reporting Indicators selected | A. Operations | A. July 15, 2016 | COMPLETED |
| | B. Pilot test database development | B. Pilot Database configured with a first pass of critical assets | B. IT and Operations | B. March 20, 2017 | ON TRACK |
| | C. Pilot Database Tested with Field Crew | C. Go-Live of Pilot Database with a field crew | C. IT and Operations | C. March 20, 2017 | ON TRACK |
| 7. Acquire and implement new financial reporting system: | A. Negotiate contracts | A. Contract negotiations complete | A IT and BBK | A. July 30 2016 | A-E. COMPLETED |
| | | | | B. Dec. 31, 2016 | |

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| | B. Create chart of accounts C. Transition the financial system over on a test platform D. Train departments. E. Go-live with the financial system. | B. All accounts mapped C. Complete test platform D. Training monthly E. Successful deployment | B. Finance and IT. C. Finance and IT D. All departments. E. All departments | C. Dec. 31, 2016 D. Dec. 31, 2016 E. Successful deployment by January 30,2016 | |
| 8. Cross-train all Finance individuals for key business processes to allow for 1 back up personnel per process. | A. Identify current key processes. | A. Map out work flow | A. Finance. | A. August 1, 2016 | COMPLETED |
| | B. Assess current level of knowledge of employee | B. Produce confidential assessment | B. Finance and Human Resources. | B. August 1, 2016 | COMPLETED |
| | C. Assign cross training by individual and core function. | C. Develop training schedule for each employee | C. Finance | C. Sept. 30, 2016 | DEFERRED-Until Finance team is fully staffed. |
| | D. Establish procedures for back up scenarios | D. Develop written procedure for core functions | D. Finance | D. June 30, 2017 | ON TRACK |
| 9. Provide or review master planning efforts to support proposed in-fill development. | A. Perform initial review within 30 days of first submittal. | A. Return review comments within 30 calendar days of receipt of submittals | A. Engineering | A. On-going | ON TRACK |
| | B. Return submittals if they don't include necessary information for adequate review. | B. Initial screen check within 7 calendar days of receipt of submittals. | B. Engineering | B. On-going | ON TRACK |
| 10. Perform review of proposed improvements | A. Perform initial review and return within 15 work days. Review subsequent | A. Review plans within 15 work days of receipt | A. Engineering | A. On-going | ON TRACK |

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| | submittals within 10 work days | | | | |
| 11. Confirm adequacy of water supply | A. Determine if development as an individual or in combination of other proposed projects requires a WSA | A. Review WSA submittals and return comments within 15 work days of receipt | A. Engineering | A. On-going | ON TRACK |
| 12. Review proposed facilities to confirm they are designed in a cost effective and expeditious manner | A. Perform initial review and return within 15 work days. Review subsequent submittals within 10 work days | A. Review plans within 15 work days of receipt | A. Engineering | A. On-going | ON TRACK |
| 13. Perform construction observation of the installation of the necessary facilities | A. Provide continual inspection of the construction work. | A. Daily logs prepared for each construction project. Logs available in electronic format | A. Engineering | A. On-going | ON TRACK |
| 14. Review and collect "as-built" drawings of constructed facilities for District's records | A. Perform review by inspector(s) of record drawings to confirm accuracy. Perform review of electronic files for conformance to District standard requirements. | A. Perform initial screen check of "hard copies" by inspector(s) within 15 work days. Perform subsequent reviews within 10 calendar days. Perform initial screen check of electronic files within 15 work days. Perform review of subsequent submittals within 10 days. | A. Engineering | A. On-going | ON TRACK |

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|---|---|--|----------------|----------------------|---------------------------|
| 15. Review requests for and issue Encroachment Permits in a timely and cost effective manner | A. Develop and maintain a system for the handling of permit applications | A. Electronic logs available for review | A. Engineering | A. July 30, 2016 | ON TRACK |
| | B. Develop a formal method of establishing the cost associated with issuing Encroachment Permits | B. Develop cost schedule based on estimated work to review, issue and monitor work requiring Encroachment Permit | B. Engineering | B. Sept 30, 2016 | COMPLETED |
| 16. Maintain Record Drawings for all construction projects completed by and/or for the District | A. Develop a system for tracking record drawings preparation and completion | A. Have system in place for tracking all new developments tied to approval of tracts | A. Engineering | A. August 31, 2016 | COMPLETED |
| | B. Develop and implement a system for maintaining record drawings in physical and electronic format | B. All drawings are scanned and stored electronically | B. Engineering | B. December 31, 2017 | ON TRACK |
| 17. Maintain searchable file for Agreements | C. Continue to maintain electronic file for District Agreements | C. Continue to maintain system in existing data base until TERP implemented | C. Engineering | C. On-going | ON TRACK |
| 18. Review all new recycled water use sites. | A. Review all proposed recycled water site plans for conformance | A. Review site plans within 2 weeks and return to applicant | A. Engineering | A. On going | ON TRACK |
| 19. Coordinate and confirm the testing of existing recycled water sites | A. Maintain log of recycled water use sites and the necessary annual testing activities | A. Prepare notification letters for all expiring sites at least 1 month prior to expiration | B. Engineering | B. On going | ON TRACK |
| 20. Correctly identify location of District | A. Respond to inquiries relative to location of | A. Provide "mark outs" within 48 hrs. of | A. Engineering | A. On going | ON TRACK |

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| facilities to protect. | District facilities through USA-Underground Service Alert | receiving request B. Make no errors in locating facilities | | | |
| 21. Develop marketing plans for District projects | A. Compile list of marketing and advertising opportunities. | A. Listed completed by July 31, 2016 | A. External Affairs | A. July 31, 2016 | A & B. COMPLETED C. ON TRACK D & E. COMPLETED |
| | B. Inform department heads of the project-specific marketing plans. | B. Complete meetings with all departments | B. External Affairs | B. July 31, 2016 | |
| | C. Obtain project details and goals from program staff through quarterly meetings. | C. List of projects developed from meetings with staff held quarterly and as needed | C. External Affairs | C. Sept. Dec., March and June | |
| | D. Develop project specific marketing plans. | D. Marketing plan developed for each key project identified by staff. | D. External Affairs | D. July 30, 2016 | |
| | E. Implement project-specific marketing plans. | E. Marketing plan deadlines met. | E. External Affairs | E. Ongoing. Adhere to deadlines set in marketing plan. | |
| 22. Implement ways to reduce administrative costs | A. Implement a Board room facility fee | A. Increase revenue by \$5200 @\$25 or \$10,400 @ \$50. | A. Administration | A. January 15, 2017 | A-C. COMPLETED |
| | B. Review non-performing contracts | B. Eliminate Potential Cost Savings | B. Administration | B. June30, 2016 | |
| | C. Recycle cans and plastic | C. Measure revenue/ time monthly | C. Administration | C. December 20, 2016 | |

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|--|---|--|-------------------------------|---|--|
| | D. Credit card re- search airline miles & point systems and lower interest rates | D. Reduce costs by 10% | D. Administration | D. September 10, 2016 | RESCHEDULED- Due to other business taking precedent. |
| | E. Reduce air conditioning | E. Maintains | E. Administration | E. May 30, 2017 | COMPLETED |
| | F. Research discounts on early invoice payments | F. On-on-going basis | F. Administration and Finance | F. June 30, 2017 | NOT STARTED |
| | G. Set all print jobs to double-sided as a default | G. Monitor cost savings | G. Administration | G. May 30, 2016 | COMPLETED |
| | H. Clear assets no longer in use to reduce insurance costs | H. Cost Savings. Network Building | H. Administration | H. Identify possible savings October 2016 | COMPLETED |
| 23. Organize continuous improvement system | A. Research training program, after approval, bring to the staff meetings to discuss. | A. Monitor cost savings | A. Led by Administration | A. June 2016 | ON TRACK |
| | B. Hold monthly administrative staff meetings to discuss continuous improvements | B. Share best practices and maximizing efficiencies <ul style="list-style-type: none"> • Provide updates on what is going on in each department • Share any concerns • Increase Communication | B. Administration | B. Monthly | ON TRACK |
| 24. Ensure the timely preparation, | A. Research alternate agenda/minute | A. 85% of all Board agendas posted 7 days | A. Administration | A. August 2016 | COMPLETED |

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| distribution and follow-up of all Board and committee meeting materials | management systems; request approval to post recordings | before meeting; Committee agendas 4 days before meeting. | | | |
| 25. Comply with all regulatory and legal requirements; Reorganize and up-date administrative process manuals | A. Create a list with all requirements, due dates, submission information and available mandates | A. Monitor time and Cost savings | A. Administration | A. March 31, 2017 | NOT STARTED |

The Ability of the District to Provide Quality, Uninterrupted Service

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|------------------------------------|---|--|--|-----------------|---------------------------|
| 1. Increase preventive maintenance | A. Improve hydrant maintenance | A. 50% of hydrants maintained annually | A. Valve Hydrant Crew | A. July 2018 | NOT STARTED |
| | A2. Establish regular schedule for exercising all domestic and non-domestic water system valves | A2. Complete entire district every 2 years | A2. Valve and Hydrant Crew | A2. July 2018 | ON TRACK |
| | A3. Establish benchmark/metric for maintaining sewer force main valves and A/V | A3. Complete entire district every 6 months | A3. Valve and hydrant Crew; Water Systems Crew | A3. July 2017 | COMPLETED |
| | B. Track planned maintenance ratio to establish benchmark for preventative vs repair maintenance. | B. planned maintenance ratio in 75% quartile. Complete all preventative maintenance work orders before or by the due date. | B. All Ops | B. July 2017 | NOT STARTED |
| | C. Establish regular schedule | C. Clean 20,000 ft./day resulting | C. Collections Crew | C. January 2018 | ON TRACK |

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| | for Collection System Line cleaning | in entire system cleaned in 18-month period | | | |
| | C1. Establish regular schedule for video inspection of sewer lines | C1. Inspect 400,000 feet per year, completing entire district in 8 years. (SSMP) | C1. Collections Crew | C1. July 2017 | ON TRACK |
| | D. Establish time limit for Disruption in Service | D. Limit service disruption to less than 8 hours | D. Street Crew | D. April 2016 | COMPLETED |
| | D1. Establish regular schedule for plastic service replacement | D1. Replace 25 plastic services a year | D1. Street Crew | D1. July 2017 | COMPLETED |
| | D2. Establish schedule for man- hole and Sewerline rehabilitation | D2. 10,000 feet a year | D2. Street Crew; Collections Crew | D2. July 2017 | DEFERRED-Due to an increase in focus on manhole rehab |
| | D3. Establish schedule for leak detection | D3. 100 miles of pipeline per year | D3. Street Crew | D3. July 2017 | DEFERRED-Staff is re-evaluating this goal. |

Water Quality Standards and all Environmental Compliancy Goals are Met or Exceeded Continuously

| Strategy | Actions | Measurement | Responsibility | Completion Date | Status Mid-Year Update |
|------------------------------------|---|---|--|-----------------|---|
| 1. Increase preventive maintenance | A. Establish benchmark/metric for water quality maintenance | A. Maintain compliancy and a total Cl2 residual of .5 throughout the domestic system | A. Water Systems Crew; Valve & Hydrant Crew | A. July 2017 | ON TRACK |
| | A1. Include Lab equipment and instrumentation in CMMS. | A1. Monitor all documented preventative maintenance to ensure accuracy. | A1. Lab; Electrician | A1. July 2017 | NOT STARTED- Waiting for CMMS rollout. |
| | A2. Update and optimize WIMS Software on a continuous basis(QA/QC) | A2. Perform task on a quarterly basis. | A2. Lab Staff; IT staff | E2. July 2017 | ON TRACK |
| | B. Increase ERP management-WEROC participation. | B. Attend regional coordination meetings, participate in prep exercises, report findings | B. Possibly Safety Specialist or another Reg. Compliancy or Risk manager | B. Dec. 2017 | ON TRACK |
| 2. Minimize Water loss | A. Maintain an infra-structure leakage index (ILI) as close to 1.0 as economically possible | A. Verify through WSO modeling tool <ul style="list-style-type: none"> • Leak detection program (contract out) | A. OPs | A. July 2017 | ON TRACK |