

2019

SANTA CLARITA VALLEY WATER AGENCY

5-YEAR STRATEGIC PLAN

Unified. Integrated. Best in class. A new era in regional water resource management for a valley that shares one river, one watershed.

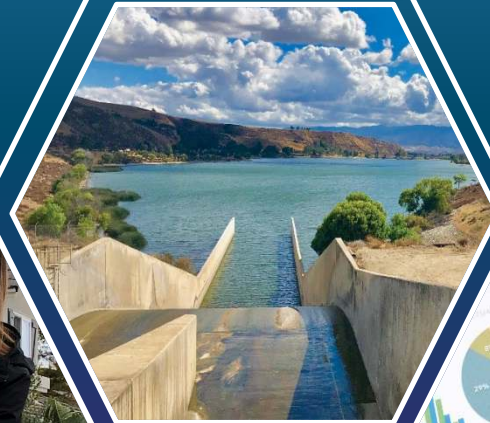


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EXECUTIVE SUMMARY

Santa Clarita Valley Water Agency (SCV Water) was created January 1, 2018 by an act of the State Legislature (SB 634) through the merger of the four water agencies in the Santa Clarita Valley. SCV Water provides water services to a population of approximately 273,000 in the Santa Clarita Valley through 72,000 water service connections.



Reliable, high quality water service is critical to an economically and environmentally vibrant community. Providing that service is increasingly complex as water utilities must manage numerous challenges. Some of these include finding and maintaining adequate water resources, treating water to ensure its health and safety, coping with the loss of skilled retirees, engaging the community and communicating the value of water, managing the maintenance and replacement of aging infrastructure, and ensuring adequate financial resources to meet these challenges.



The Board and staff of SCV Water have created this 5-Year Strategic Plan to guide the agency in the coming years. The Strategic Plan is designed to support their vision to provide *exemplary water management for a high quality of life in the Santa Clarita Valley*. This vision will be accomplished by fulfilling the mission of SCV Water: *Providing responsible water stewardship to ensure the Santa Clarita Valley has reliable supplies of high quality water at a reasonable cost*. Six goals have been established:

Goal A - Customer/Community - Implement and communicate policies supporting the social, quality of life, and environmental values of the community.

Goal B - Infrastructure Reliability – Implement, operate, and maintain water infrastructure to ensure sustainable water service provision.

Goal C - Water Supply and Resource Sustainability – Implement programs to ensure the service area has reliable and sustainable supplies of water.

Goal D - Water Quality and Environmental Compliance – Protect the quality of our water supplies and environment and ensure our drinking water quality is consistent and meets or surpasses all water quality requirements.

Goal E - Financial Resiliency – Maintain a long-range, transparent, stable and well-planned financial condition, resulting in current and future water users receiving fair and equitable rates and charges.

Goal F - High Performance Team – Grow a culture of continuous improvement that fosters SCV Water's values.

MESSAGE FROM THE BOARD PRESIDENT

On behalf of the Board of Directors of the Santa Clarita Valley Water Agency (SCV Water) welcome to our 2019-2024 Strategic Plan. SCV Water is the result of a collaborative response to the exhaustive “Economic, Efficiencies and Enhanced Water Management study” that identified the potential benefits of a new water agency in the Santa Clarita Valley. It was clear that a unified agency would be more effective in finances, governance, operational and infrastructure assessment, organizational analysis and regional water management. It was also clear we could streamline resources and increase efficiencies to better serve customers.




This Strategic Plan is the blueprint to help us deliver on the promises of SB 634, including:

- Providing a more effective, locally representative and regionally integrated voice for water governance,
- Improving on current customer service models and achieve efficiency through economy of scale,
- Creating a financial structure that accounts for existing debts, liabilities and assets and provides for a fully transparent and accountable system,
- Improving operations and infrastructure management by fully integrating distribution networks and resources, and
- Providing a single forum to debate and set policy to achieve the most effective way to develop and manage water resources.

Speaking of delivering on promises, the savings from efficiencies and economies of scale have already exceeded \$8.5 million. We are on track to reach \$14 million in savings by the end of year 3 (FY 2019/20), far ahead of the schedule of \$14 million in savings over 10 years.

There is much more to do. The Board has set 6 overarching goals for the coming 5 years related to serving our customers and community, providing reliable and sustainable water supplies and service, ensuring high quality drinking water, responsibly managing the financial resources the community has entrusted to us, and maintaining a high performance team to accomplish the above. With a dedicated Board, a professional staff, and a supportive community, we look forward to meeting the challenges of water service delivery to the Santa Clarita Valley.



William Cooper, President

MESSAGE FROM THE GENERAL MANAGER

It is an exciting time in the water community. Last year, four entities unified into SCV Water, coming together for a common purpose. Today, the promises of a new era in regional water resource management are coming to pass. To name just a few, we have enhanced transparency through the creation of a ratepayer advocate role and have increased efficiencies by standardizing many customer programs and processes across the Agency. Now, with this 5-year Strategic Plan, we will drive benefits even further.



The Board and staff have identified several additional important issues that will require our attention:

- **Elevate.** Advance the functions of the new agency while we continue to provide reliable and high-quality water service to the community. This will involve developing a common information technology strategy and platform that provides a uniform view across the organization.
- **Communicate.** Ensure our internal and external communications are transparent and informative, keeping all stakeholders informed, while also fostering real feedback.
- **Consolidate.** Optimize the facilities of multiple agencies to work as one; developing standardized operating procedures for a single organization.
- **Innovate.** Ensure water supply diversity and resiliency through innovative efforts, a visionary groundwater sustainability plan, and continuing to support the Delta Conveyance Project.
- **Create.** To maintain, replace, and construct new water infrastructure we will need to develop a long-range financial plan to ensure the required investments are paid for in a fair and equitable manner and that the agency can handle the variability of “Mother Nature” and water sales.
- **Anticipate.** We will be affected by the coming retirement wave in our workforce. It is critical that we anticipate the shifting workforce by hiring and training new generations and focus on succession plans.
- **Evaluate.** Finally, we must revisit the emergency preparedness program for the new agency to ensure we have plans and resources in place to respond to emergencies.

I am confident SCV Water is up to the task and am proud to have the opportunity to manage this organization to meet these challenges.

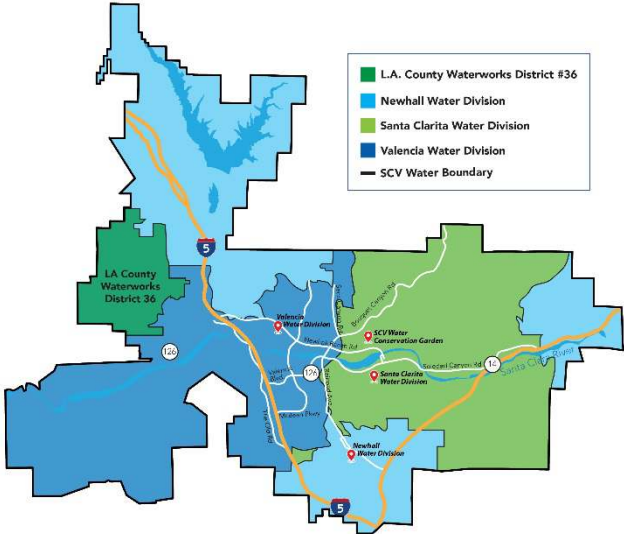
A handwritten signature in black ink that reads "Matthew Stone". The signature is written in a cursive, flowing style. Below the signature is a horizontal line.

Matthew G. Stone PE, General Manager

INTRODUCTION

Welcome to the Santa Clarita Valley Water Agency’s (SCV Water’s) 5-year Strategic Plan. The purpose of SCV Water is to unify and modernize water resource management within the Santa Clarita Valley through the efficient, sustainable, and affordable provision, sale, management and delivery of surface water, groundwater, and recycled water for all uses, and to do so in a manner that promotes the sustainable stewardship of natural resources in the Santa Clarita Valley.

SCV Water was created January 1, 2018 by an act of the State Legislature (SB 634) through the merger of the four water entities in the Santa Clarita Valley. SCV Water serves a population of approximately 273,000 through 72,000 water service connections over 195 square miles. The merger included Castaic Lake Water Agency and its Santa Clarita Water Division, Newhall County Water District and the Valencia Water Company. The Castaic Lake Water Agency was formed as a wholesale water agency to acquire, treat, and deliver State Water Project water supply throughout the Santa Clarita Valley. The Santa Clarita Water Division, Newhall County Water District and the Valencia Water Company were the retail water purveyors. Population at build-out is estimated to be 420,000. SCV Water also provides wholesale water to Los Angeles County Waterworks District #36.



This Strategic Plan is the blueprint for how SCV Water will respond to current challenges and make the best of future opportunities for the benefit of our customers. It reaffirms SCV Water’s vision and mission and succinctly defines six Goals related to: Customer and Community, Infrastructure Reliability, Water Supply and Resource Sustainability, Water Quality and Environmental Compliance, Financial Resiliency and High-Performance Team. It also outlines the specific strategies that we will pursue to achieve this plan.

SCV Water and the region face a number of challenges in the coming years. These include:

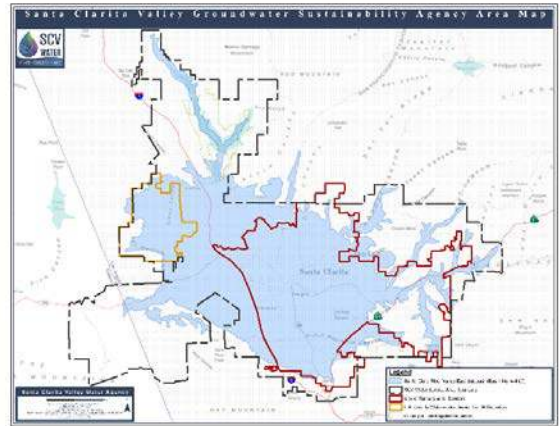
- **Implementing the new water agency.** The new agency presents significant opportunities to better serve the region. Seamlessly integrating the water provision functions and systems of these organizations into a single new agency will be a significant strategic challenge for the Board and staff in the coming years.
- **Ensuring sustainable water supplies.** The Santa Clarita Valley’s water supply portfolio faces challenges. Primarily, the SCV



Water's State Water Project supply has experienced a number of regulatory-driven reliability reductions related to endangered species. The Delta Conveyance Project is one part of the California Water Action Plan to bolster local self-sufficiency, reduce consumption, improve water supply reliability, and reduce dependence on the Delta to meet future needs.

- **Optimizing the groundwater basin in the Santa Clarita Valley.** Optimizing this resource will be influenced by a number of factors including:

- The effect of long-term climate change on water supplies and demands,
- How the Sustainable Groundwater Management Act of 2014 is implemented in the Santa Clarita Valley,
- The availability and cost of recycled water, and
- The effect of endangered species on conjunctive use of water in the basin.



- **Developing a long-range financial plan.** Maintaining and replacing existing infrastructure as well as providing new infrastructure will require significant investment by the community. Developing a sustainable financial plan that equitably recovers the necessary money to support this service commitment will be critical.

The 5-year Strategic Plan is intended to establish the framework for addressing these challenges to maintain reliable and high quality water service to the Santa Clarita Valley.

THE STRATEGIC PLAN PROCESS

The Strategic Plan was developed through a collaborative process with the Board of Directors, management and staff. The planning consultant interviewed each of the 13 Board members regarding their perspectives on the future challenges for SCV Water. These interviews were followed by a management workshop. Eight workshop sessions with the employees and supervisors mined key strengths, weaknesses, opportunities, and threats facing the agency. The output from these interviews and workshops were shared with the Board at a Board Retreat in late January 2019. The Board discussed the strategic challenges facing SCV Water and refined a set of goals for the 5-Year Strategic Plan. The management team then developed strategies, objectives, and key performance indicators for each of these goals. The Strategic Plan will be funded through the budget process and progress tracked, reevaluating the plan regularly to adjust as conditions warrant.

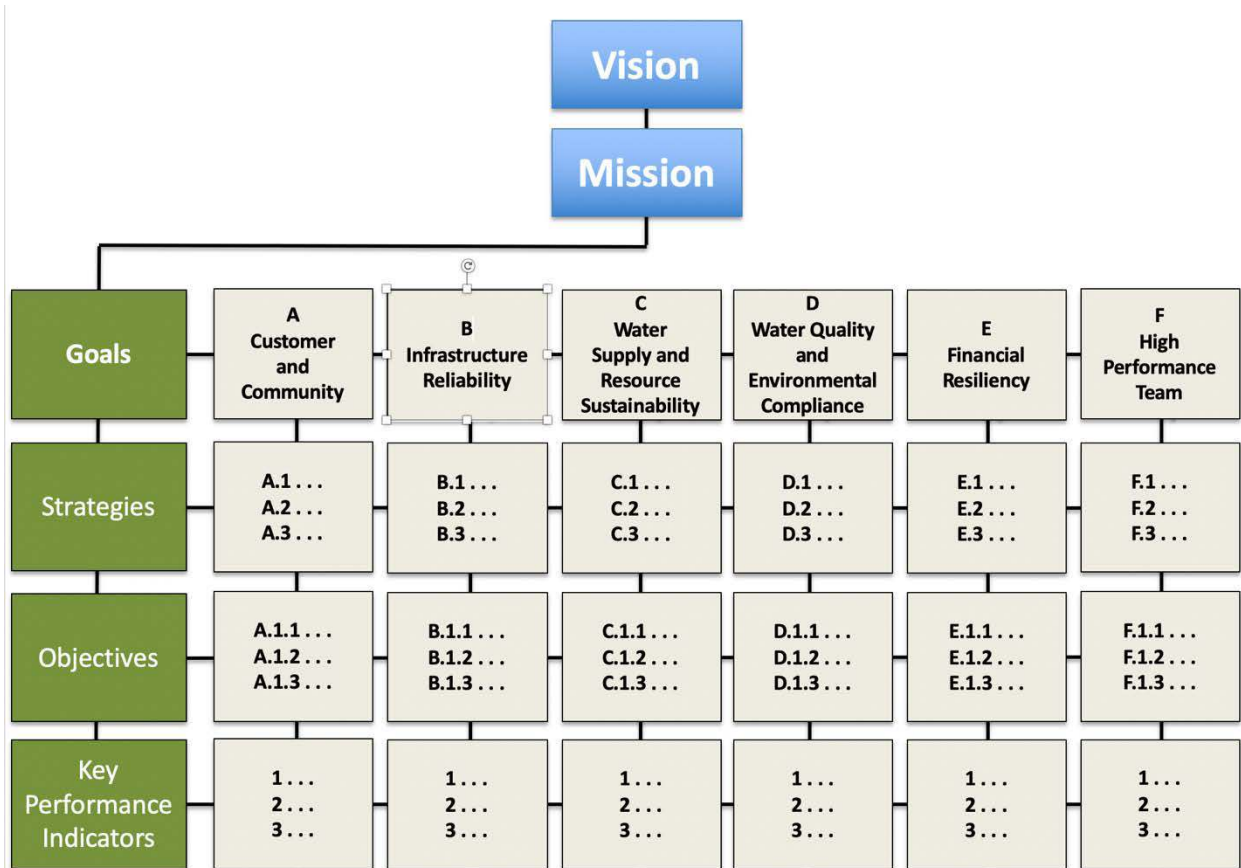
The Board of Directors reviewed and accepted the 2019-2024 Strategic Plan on June 18, 2019. The Strategic Plan is structured in a supporting fashion: the Key Performance Indicators (KPIs) track accomplishment of the Objectives, the Objectives support the Strategies and the Strategies support the Goals, which support the Mission and achievement of the Vision as depicted in Figure 1.

Figure 1: Hierarchy of Strategic Plan Elements



The nomenclature approach for goals, strategies, objectives and key performance indicators is depicted in Figure 2.

Figure 2: Goals/Strategies/Objectives Nomenclature



SCV WATER VISION AND MISSION



The Vision statement represents the aspirations of SCV Water as follows:

“Exemplary water management for a high quality of life in the Santa Clarita Valley.”

SCV Water has established the following mission statement to guide decision making on behalf of the customers and communities we serve:

“Providing responsible water stewardship to ensure the Santa Clarita Valley has reliable supplies of high quality water at a reasonable cost.”



SCV WATER VALUES

*“Our agency is built on a foundation of shared values. These values guide our every action.”
Matthew G. Stone, General Manager*



Integrity

We commit to the highest ethical standards of honesty, transparency and respect in our interactions with each other, the customers we serve and the entire community.

Excellence

We strive to exceed customer expectations and deliver extraordinary service while providing a reliable, safe water supply at an affordable cost.



Safety

We prioritize creating and maintaining healthy, secure conditions at our facilities and in the community by adhering to safety policies and procedures and by offering technical and preventative training to our workforce.



Innovation

We are industry leaders who embrace change by finding sustainable, pioneering solutions to challenges and continuing to learn and grow in all we do.



Professionalism

We maintain a diverse team of highly skilled employees who are devoted to honest, courteous and accountable business practices and take their role and stewards of our resources seriously and with humility.



Trust

We are dedicated to partnering with community stakeholders to pursue responsible long-term management of water resources that effectively enhance quality of life and further the agency’s mission and duty to be stewards of the water supply.

GOALS, STRATEGIES, AND OBJECTIVES

Goal A - Customer/Community - Implement and communicate policies supporting the social, quality of life, and environmental values of the community.

Goal B - Infrastructure Reliability – Implement, operate, and maintain water infrastructure to ensure sustainable water service provision.

Goal C - Water Supply and Resource Sustainability – Implement programs to ensure the service area has reliable and sustainable supplies of water.

Goal D - Water Quality and Environmental Compliance – Protect the quality of our water supplies and environment and ensure our drinking water quality is consistent and meets or surpasses all water quality requirements.

Goal E - Financial Resiliency – Maintain a long-range, transparent, stable and well-planned financial condition, resulting in current and future water users receiving fair and equitable rates and charges

Goal F - High Performance Team – Grow a culture of continuous improvement that fosters SCV Water's values.

SCV Water’s strategic planning focuses on six goal areas that provide direction for achieving the Agency’s vision and mission.



Key strategies and objectives to address each of these goals are described in the following section. In addition, Key Performance Indicators (KPIs) were also developed to make judgments about the effectiveness and efficiency of our operations as well as to drive improvements, which successfully translate our strategies into action. KPIs will be reported as part of our annual budget process. A measurement system serves many vital purposes, including focusing attention on key issues, clarifying expectations, facilitating decision-making, and most importantly, learning and improving. Finally, the Action Plan to implement the objectives is included as Appendix A.

GOAL A

Customer / Community

Implement policies supporting the social, quality of life, and environmental values of the community.

This goal establishes a commitment on the part of SCV Water to align with the values of the customers and the community in fulfilling the organization's mission. The strategies below define the approach the organization will take to achieve the goal. Objectives are the measurable actions that track progress towards execution of the strategy.

Strategy A.1 *Provide “best in class” customer service.*

- A.1.1 Reassess delegation of authority to Customer Care Representatives for improving first call resolution
- A.1.2 Standardize customer service procedures across SCV Water
- A.1.3 Redesign bills with Customer Care Representative's input

Strategy A.2 *Proactively communicate with and engage our community on water matters of importance to the region positioning SCV Water as a leading resource and reliable authority on water issues.*

- A.2.1 Implement the outreach plan
- A.2.2 Increase public understanding of water issues (e.g. water quality, emergency preparedness, value of water, regulatory challenges, etc.)
- A.2.3 Develop engagement tools to receive feedback from stakeholders (e.g. Customer Service Survey)
- A.2.4 Participate in vendor outreach programs
- A.2.5 Continue to participate in community events (COC Water Technology Board and Business Alliance, SCV Mayor's Committee for Employment of Individuals with Disabilities, PIHRA, etc.)
- A.2.6 Raise awareness of and demand for conservation programs (e.g. water conservation campaign(s) and related media buys, public and school educational programs, participation at public events, SCV Water web site, e-newsletter and social media, self-guided landscape tour, conservatory garden, etc.)
- A.2.7 Build positive public perception of SCV Water as a leading resource and reliable authority on water issues engaging the Blue Ribbon Committee, Speakers' Bureau and Water Academy
- A.2.8 Support SCV Water efforts to work with public agencies and industry associations to influence water policy
- A.2.9 Work with local media to ensure accurate reporting

Strategy A.3 *Work with local, regional, state and federal agencies, industry associations and organizations to influence water policy for the benefit of our service area customers.*

- A.3.1 Engage in local, state and federal activities to further the interests of water in the Santa Clarita Valley

- A.3.2 Maintain strong working relationships with local agencies (water agencies, special districts, city, and local governments)

Strategy A.4 Engage in statewide and federal water legislative and policy issues.

- A.4.1 Continue coordination with SCV Water legislative analysts in communications with local, state, and federal elected officials and their staffs
- A.4.2 Foster and continue effective working relationships with the Department of Water Resources and other State Water Project Contractors
- A.4.3 Coordinate legislative initiatives concerning Sacramento-San Joaquin Delta and water conservation with legislative analysts, Association of California Water Agencies, State Water Contractors and other necessary parties to enhance the reliability and cost effectiveness of the SCV Water's SWP water supply

Strategy A.5 Adopt environmentally sustainable business practices.

- A.5.1 Move to paperless processes

Strategy A.6 Develop and lead the community vision for the watershed.

- A.6.1 Lead the development of the groundwater sustainability plan for the watershed
- A.6.2 Work with NGOs to understand common goals within the community/watershed



GOAL A

Customer / Community

Implement policies supporting the social, quality of life, and environmental values of the community.

KEY PERFORMANCE INDICATORS

1. Complaint log statistics
2. The length of time it takes to resolve customer issues
3. Number of unscheduled emergency shut-offs and scheduled shut-offs
4. Stakeholder awareness of water issues affecting ratepayers and SCV Water
5. Level of public awareness of available water saving rebates and programs
6. Public awareness and opinion of SCV Water, the services it provides and its role in the community
7. Level of active participation in organizations by SCV Water Directors and staff
8. Diversity of organization memberships



GOAL B

Infrastructure Reliability

Implement, operate, and maintain water infrastructure to ensure sustainable water service provision.

Ensuring the availability of infrastructure and its reliable operations is fundamental to meeting the service obligations of SCV Water. The strategies below define the approach the organization will take to achieve the goal. Objectives are the measurable actions that track progress towards execution of the strategy.

Strategy B.1 *Plan, design and build facilities to meet demand including storage capacity and interconnections between regional and retail water systems.*

- B.1.1 Implement capital projects related to infrastructure reliability (see Action Plan)
- B.1.2 Implement next phase of the Graphical Information System
- B.1.3 Develop and configure water system hydraulic model for the SCV Water service area
- B.1.4 Develop recycled water policies and ordinances

Strategy B.2 *Plan and budget for long-term replacements and improvements.*

- B.2.1 Update and carryout capital projects related to water system reliability and sustainability
- B.2.2 Conduct facility optimization study
- B.2.3 Conduct an evaluation of water system security

Strategy B.3 *Implement improved planning tools.*

- B.3.1 Develop and implement a SCV Water-wide asset management program with end user/operations level asset management tools to enhance performance
- B.3.2 Assess current maintenance intervals on infrastructure and benchmark to industry best practice

Strategy B.4 *Develop standard designs, policies, and procedures.*

- B.4.1 Develop recycled water design standards and specifications
- B.4.2 Maintain as-built drawings

Strategy B.5 *Operate and maintain facilities.*

- B.5.1 Maintain all facilities and appurtenances in a consistent fashion to achieve operational efficiency and functionality
- B.5.2 Exercise / replace water system valves
- B.5.3 Evaluate opportunities to centralize staff to improve operating efficiency
- B.5.4 Set standards for leak repairs
- B.5.5 Continue providing effective wholesale water service to Los Angeles. County Waterworks District #36
- B.5.6 Implement asphalt maintenance program

Strategy B.6 Plan and prepare for catastrophic emergencies.

- B.6.1 Develop an Emergency Response Plan for SCV Water
- B.6.2 Evaluate materials needs for earthquake response
- B.6.3 Evaluate system interconnection opportunities
- B.6.4 Develop plan to convey local supplies within service area should a prolonged outage of imported water infrastructure occur
- B.6.5 Develop emergency power strategy to assure ability to respond to short-term and long-term power supply outages for key facilities
- B.6.6 Coordinate emergency response planning efforts with the regional water agencies, county, and cities
- B.6.7 Conduct emergency preparedness planning and training for all staff
- B.6.8 Conduct semiannual tests of SCV Water's disaster recovery plan
- B.6.9 Develop a network security plan including a cyber-security policy and threat response plan
- B.6.10 Evaluate installation of an alarm in the garden area for emergencies



GOAL B

Infrastructure Reliability

Implement, operate, and maintain water infrastructure to ensure sustainable water service provision.

KEY PERFORMANCE INDICATORS

1. Sufficient water storage and put-and-take capacity to ensure water banking program success in meeting annual demands (target: 95% confidence level)
2. Annual Major Capital Improvement Program (CIP) actual expenditures against planned
3. Progress of the Pipeline Inspection Program
4. Progress to develop and implement an Asset Management Program
5. Number and volume of service leaks and main breaks
6. Service line replacement progress
7. Number of valves exercised
8. Number of dead-end areas flushed
9. Number of meters replaced compared to planned



GOAL C

Water Supply and Resource Sustainability

Implement programs to ensure the service area has reliable and sustainable supplies of water.

Developing and protecting SCV Water's water resources provides the supply reliability and water quality the Santa Clarita Valley depends on. The strategies below define the approach the organization will take to achieve the goal. Objectives are the measurable actions that track progress towards execution of the strategy.

Strategy C.1 *Conduct planning to ensure long-term water demands are met.*

- C.1.1 Complete the 2020 Urban Water Management Plan
- C.1.2 Identify projects and initiate planning for projects to enhance long-term water supply reliability consistent with the updated Water Supply Reliability Report
- C.1.3 Respond to SB 610 Water Supply Assessments and SB 221 Water Supply Verifications
- C.1.4 Analyze the seismic resiliency of SCV Water's supply portfolio
- C.1.5 Monitor climate change science and public policy. Incorporate climate change impacts on water demand and supplies into long-term plans and programs to maintain reliable and sustainable water supplies

Strategy C.2 *Protect the SCV Water interests in the State Water Project.*

- C.2.1 Ensure that SCV Water has full access to water supplies available to it under its SWP contract and other water supply agreements that rely on SWP conveyance to meet customer water demands and store water for reliability enhancement and dry year use
- C.2.2 Participate in planning, financing, development and implementation of the Delta Conveyance Project.
- C.2.3 Collaborate with DWR and other State Water Contractors to improve the administration of the SWP in a manner that promotes long-term cost effectiveness, operational reliability and supply availability
- C.2.4 Engage with state water contractors and DWR on state water project facilities reliability and maintenance
- C.2.5 Support other's efforts to improve reliability of imported water infrastructure
- C.2.6 Educate and keep community stakeholders informed of the status and importance of the regional and state water infrastructure

Strategy C.3 *Advance the integrated management of water resources.*

- C.3.1 Lead the implementation of the Sustainable Groundwater Management Act for the Santa Clarita Valley
- C.3.2 Prepare the SCV Water Recycled Water Master Plan Update and California Environmental Quality Act document
- C.3.3 Work with agencies to develop foundation for a successful recycled water program
- C.3.4 Pursue grant funding for recycled water projects

- C.3.5 Coordinate and analyze performance of water banking and exchange programs, local groundwater production and water conservation measures
- C.3.6 Implement dry-year recovery project for the Rosedale-Rio Bravo Water Storage District Water Exchange and Banking Program
- C.3.7 Identify and secure access or ownership of suitable groundwater recharge areas in the watershed

Strategy C.4 *Advance demand management and achieve State mandated water use efficiency targets.*

- C.4.1 Continue to implement and assess programs identified in the updated Santa Clarita Valley Water Use Efficiency Strategic Plan (SCV WUE SP)
- C.4.2 Support local and statewide regulations consistent with the goals of the Water Use Efficiency Strategic Plan
- C.4.3 Monitor and provide input into Governor's proposed new water efficiency targets (beyond 20% by 2020)
- C.4.4 Work with the Santa Clarita Valley Water Committee to further enhance retail purveyor, City and County drought and water conservation activities
- C.4.5 Reevaluate and prioritize outreach targets and methods to maximize rebates and incentive benefits to encourage additional conservation
- C.4.6 Develop equitable conservation/demand management programs to meet current and upcoming regulatory measures
- C.4.7 Evaluate infrastructure technology (AMI/AMR) and operational strategies to better manage demands
- C.4.8 Work with developers and/or permitting agencies to get the appropriate turf efficient landscapes in new development
- C.4.9 Promote drought tolerant and water efficient landscapes out into the community
- C.4.10 Communicate with customers the message that "conservation is a way of life"

Strategy C.5 *Respond to anticipated droughts through rate structure modification, conservation assistance, customer service and outreach.*

- C.5.1 Implement a system to respond to droughts

Strategy C.6 *Actively manage natural resource use.*

- C.6.1 Conduct organization-wide energy assessment to identify opportunities to reduce energy use
- C.6.2 Evaluate SCV Water's solar power contracts and options to optimize the cost and value to SCV Water
- C.6.3 Optimize facility operations to minimize power, supplies, chemicals, and labor consumption
- C.6.4 Assess the carbon footprint of SCV Water
- C.6.5 Develop/implement appropriate emissions reductions

GOAL C

Water Supply and Resource Sustainability

Implement programs to ensure the service area has reliable and sustainable supplies of water.

KEY PERFORMANCE INDICATORS

1. Average year water supply exceeds ten-year projected water demand
2. Compliance with state requirements (SBX 7-7, SB 60 and AB 2668) to improve urban water use efficiency
3. Maintain use of groundwater supplies consistent with the groundwater basin operating plan and UWMP
4. SWP supply reliability consistent with the SWP Delivery Capability Report and the UWMP
5. Monthly monitoring of production and consumption compared to historic months
6. Monthly monitoring of water loss
7. Lead implementation of the Sustainable Groundwater Management Act including preparation of a groundwater sustainability plan
8. Percent change in recycled water use
9. Protect the availability of local water resources (capacity and quality)
10. Per capita water use



GOAL D

Water Quality and Environmental Compliance

Protect the quality of our water supplies and environment and ensure our drinking water quality is consistent and meets or surpasses all water quality requirements.

Ensuring the water is safe to drink and conducting our operations in a fashion that is sensitive to the environment and in compliance with environmental requirements is a key commitment of SCV Water to the community we serve. The strategies below define the approach the organization will take to achieve the goal. Objectives are the measureable actions that track progress towards execution of the strategy.

Strategy D.1 *Achieve 100% compliance with all environmental regulations and standards.*

- D.1.1 Meet all applicable water quality regulations
- D.1.2 Evaluate a long-term strategy to provide consistent water quality across the service area (evaluate blending, well head softening, versus point-of-use homeowner expense of water softening systems)
- D.1.3 Engage the public to understand and meet customer's water quality requirements/demands
- D.1.4 Communicate transparently regarding water quality trends and objectives
- D.1.5 Track and report water quality complaints

Strategy D.2 *Proactively install, operate, and maintain groundwater treatment infrastructure to avoid impacts on water supply reliability (e.g. VOCs, perchlorate, PFAS, etc.).*

- D.2.1 Regulatory agency coordination, communication and collaboration toward the aggressive pursuit of responsible parties.

Strategy D.3 *Anticipate and comply with regulatory and environmental changes.*

- D.3.1 Track regulatory and statutory changes at both the federal and state levels pertaining to the Safe Drinking Water Act, the Clean Water Act and the potable water community in general
- D.3.2 Maintain interagency water quality communication collaborations
- D.3.3 Evaluate environmental compliance tracking software
- D.3.4 Develop a contaminants of emerging concern (CEC) strategy

Strategy D.4 *Implement long-term salinity management/nutrient management plan.*

- D.4.1 Work through the Groundwater Sustainability Agency to protect the watershed
- D.4.2 Engage in watershed nutrient and salinity management activities

Strategy D.5 *Seek cost recovery from responsible parties.*

- D.5.1 Continue litigation to hold parties responsible for groundwater contamination

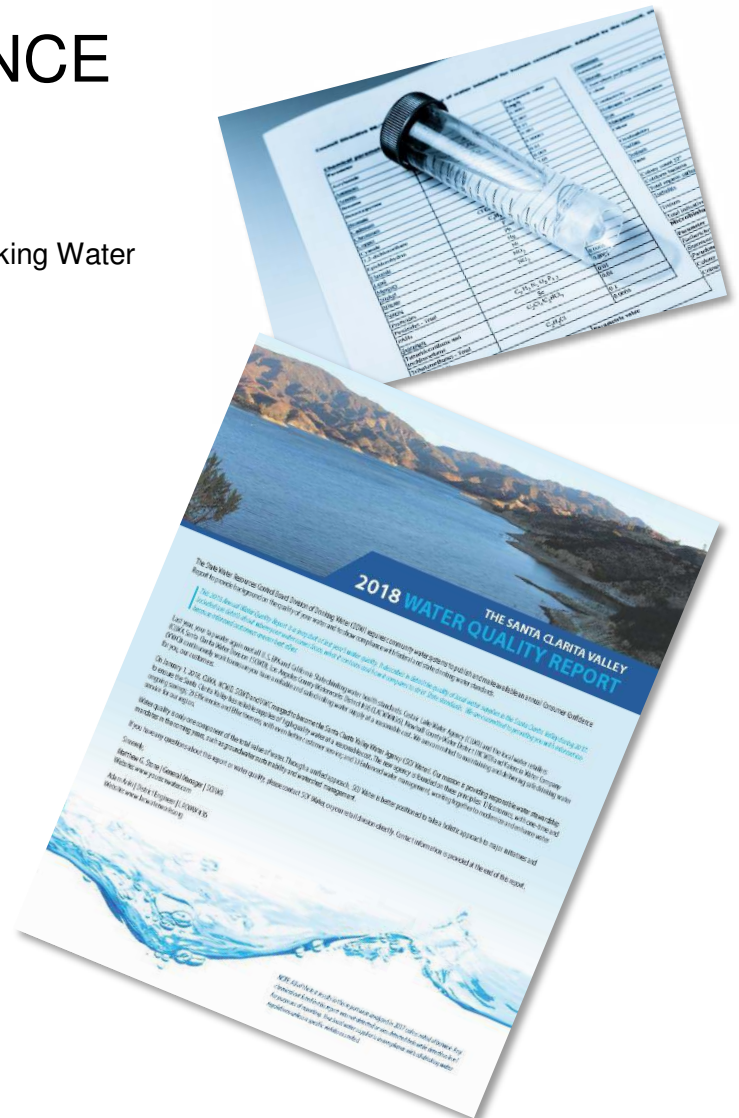
GOAL D

Water Quality and Environmental Compliance

Protect the quality of our water supplies and environment and ensure our drinking water quality is consistent and meets or surpasses all water quality requirements.

KEY PERFORMANCE INDICATORS

1. Completion of required Division of Drinking Water monitoring, sampling and analyses
2. Maintain compliance with Safe Drinking Water Act
3. Groundwater pumped from Saugus wells and treated at the Saugus Perchlorate Treatment Facility
4. Complete Consumer Confidence Report
5. Impacted well capacity



GOAL E

Financial Resiliency

Maintain a long-range, transparent, stable and well-planned financial condition, resulting in current and future water users receiving fair and equitable rates and charges.

Provision of SCV Water services is capital intensive. Managing the financial resources entrusted to SCV Water in a prudent manner ultimately reduces the cost of service to the community. The strategies below define the approach the organization will take to achieve the goal. Objectives are the measureable actions that track progress towards execution of the strategy.

Strategy E.1 *Increase focus on forward looking financial information.*

- E.1.1 Construct a financial model that can forecast financial requirements and results through the service area buildout
- E.1.2 Incorporate the use of stochastic analysis in the financial planning model to assess uncertainty and explore the sensitivity of sales volumes and costs to rates and cash flow
- E.1.3 Implement staff tracking and assessment of debt portfolio
- E.1.4 Develop a Long-Range Finance Plan that considers:
 - Policy for managing debt versus pay-go
 - Cash reserve requirements
 - OPEB funding
 - Rate management
 - Funding for carrying out the Strategic Plan

Strategy E.2 *Establish a path towards uniform retail rates.*

- E.2.1 Update cost of service models utilizing the long-term financial plan and enterprise cost allocations
- E.2.2 Update the recycled water rate
- E.2.3 Develop a multi-year rate implementation plan that will establish consistent levels of funding and cash reserves throughout the service area

Strategy E.3 *Improve treasury and cash management practices.*

- E.3.1 Consolidate the business process of managing the fund investment activities for SCV Water
- E.3.2 Establish the practice of preparing monthly cash flow reporting.
- E.3.3 Update financial policies to reflect gains in capabilities to manage and control cash management as new financial and customer billing systems go live and new payment alternatives are offered to our customers

Strategy E.4 *Expand Financial & Performance Reporting*

- E.4.1 Establish management dashboards that will communicate operational performance to management and staff
- E.4.2 Establish financial dashboards that will communicate financial performance and health of the Agency
- E.4.3 Build internal capabilities for rate, financial, and performance analysis and reporting through training and adding staff as necessary

Strategy E.5 *Improve financial risk management.*

- E.5.1 Evaluate opportunities to hedge financial risks with insurance
- E.5.2 Evaluate opportunities to improve the relationship between fixed costs and fixed revenues in rate and fee structures

Strategy E.6 *Improve cost accounting.*

- E. 6.1 Implement project costing functionality in the new accounting system
- E. 6.2 Standardize warehouse inventory practices and centralize purchasing for parts, meters, tools, and other maintenance and repair inventory items
- E. 6.3 Update the cost allocation methodology to reflect the new Agency organizational structure



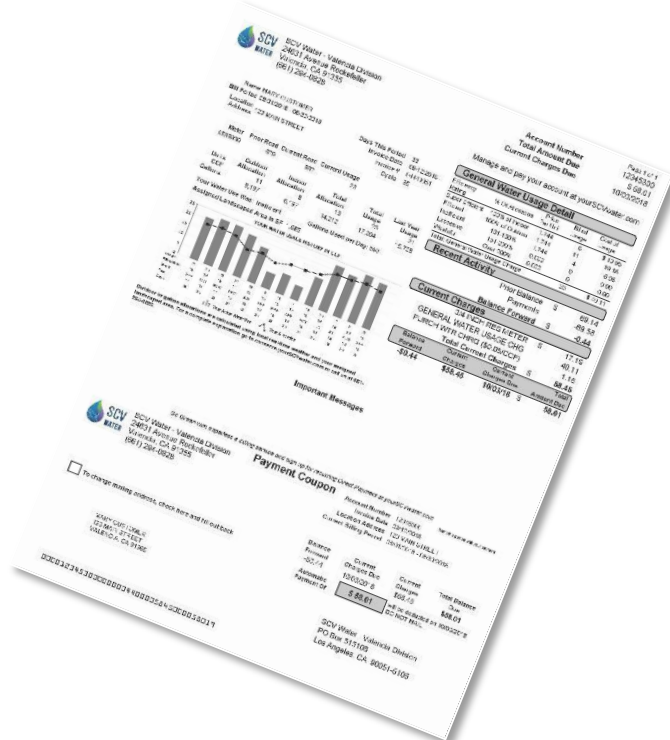
GOAL E

Financial Resiliency

Maintain a long-range, transparent, stable and well-planned financial condition, resulting in current and future water users receiving fair and equitable rates and charges.

KEY PERFORMANCE INDICATORS

1. Maintain existing bond ratings
2. Meet debt service coverage ratio
3. Meet reserve fund targets
4. Actual costs compared to project budget
5. Actual costs compared to annual budget
6. Number and magnitude of change orders for major capital improvement program projects



GOAL F

High Performance Team

Grow a culture of continuous improvement that fosters SCV Water's values.

SCV Water's services depend on its trained and dedicated workforce. Maintaining a high-performance organization will achieve the goals, mission, and vision of the organization. The strategies below define the approach the organization will take to achieve the goal. Objectives are the measurable actions that track progress towards execution of the strategy.

Strategy F.1 *Implement post-merger integration of the new agency.*

- F.1.1 Reduce the number of customer service field offices, increase offsite payment locations
- F.1.2 Standardize operating procedures and business processes across the organization
- F.1.3 Update, develop, and maintain clear and comprehensive policies for SCV Water
- F.1.4 Remain in compliance with the requirements of SB 634
- F.1.5 Optimize use of SCV Water real estate

Strategy F.2 *Attract, train, and retain quality staff.*

- F.2.1 Complete an organizational design study that results in updated job requirements, job classifications, clear career paths, and appropriate pay levels
- F.2.2 Research compensation for licenses and certifications through a market survey
- F.2.3 Implement electronic benefits enrollment
- F.2.4 Provide supervisor training to enhance working knowledge and a general understanding of the SCV Water's recruitment, and performance evaluation and other human relations processes
- F.2.5 Update the SCV Water's Employee Handbook
- F.2.6 Conduct sexual harassment awareness and prevention training for all employees
- F.2.7 Implement an employee portal or intranet for posting various often-requested forms, documents, etc.
- F.2.8 Budget for sufficient staffing to meet adopted objectives (particularly in Water Resources, Operations, Engineering, Finance, and Communications)
- F.2.9 Examine practicality/benefits of establishing a mentoring program
- F.2.10 Review team building strategy to foster trust and shared values
- F.2.11 Develop / document employee and Director onboarding approach
- F.2.12 Document and optimize the delegation of authority to improve efficiency
- F.2.13 Evaluate the economics of providing benefits to part-time employees
- F.2.14 Develop a comprehensive training plan considering:
 - Providing facility tours for staff
 - Coaching/mentoring for staff
 - Improving training programs so all equal positions are trained to the same level

- Developing a cross training program
- Developing an internship program
- Providing training for teamwork and conflict management
- Supervisor and management training
- Encouragement of project management certification
- Uniform training standards across the divisions
- Safety training
- Heavy equipment operations certification
- Hostile interaction training
- Terrorism response

Strategy F.3 ***Implement integrated technology and applications across the organization.***

- F.3.1 Assess, select, and implement a single accounting and financial reporting system
- F.3.2 Assess, select, and implement a single customer service and billing system
- F.3.3 Consolidate telecommunication and network equipment
- F.3.4 Develop and implement a tiered end-user support system with scaled resources
- F.3.5 Deploy end-point management solution for mobile and stationed devices
- F.3.6 Improve integration of IT systems/platforms
- F.3.7 Improve breadth, depth, quality and timeliness of business planning information
- F.3.8 Implement integrated applications (Asset Management) across the organization
- F.3.9 Improve technology and data risk management processes
- F.3.10 Develop an Information Technology Strategic Plan
- F.3.11 Implement redundant gateway routing
- F.3.12 Consolidate and align the servers to efficiently meet the needs of the organization
- F.3.13 Standardize network access throughout the organization
- F.3.14 Standardize virtual server approach across the organization
- F.3.15 Add 10 to 20 more MBPS (megabits per second) on existing point-to-point backup line between the Rio Vista Water Treatment Plant and Summit Circle
- F.3.16 Conduct an analysis and evaluation of the network vulnerabilities
- F.3.17 Development, deployment and maintenance of an agency intranet
- F.3.18 Evaluate and implement mobile solutions for certain field job tasks
- F.3.19 Maintain regular and routine computer replacement program and management of technology through an asset management approach
- F.3.20 Evaluate need for computers in the education department
- F.3.21 Maintain regular and routine network appliance replacement schedule
- F.3.22 Update and modernize collaborative workspaces to meet the needs of the modern workforce

Strategy F.4 ***Promote an open and professional work environment.***

- F.4.1 Continue to provide employees with “bottom-up” communication through all employee meetings (All Hands, etc.)

- F.4.2 Continue to (1) provide General Manager-to-staff memos and quarterly employee newsletters and (2) hold employee meetings updating all employees of important events and news.
- F.4.3 Continue bi-weekly executive staff and periodic manager/supervisor meetings to enhance staff productivity and coordination work efforts
- F.4.4 Continue the new e-newsletter
- F.4.5 Develop a comprehensive staff engagement strategy considering:
 - Activities/accomplishments of the new agency
 - Implement internal / external communications improvements
 - Consistent communication processes
 - Enhance quality/consistency of email communication
 - Management-to-supervisors engagement
 - Supervisor-to-staff communication
 - Interagency communication
 - Teambuilding activities
- F.4.6 Include staff in key planning/implementing of policy changes
- F.4.7 Develop an innovation program to encourage, capture, and deploy new ideas/suggestions

Strategy F.5 ***Maintain a safe and secure work environment.***

- F.5.1 Continue to provide all required and recommended safety training
- F.5.2 Continue to emphasize safety through weekly tailgate and safety meetings
- F.5.3 Conduct live confined space entry and rescue drill
- F.5.4 Conduct a live chemical spill response drill with local fire department and/or emergency services contractor
- F.5.5 Improve Rio Vista Water Treatment Plant back gate and access road by adding safety and security signage and traffic striping
- F.5.6 Improve Earl Schmidt Filtration Plant road access gate
- F.5.7 Develop protocol for dealing with phone and in-person threats



GOAL F

High Performance Team

Grow a culture of continuous improvement that fosters SCV Water's values.

KEY PERFORMANCE INDICATORS

1. Number and percentage of Financial and Administrative policies that have been updated in the last five years
2. Pace of technology, tools and equipment maintenance relative to work-flow demand
3. Contact hours and continuing education units (average of total and by department)
4. Number and types of certified and licensed staff
5. On-time completion of annual performance evaluations and inclusion of employee input on career advancement plans
6. SCV Water use of education reimbursement program
7. Number of days lost to workplace personal injuries
8. Service desk time to resolution less than 24 hours.
9. Network availability - High availability sites uptime percentage.
10. IT service desk first contact resolution percentage.
11. IT service desk customer satisfaction.



GLOSSARY

The following key terms are used in this Strategic Plan:

Action Plan – A detailed set of tactical actions that will be developed in order for the strategies/objectives to be achieved.

Values – Non-negotiable standards that the staff and the Board believe in and embody how they will act individually and as an organization.

Goal – SCV Water’s commitment to the community it serves.

Key Performance Indicator – Selected measure to indicate performance against a Strategic Plan Goal.

Mission – The primary reason(s) for the existence of the organization.

Objective – Measurable work activity that, when accomplished, will directly lead to the success of the strategy.

Issue – A problem or opportunity facing SCV Water.

Strategy – How an issue is solved to achieve the goal.

Strategic Plan – A structured plan to drive SCV Water to achieve its goals.

SWOT Analysis – Description of strengths, weaknesses, opportunities and threats to identify areas of focus in the Strategic Plan.

Vision – What SCV Water aspires to become.

APPENDIX A – ACTION PLAN

Objectives = * Priorities, dates, and responsible Divisions are included in the Budget document.

Goal A: Implement and communicate policies supporting the social, quality of life, and environmental values of the community.		
Strategy	Objective	Time Frame
<i>A.1 - Provide “best in class” customer service.</i>		
A.1.1	Reassess delegation of authority to Customer Care Representatives for improving first call resolution	12/31/2019
A.1.2	Standardize customer service procedures across SCV Water	9/30/2019
A.1.3	Redesign bills, with Customer Care Representative’s input	1/31/2021
<i>A.2 - Proactively communicate with and engage our community on water matters of importance to the region positioning SCV Water as a leading resource and reliable authority on water issues.</i>		
A.2.1	Implement the outreach plan	Ongoing
A.2.2	Increase public understanding of water issues (e.g. water quality, emergency preparedness, value of water, regulatory challenges, etc.)	Ongoing
A.2.3	Develop engagement tools to receive feedback from stakeholders (e.g. Customer Service Survey)	2/28/2019
A.2.4	Participate in vendor outreach programs	Ongoing
A.2.5	Continue to participate in community events (COC Water Technology Board and Business Alliance, SCV Mayor’s Committee for Employment of Individuals with Disabilities, PIHRA, etc.)	Ongoing
A.2.6	Raise awareness of and demand for conservation programs (e.g. water conservation campaign(s) and related media buys, public and school educational programs, participation at public events, SCV Water web site, e-newsletter and social media, self-guided landscape tour, conservatory garden, etc.)	Ongoing
A.2.7	Build positive public perception of SCV Water as a leading resource and reliable authority on water issues engaging the Blue Ribbon Committee, Speakers’ Bureau and Water Academy	Ongoing
A.2.8	Support SCV Water efforts to work with public agencies and industry associations to influence water policy	Ongoing
A.2.9	Work with local media to ensure accurate reporting	Ongoing
<i>A.3 - Work with local, regional, state and federal agencies, industry associations and organizations to influence water policy for the benefit of our service area customers.</i>		
A.3.1	Engage in local, state and federal activities to further the interests of water in the Santa Clarita Valley	Ongoing

A.3.2	Maintain strong working relationships with local agencies (water agencies, special districts, city, and local governments)	Ongoing
A.4 - Engage in statewide and federal water legislative and policy issues.		
A.4.1	Continue coordination with SCV Water legislative analysts in communications with local, state, and federal elected officials and their staffs	Ongoing
A.4.2	Foster and continue effective working relationships with the Department of Water Resources and other State Water Project Contractors	Ongoing
A.4.3	Coordinate legislative initiatives concerning Sacramento-San Joaquin Delta and water conservation with legislative analysts, Association of California Water Agencies, State Water Contractors and other necessary parties to enhance the reliability and cost effectiveness of the SCV Water's SWP water supply	Ongoing
A.5 - Adopt environmentally sustainable business practices.		
A.5.1	Move to paperless processes	1/31/2025
A.6 - Develop and lead the community vision for the watershed.		
A.6.1	Lead the development of the groundwater sustainability plan for the watershed	1/31/2022
A.6.2	Work with NGOs to understand common goals within the community/watershed	Ongoing
Goal B: Infrastructure Reliability – Implement, operate, and maintain water infrastructure to ensure sustainable water service provision.		
Strategy	Objective	Time Frame
B.1 - Plan, design and build facilities to meet demand including storage capacity and interconnections between wholesale and retail water systems.		
B.1.1	Implement capital projects related to infrastructure reliability	Ongoing
B.1.1.1	Complete design and construction of Groundwater VOC Treatment Improvement Project	6/30/2021
B.1.1.2	Complete design and construction of the Replacement Wells Project	12/31/2020
B.1.1.3	Complete design and initiate construction of the Phase 2B Recycled Water backbone pipeline, distribution pipeline and tank	12/31/2019
B.1.1.4	Complete final design of the South End Recycled Water Project (Phase 2C)	9/30/2019
B.1.1.5	Complete final design and initiate construction of the West Ranch Recycled Water Project (Phase 2D)	12/31/2019
B.1.1.6	Complete land acquisition for Castaic Conduit Project	6/30/2020

B.1.1.7	Complete design and initiate construction of the Earl Schmidt Sludge Collection System Project	12/31/2019
B.1.1.8	Complete construction of Magic Mountain Pipeline Phase 4 project	9/30/2019
B.1.1.9	Complete construction of Magic Mountain Pipeline Phase 5 project	3/30/2020
B.1.1.10	Complete construction of Magic Mountain Pipeline Phase 6A project	6/30/2020
B.1.1.11	Complete design of Magic Mountain Pipeline Phase 6B project	12/31/2020
B.1.1.12	Complete planning phase of the Magic Mountain Reservoir Project	6/30/2021
B.1.1.13	Complete design and initiate construction of Deane Pump Station	3/30/2020
B.1.1.14	Complete design and initiate construction of first Deane Storage Tank	3/30/2020
B.1.1.15	Complete design and construction of Water Pipeline to LARC Ranch	6/30/2020
B.1.2	Implement next phase of the Graphical Information System	6/30/2021
B.1.3	Develop and configure water system hydraulic model for the SCV water service area	6/30/2020
B.1.4	Develop recycled water policies and ordinances	6/30/2020
<i>B.2 - Plan and budget for long-term replacements and improvements.</i>		
B.2.1	Update and carryout capital projects related to water system reliability and sustainability	Ongoing
B.2.1.1	Replace ammonia pumping system at Earl Schmidt Filtration Plant	6/30/2020
B.2.1.2	Inspect and Repair Earl Schmidt Filtration Plant clear wells interior coating	6/30/2020
B.2.1.3	Replace all valves on treatment vessels at Saugus Perchlorate Treatment Facility	6/30/2022
B.2.1.4	Replace sludge check valves at Earl Schmidt Filtration Plant	6/30/2020
B.2.1.5	Continue acquiring and entering asset information into Computer Maintenance Management System	Ongoing
B.2.1.6	Remove and replace one pressure reducing valve station at Rainbow Glen/Sierra Highway	6/30/2020
B.2.1.7	Conduct meter replacement program	Ongoing
B.2.1.8	Conduct annual tank inspection and maintenance program	Ongoing
B.2.1.9	Conduct annual well inspection	Ongoing
B.2.1.10	Complete Rainbow Glen pipeline (WMP PIPE #5)	6/30/2021
B.2.1.11	Complete West Newhall Alley pipeline upgrade	6/30/2020
B.2.1.12	Complete SCADA (Sensor/Equipment) Upgrade	Ongoing
B.2.1.13	Complete Well Mag meter upgrade program	Ongoing
B.2.1.14	Prepare and Implement formal Meter Testing Program / Schedule for Large Customer Meter and Production Meters	6/30/2020

B.2.1.15	Analyze and implement land use changes at Devil's Den that provide revenue and/or reduced operating costs, including potential development of solar facilities and land sales	12/31/2020
B.2.2	Conduct facility optimization study	6/30/2021
B.2.3	Conduct an evaluation of water system security	9/30/2020
B.3 - Implement improved planning tools.		
B.3.1	Develop and implement a SCV Water-wide asset management program with end user/operations level asset management tools to enhance performance	6/30/2022
B.3.2	Assess current maintenance intervals on infrastructure and benchmark to industry best practice	6/30/2023
B.4 - Develop standard designs, policies, and procedures.		
B.4.1	Develop recycled water design standards and specifications	6/30/2020
B.4.2	Maintain as-built drawings	Ongoing
B.5 - Operate and maintain facilities.		
B.5.1	Maintain all facilities and appurtenances in a consistent fashion to achieve operational efficiency and functionality	Ongoing
B.5.2	Exercise / replace water system valves	Ongoing
B.5.3	Evaluate opportunities to centralize staff to improve operating efficiency	Ongoing
B.5.4	Set standards for leak repairs	Ongoing
B.5.5	Continue providing effective wholesale water service to Los Angeles. County Waterworks District #36	Ongoing
B.5.6	Implement asphalt maintenance program	Ongoing
B.6 - Plan and prepare for catastrophic emergencies.		
B.6.1	Develop an Emergency Response Plan for SCV Water	6/30/2020
B.6.2	Evaluate materials needs for earthquake response	10/1/2019
B.6.3	Evaluate system interconnection opportunities	Ongoing
B.6.4	Develop plan to convey local supplies within service area should a prolonged outage of imported water infrastructure occur	Ongoing
B.6.5	Develop emergency power strategy to assure ability to respond to short term and long term power supply outages for key facilities	Ongoing
B.6.6	Coordinate emergency response planning efforts with the regional water agencies, county, and cities	Ongoing
B.6.7	Conduct emergency preparedness planning and training for all staff	Ongoing
B.6.8	Conduct semiannual tests of SCV Water's disaster recovery plan	Ongoing
B.6.9	Develop a network security plan including a cyber-security policy and threat response plan	6/30/2021

B.6.10	Evaluate installation of an alarm in the garden area for emergencies	6/30/2020
Goal C: Water Supply and Resource Sustainability – Implement programs to ensure the service area has reliable and sustainable supplies of water.		
Strategy	Objective	Time Frame
<i>C.1 - Conduct planning to ensure long-term water demands are met.</i>		
C.1.1	Complete the 2020 Urban Water Management Plan	6/30/2021
C.1.2	Identify projects and initiate planning for projects to enhance long-term water supply reliability consistent with the updated Water Supply Reliability Report	Ongoing
C.1.3	Respond to SB 610 Water Supply Assessments and SB 221 Water Supply Verifications	Ongoing
C.1.4	Analyze the seismic resiliency of SCV Water's supply portfolio	6/30/2021
C.1.5	Monitor climate change science and public policy. Incorporate climate change impacts on water demand and supplies into long-term plans and programs to maintain reliable and sustainable water supplies	Ongoing
<i>C.2 - Protect the SCV Water interests in the State Water Project.</i>		
C.2.1	Ensure that SCV Water has full access to water supplies available to it under its SWP contract and other water supply agreements that rely on SWP conveyance to meet customer water demands and store water for reliability enhancement and dry year use	Ongoing
C.2.2	Participate in planning, financing, development, and implementation of the Delta Conveyance Project	Ongoing
C.2.3	Collaborate with DWR and other SWP contractors to improve the administration of the SWP in a manner that promotes long-term cost effectiveness, operational reliability and supply availability	Ongoing
<i>C.3 - Advance the integrated management of water resources.</i>		
C.3.1	Lead the implementation of the Sustainable Groundwater Management Act for the Santa Clarita Valley	1/30/2022
C.3.2	Prepare the SCV Water Recycled Water Master Plan Update and California Environmental Quality Act document	5/31/2021
C.3.3	Work with agencies to develop foundation for a successful recycled water program	Ongoing
C.3.4	Pursue grant funding for recycled water projects	Ongoing
C.3.5	Coordinate and analyze performance of water banking and exchange programs, local groundwater production and water conservation measures	Ongoing
C.3.6	Implement dry-year recovery project for the Rosedale-Rio Bravo Water Storage District Water Exchange and Banking Program	12/31/2019

C.3.7	Identify and secure access or ownership of suitable groundwater recharge areas in the watershed	Ongoing
C.4 - Advance demand management and achieve state mandated water use efficiency targets.		
C.4.1	Continue to implement and assess programs identified in the updated Santa Clarita Valley Water Use Efficiency Strategic Plan (SCV WUE SP)	Ongoing
C.4.2	Support local and statewide regulations consistent with the goals of the Water Use Efficiency Strategic Plan	Ongoing
C.4.3	Monitor and provide input into Governor’s proposed new water efficiency targets (beyond 20% by 2020)	Ongoing
C.4.4	Work with the Santa Clarita Valley Water Committee to further enhance retail purveyor, City and County drought and water conservation activities	Ongoing
C.4.5	Reevaluate and prioritize outreach targets and methods to maximize rebates and incentive benefits to encourage additional conservation	Ongoing
C.4.6	Develop equitable conservation/demand management programs to meet current and upcoming regulatory measures	Ongoing
C.4.7	Evaluate infrastructure technology (AMI/AMR) and operational strategies to better manage demands	Ongoing
C.4.8	Work with developers and/or permitting agencies to get the appropriate turf efficient landscapes in new development	Ongoing
C.4.9	Promote drought tolerant and water efficient landscapes out into the community	Ongoing
C.4.10	Communicate with customers the message that “conservation is a way of life”	Ongoing
C.5 - Respond to anticipated near-term droughts through rate structure modification, conservation assistance, customer service and outreach.		
C.5.1	Implement a system to respond to droughts	Ongoing
C.6 - Actively manage natural resource use.		
C.6.1	Conduct organization-wide energy assessment to identify opportunities to reduce energy use	6/30/2023
C.6.2	Evaluate SCV Water’s solar power contracts and options to optimize the cost and value to SCV Water	12/31/2019
C.6.3	Optimize facility operations to minimize power, supplies, chemicals, and labor consumption	Ongoing
C.6.4	Assess the carbon footprint of SCV Water	12/31/2022
C.6.5	Develop/implement appropriate emissions reductions	12/31/2023

Goal D: Water Quality and Environmental Compliance – Protect the quality of our water supplies and environment and ensure our drinking water quality is consistent and meets or surpasses all water quality requirements.

Strategy	Objective	Time Frame
<i>D.1 - Achieve 100% compliance with all environmental regulations and standards.</i>		
D 1.1	Meet all applicable water quality regulations	Ongoing
D.1.2	Evaluate a long-term strategy to provide consistent water quality across the service area (evaluate blending, well head softening, versus point-of-use homeowner expense of water softening systems)	Ongoing
D.1.3	Engage the public to understand and meet customer’s water quality requirements/demands	Ongoing
D.1.4	Communicate transparently regarding water quality trends and objectives	Ongoing
D.1.5	Track and report water quality complaints	Ongoing
<i>D.2 - Proactively install, operate, and maintain groundwater treatment infrastructure to avoid impacts on water supply reliability (e.g. VOCs, perchlorate, PFAS, etc.).</i>		
D.2.1	Regulatory agency coordination, communication and collaboration toward the aggressive pursuit of responsible parties.	Ongoing
<i>D.3 - Anticipate and comply with regulatory and environmental changes.</i>		
D.3.1	Track regulatory and statutory changes at both the federal and state levels pertaining to the Safe Drinking Water Act, the Clean Water Act and the potable water community in general	Ongoing
D.3.2	Maintain interagency water quality communication collaborations	Ongoing
D.3.3	Evaluate environmental compliance tracking software	12/31/2019
D.3.4	Develop a contaminants of emerging concern (CEC) strategy	12/31/2019
<i>D.4 - Implement long-term salinity management/nutrient management plan.</i>		
D.4.1	Work through the Groundwater Sustainability Agency to protect the watershed	Ongoing
D.4.2	Engage in watershed nutrient and salinity management activities	Ongoing
<i>D.5 - Seek cost recovery from responsible parties.</i>		
D.5.1	Continue litigation to hold parties responsible for groundwater contamination	Ongoing
Goal E: Financial Resiliency – Maintain a long-range, transparent, stable and well-planned financial condition, resulting in current and future water users receiving fair and equitable rates and charges		

Strategy	Objective	Time Frame
<i>E.1 - Increase focus on forward looking financial information.</i>		
E.1.1	Construct a financial model that can forecast financial requirements and results through the service area build out	3/31/2020
E.1.2	Incorporate the use of stochastic analysis in the financial planning model to assess uncertainty and explore the sensitivity of sales volumes and costs to rates and cash flow	3/31/2020
E.1.3	Implement staff tracking and assessment of debt portfolio	3/31/2020
E.1.4	Develop a Long-Range Finance Plan that considers:	1/31/2020
	<ul style="list-style-type: none"> • Policy for managing debt versus pay-go • Cash reserve requirements • OPEB funding • Rate management • Funding for carrying out the Strategic Plan 	
<i>E.2 - Establish a path towards uniform retail rates.</i>		
E.2.1	Update cost of service models utilizing the long-term financial plan and enterprise cost allocations	4/30/2020
E.2.2	Update the recycled water rate	8/31/2020
E.2.3	Develop a multi-year rate implementation plan that will establish consistent levels of funding and cash reserves throughout the service area	6/30/2020
<i>E.3 - Improve treasury and cash management practices.</i>		
E.3.1	Consolidate the business process of managing the fund investment activities for the SCV Water.	6/30/2020
E.3.2	Establish the practice of preparing monthly cash flow reporting.	9/30/2021
E.3.3	Update financial policies to reflect gains in capabilities to manage and control cash management as new financial and customer billing systems go live and new payment alternatives are offered to our customers	12/31/2021
<i>E.4 - Expand Financial & Performance Reporting</i>		
E.4.1	Establish management dashboards that will communicate operational performance to management and staff	1/31/2020
E.4.2	Establish financial dashboards that will communicate financial performance and health of the Agency	9/30/2021
E.4.3	Build internal capabilities for rate, financial, and performance analysis and reporting through training and adding staff as necessary	Ongoing
<i>E.5 - Improve financial risk management.</i>		
E.5.1	Evaluate opportunities to hedge financial risks with insurance	12/31/2019
E.5.2	Evaluate opportunities to improve the relationship between fixed costs and fixed revenues in rate and fee structures	6/30/2020

E.6 - Improve cost accounting.		
E. 6.1	Implement project costing functionality in the new accounting system	12/31/2021
E. 6.2	Standardize warehouse inventory practices and centralize purchasing for parts, meters, tools, and other maintenance and repair inventory items	6/30/2020
E. 6.3	Update the cost allocation methodology to reflect the new Agency organizational structure	12/31/2019
Goal F: High Performance Team – Grow a culture of continuous improvement that fosters SCV Water's values.		
Strategy	Objective	Time Frame
F.1 - Implement post-merger integration of the new agency.		
F.1.1	Reduce the number of customer service field offices, increase offsite payment locations.	12/31/2019
F.1.2	Standardize operating procedures and business processes across the organization	6/30/2024
F.1.3	Update, develop, and maintain clear and comprehensive policies for SCV Water	6/30/2024
F.1.4	Remain in compliance with the requirements of SB 634	6/30/2024
F.1.5	Optimize use of SCV Water real estate	6/30/2024
F.2 - Attract, train, and retain quality staff.		
F.2.1	Complete an organizational design study that results in updated job requirements, job classifications, clear career paths, and appropriate pay levels	7/31/2020
F.2.2	Research compensation for licenses and certifications through a market survey	7/31/2020
F.2.3	Implement electronic benefits enrollment	6/30/2024
F.2.4	Provide supervisor training to enhance working knowledge and a general understanding of the SCV Water's recruitment, and performance evaluation and other human relations processes	10/31/2020
F.2.5	Update the SCV Water's Employee Handbook	12/31/2019
F.2.6	Conduct sexual harassment awareness and prevention training for all employees	12/31/2020
F.2.7	Implement an employee portal or intranet for posting various often-requested forms, documents, etc.	11/30/2019
F.2.8	Budget for sufficient staffing to meet adopted objectives (particularly in Water Resources, Operations, Engineering, Finance, and Communications)	4/29/2024
F.2.9	Examine practicality/benefits of establishing a mentoring program	12/31/2019

F.2.10	Review team building strategy to foster trust and shared values	1/31/2020
F.2.11	Develop / document employee and Director onboarding approach	3/31/2020
F.2.12	Document and optimize the delegation of authority to improve efficiency	6/30/2022
F.2.13	Evaluate the economics of providing benefits to part-time employees	6/30/2021
F.2.14	Develop a comprehensive training plan considering:	6/30/2021
	<ul style="list-style-type: none"> • Providing facility tours for staff 	
	<ul style="list-style-type: none"> • Coaching/mentoring for staff 	
	<ul style="list-style-type: none"> • Improving training programs so all equal positions are trained to the same level 	
	<ul style="list-style-type: none"> • Developing a cross training program 	
	<ul style="list-style-type: none"> • Developing an internship program 	
	<ul style="list-style-type: none"> • Providing training for teamwork and conflict management 	
	<ul style="list-style-type: none"> • Supervisor and management training 	
	<ul style="list-style-type: none"> • Encouragement of project management certification 	
	<ul style="list-style-type: none"> • Uniform training standards across the divisions 	
	<ul style="list-style-type: none"> • Safety training 	
	<ul style="list-style-type: none"> • Heavy equipment operations certification 	
	<ul style="list-style-type: none"> • Hostile interaction training 	
	<ul style="list-style-type: none"> • Terrorism response 	
F.3 - Implement integrated technology and applications across the organization.		
F.3.1	Assess, select, and implement a single accounting and financial reporting system	3/31/2021
F.3.2	Assess, select, and implement a single customer service and billing system	6/30/2021
F.3.3	Consolidate telecommunication and network equipment	6/30/2020
F.3.4	Develop and implement a tiered end-user support system with scaled resources	3/31/2021
F.3.5	Deploy end-point management solution for mobile and stationed devices	3/31/2021
F.3.6	Improve integration of IT systems/platforms	6/30/2024
F.3.7	Improve breadth, depth, quality and timeliness of business planning information	6/30/2024
F.3.8	Implement integrated applications (Asset Management) across the organization	6/30/2023
F.3.9	Improve technology and data risk management processes	6/30/2024
F.3.10	Develop an Information Technology Strategic Plan	12/31/2019
F.3.11	Implement redundant gateway routing	12/31/2019

F.3.12	Consolidate and align the servers to efficiently meet the needs of the organization	6/30/2021
F.3.13	Standardize network access throughout the organization	4/30/2020
F.3.14	Standardize virtual server approach across the organization	2/28/2020
F.3.15	Add 10 to 20 more MBPS (megabits per second) on existing point-to-point backup line between the Rio Vista Water Treatment Plant and Summit Circle	1/31/2020
F.3.16	Conduct an analysis and evaluation of the network vulnerabilities	10/31/2019
F.3.17	Development, deployment and maintenance of an agency intranet	11/30/2019
F.3.18	Evaluate and implement mobile solutions for certain field job tasks	6/30/2022
F.3.19	Maintain regular and routine computer replacement program and management of technology through an asset management approach	6/30/2024
F.3.20	Evaluate need for computers in the education department	6/30/2021
F.3.21	Maintain regular and routine network appliance replacement schedule	6/30/2024
F.3.22	Update and modernize collaborative workspaces to meet the needs of the modern workforce	6/30/2020
<i>F.4 - Promote an open and professional work environment.</i>		
F.4.1	Continue to provide employees with “bottom-up” communication through all employee meetings (All Hands, etc.)	Ongoing
F.4.2	Continue to (1) provide General Manager-to-staff memos and quarterly employee newsletters and (2) hold employee meetings updating all employees of important events and news.	Ongoing
F.4.3	Continue bi-weekly executive staff and periodic manager/supervisor meetings to enhance staff productivity and coordination work efforts	Ongoing
F.4.4	Continue the new e-newsletter	Ongoing
F.4.5	Develop a comprehensive staff engagement strategy considering:	Ongoing
	<ul style="list-style-type: none"> • Activities/accomplishments of the new agency 	
	<ul style="list-style-type: none"> • Implement internal / external communications improvements 	
	<ul style="list-style-type: none"> • Consistent communication processes 	
	<ul style="list-style-type: none"> • Enhance quality/consistency of email communication 	
	<ul style="list-style-type: none"> • Management-to-supervisors engagement 	
	<ul style="list-style-type: none"> • Supervisor-to-staff communication 	
	<ul style="list-style-type: none"> • Interagency communication 	

	<ul style="list-style-type: none"> • Teambuilding activities 	
F.4.6	Include staff in key planning/implementing of policy changes	Ongoing
F.4.7	Develop an innovation program to encourage, capture, and deploy new ideas/suggestions	6/30/2021
<i>F.5 - Maintain a safe and secure work environment.</i>		
F.5.1	Continue to provide all required and recommended safety training	Ongoing
F.5.2	Continue to emphasize safety through weekly tailgate and safety meetings	Ongoing
F.5.3	Conduct live confined space entry and rescue drill	Ongoing
F.5.4	Conduct a live chemical spill response drill with local fire department and/or emergency services contractor	Ongoing
F.5.5	Improve Rio Vista Water Treatment Plant back gate and access road by adding safety and security signage and traffic striping	6/30/2022
F.5.6	Improve Earl Schmidt Filtration Plant road access gate	6/30/2022
F.5.7	Develop protocol for dealing with phone and in-person threats	6/30/2020

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