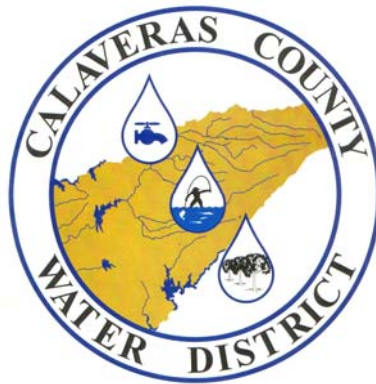


Strategic Business Plan

Fiscal Year 2011-12 thru

Fiscal Year 2015-16

*“Delivering the highest quality
product in the most responsible
and cost effective manner”*



*Calaveras County Water District
August 2011*

Calaveras County Water District

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Strategic Business Plan

Fiscal Year 2011-12 thru

Fiscal Year 2015-16

Board of Directors

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Don Stump, Vice-President

Robert Dean, Board Member

Dennis Dooley, Board Member

Scott Ratterman, Board Member

Joone Lopez
General Manager

Strategic Business Plan Workgroup

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John Gomes – Information Technology

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August 2011

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Executive Summary

- District Overview
- Plan Process
- Plan Development
- Timeline
- Goals and Objectives

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District Profile:

The Calaveras County Water District (CCWD) has operated continuously since 1946 under the laws of the State of California as a county water district for the purpose of providing water and wastewater services to the residents and businesses of Calaveras County. The District is a political subdivision of the State of California and is not a part of, or under the control of, Calaveras County.

The District’s service area encompasses all of Calaveras County, approximately 1,080 square miles of land ranging from the San Joaquin Valley to the Sierra Nevada Mountains. The western portion of the County was once dominated by cattle ranching, but is now undergoing a shift to residential development. With elevations starting at 200 feet, the western portions of the County are also the site of numerous water and hydroelectric projects. The eastern portions of the County range to over 8,000 feet, host mining, timber and tourism. Residential development has occurred in the eastern portion of the County along highway corridors and in the western areas of the County that are closer to the valley communities. Population growth has stabilized over the last several years with most residents living within various unincorporated communities. As of January 2010 the County population was 45,870.



The District is the largest public water purveyor in the county in terms of service area; number of customers served, and amount of water delivered, providing water service to approximately 12,720 municipal and residential/commercial customers in four major water service areas. The District uses surface water from the Mokelumne, Calaveras and Stanislaus rivers to service its customers. The District also maintains four major wastewater service areas that provide sanitary sewer services to approximately 4,620 customers.

While cooler, wetter weather and the economic downturn has reduced the current demand for District water, the District must plan for increasing future demands. Residential and commercial growth will return. There will be new agriculture. As such, the urban and agricultural demands, combined with water demands mitigating groundwater overdraft and habitat enhancement, will require careful stewardship of the District’s available water supplies.

Challenges:

Experts have declared that the “Great Recession” is now behind us. However, Calaveras County and the District continue to face financial challenges. The collapse of residential and commercial development, along with the ongoing foreclosure problem, has dramatically reduced the number of new connections and the associated “new” revenues projected in the 2007 Five-Year Water and Wastewater Rate Study. This in turn has put a severe funding strain on both the District’s Operating Budget and its Capital Improvement Program (CIP). The outcome is that the District will continue its austere approach to operations; which unfortunately translates into the continued deference of much needed capital maintenance projects and equipment replacement.

Nevertheless, District staff and the Board of Directors see these times as an opportunity to re-evaluate the District’s operations, policies and practices, and identify ways to improve services while reducing costs and position the District to prepare itself for the balance of the decade. To that end, staff and the Board together see the need for a five-year plan. A plan that helps position the District to meet its current needs while preparing to transition to longer term stability.

Strategic Business Plan:

The District’s current Strategic Plan was adopted June 11, 2003 and included six major areas, Public Outreach/Communication; CCWD Mission; Infrastructure, Planning and Regulatory Compliance; Water Rights; Watershed Planning and Management; and CCWD Administration.

The 2003 Strategic Plan called for a revision by January 2007. The review process did not start until fall 2010, and by this time it was decided that a new approach to strategic planning would be needed to address the District’s many challenges. The approach, a Five Year Strategic Business Plan, is a plan that differs from a conventional strategic plan by combining the District’s strategic needs with the more specific direction provided by a business plan. The strategic business plan will focus and align all aspects of District’s operations to ensure reliability, safety and service, and will encourage effective management of staff and resources, thereby strengthening the District’s financial and operational health.

The kick-off of the Strategic Business Plan (SBP) process started with a presentation by the District’s General Manager to the Board on December 8, 2010. The presentation included an outline of the plan development process, the desired outcomes and a project timeline. It was noted that to be successful, the strategic business plan must be clear in its goals; it must be measurable and attainable; and it must be flexible. The plan must also include input from the Board, all levels of staff and external stakeholders, and needs to answer the questions, “who we are” and “who we want to be?”

Six new “Key Areas” were identified to help address the District’s critical needs and help formulate the goals and strategies of the 2011 Five Year Strategic Business Plan. They are:

- Staff
- Finance
- Customer Service/Customer Relations
- Operations/Engineering
- Regional Planning and Stewardship
- IT / Technology

Why are we not yet a leader?

- No long-term leadership – including the Board of Directors
- Distractions – General Manager turnover; challenging interagency interactions
- No vision – too much status quo. Need a vision of “who we are” versus “what we do”

How should the Strategic Business Plan be used?

- Provides Board direction to the General Manager and from the General Manager to staff
- A tool for evaluation and assessment of District’s operations and work
- Used to create benchmarks and baselines to measure against

What are the Board’s/Staff’s expectations of the Strategic Business Plan?

- There must be buy-in from all, the Board, the General Manager and staff
- Provides clear, constant and ongoing direction, easy to understand
- A method for change and improvement.

How do you compare staff’s input to the Board’s input?

- Makes me feel optimistic that the SBP can be done as we have common goals
- We are ahead of the game as we share common goals

What is a Strategic Business Plan?

A strategic business plan is developed from the bottom up. It must have meaningful goals, objectives and strategies that can be measured and monitored. The first step in creating the plan is to identify the Key Areas of interest. Once the Key Areas have been identified, then Goals, Objectives, Strategies, and Performance Measures are developed using the following guidelines:

- Key Areas
- Goals
- Objectives
- Strategies
- Performance Measures

Goals:

- General statements about what you need to accomplish to meet your purpose and address major issues facing the District.
- Tend to be more broad in nature

Objectives:

- A statement of general activities defining how you are going to reach the goal
- Are narrow, precise, tangible, and must be able to be validated
- Once an objective is fully implemented or is routine, then objective becomes an “accomplishment”

Strategies:

- Identify a specific action plan(s) to required to implement the objective
- How the action will accomplish the objective
- How and when it will be measured and completed
- Clearly defined and worded, starts with an “action” word (i.e. develop, establish, reduce, and implement)

Performance Measures:

- Needs to be measureable, and reportable
- Needs to include timelines
- Needs to be monitored and communicated

The Strategic Business Plan Workgroup (“Workgroup”) discussed the six (6) Key Areas, what they mean to staff, the short and long-term needs, the challenges, and what staff would like to see changed or improved. From these discussions, the Workgroup identified the following summary of issues:

Staff

Employees are the cornerstone of the District’s operations. However, they can also be one of the most challenging parts of an organization. Staffing requirements can change and the District must continuously assess and adjust its staffing structure. The District must also train and prepare its employees, promote a clear exchange of ideas, and uphold a system of accountability,

Finance

It is critical that the District employs sound financial planning as it provides water and wastewater services, services that need to be here today and twenty years from now. As the cost of doing business continues to go up, it is important that the District recover operating, maintenance and replacement costs while at the same time being a good steward of the ratepayer’s money.

Customer Service / Customer Relations

Customer service is not only the service provided by the District to its customers, but also the service provided within the District. Good customer service is earned and is a critical component of the overall quality of service provided to our customers, while bad or inconsistent customer service hurts our relationship with our customers and makes our job more difficult.

Operations / Engineering

The Utilities Department is responsible for the operations and planning of the District’s water and wastewater systems in four geographically distinct service areas. The distance between facilities creates both operational and communication issues, and the different disciplines of Engineering and Operations contributes to the necessity to better understand each other’s needs and requirements.

Regional Planning & Stewardship

Regional Planning/Stewardship is a management strategy that develops a close nexus between water-land use activities and the efficient construction and operation of infrastructure to meet the current and future water supply needs of urban, agriculture, and the environment in the County.

IT / Technology

Due to the nature of the District’s 24/7 water and wastewater operations and the role IT/Technology plays in ensuring that these operations are uninterrupted, it is critical that system resources are reliable, perform with minimal down time, and meet the needs of its users.

The Workgroup then identified following goals that will help address the Key Area issues:

Key Area	Goal I	Goal II	Goal III	Goal IV
Staff	Staffing Needs / Requirements	Accountability	Education	Communication
Finance	Sustainability	Transparency	Governance	Reliability
Operations / Engineering	Efficiency / Cost Effectiveness	Reliability	Safety	Accountability
Customer Service / Relations	Consistency	Training	Information Management	Outreach
Regional Planning / Stewardship	Water Rights	Collaboration	Water / Land Use Management	Resource Management
IT / Technology	Training	Information Management	High Availability	Planning

After determining the goals, the Workgroup focused on formulating objectives, or activities, that define how the District is going to reach the goals. The following sixty-nine (69) objectives were identified:

Staff:

GOAL	OBJ.	DESCRIPTION
Staffing Needs/ Requirements	1	Conduct Staffing Needs and Workload Assessment
	2	Align Staffing Structure with Workload Requirements
	3	Develop Internal Succession Strategy
Accountability	1	Update the Performance Evaluation Program
	2	Consistent Application of Accountability
	3	Create Management and Supervisor Development Program
Education	1	Develop New Employee Training Program
	2	Identify Cross-Training Opportunities and Requirements
	3	Define and Adhere to Education Development Program
Communication	1	Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution
	2	Provide Timely and Accurate Information Updates to All District Employees
	3	Communicate Clear Expectations to Employees of What is Required

Finance:

GOAL	OBJ.	DESCRIPTION
Sustainability	1	Report on District’s Long-Term Service Viability
	2	Identify Funding and Cost Savings Opportunities
	3	Develop Long-Term Financial Plan
Transparency	1	Evaluate and Update Financial Reporting
	2	Develop District Fiscal and Budget Education Program
	3	Develop Employee Financial Resource Center
Governance	1	Review and Update Budget and Fiscal Policies
	2	Create Grant Administration Procedures
	3	Develop Debt Management Strategy
Integrity	1	Promote District-Wide Fiscal Responsibility
	2	Evaluate Financial and Billing System
	3	Assess and Update Water and Wastewater Billing Process

Customer Service / Customer Relations:

GOAL	OBJ.	DESCRIPTION
Consistency	1	Provide Equitable Treatment to all Customers
	2	Assess and Update Current District Policies and Procedures
	3	Consistent Application of District Policies and Procedures
Training	1	Develop a District-wide Customer Service Training Program
	2	Develop Effective Communication Guidelines
Information Management	1	Create Process to Ensure Efficient Flow of Information
	2	Confirm Consistency and Accuracy of Data Used and Distributed
Outreach	1	Create Program to Improve Customer Relations
	2	Improve Access to District Information

Operations and Engineering:

GOAL	OBJ.	DESCRIPTION
Efficiency and Cost Effectiveness	1	Improve the Preventative Maintenance Program
	2	Identify Revenue Sources and Opportunities
	3	Evaluate Current Standard Operating Procedures (SOP) to Identify Cost Reduction Opportunities
Reliability	1	Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization
	2	Evaluate, Update and Continuously Test Contingency Plans
	3	Establish a Cross-Training and Communication Strategy
Safety	1	Update and Enforce the Safety Training Program
	2	Identify and Mitigate Potential Safety and Risk Issues
Accountability	1	Develop an Interdepartmental Project Review and Approval Process
	2	Adhere to and Enforce Water and Wastewater Compliance Program
	3	Adhere to and Enforce District construction Standards
	4	Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections

Regional Planning / Stewardship:

GOAL	OBJ.	DESCRIPTION
Water Rights	1	Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs
	2	Identify and Develop an Ecosystem Benefits Program
Collaboration	1	Develop District’s Integrated Regional Water Management Programs
	2	Engage State Programs Affecting District Water Rights
	3	Develop Infrastructure Cost Sharing and Funding Partnerships
Water/Land Use Management	1	Update Water Master Plans
	2	Update Wastewater Master Plans
	3	Identify and Develop Irrigated Agricultural Interests in County
Resource Management	1	Update and Implement Water Conservation Plan
	2	Develop Programs to Protect Source Water Quality
	3	Develop Watershed Management/Stewardship Programs
	4	Update Recycled Water Strategies

Information Technology / Technology:

GOAL	OBJ.	DESCRIPTION
Training	1	Update Troubleshooting and Maintenance Standard Operating Procedures (SOP's)
	2	Update the District-Wide Systems Training Program
	3	Develop Employee Software and Equipment Training Program
Information Management	1	Improve Access to and Use of Data
	2	Develop Document Storage and Retention Guidelines and Processes
	3	Determine Shape and Use of GIS and Mapping System
	4	Develop a District Intra-net Website
High Availability	1	Evaluate and Improve Backup and Contingency Plans
	2	Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs
	3	Maintain and Enhance System Resources and Performance Reliability
Planning	1	Manage District's Short-Term Technology Needs
	2	Prepare for District's Future Technology Needs and Requirements

After identifying the objectives, the District's Strategic Business Plan workgroup reviewed and ranked the objectives by Key Area. The rankings were then scored within each respective Key Area, with the objectives divided into four progressive levels of importance (I, II, III, and IV). The rankings from each Key Area were then combined into like groups (i.e. I's II's, etc), which were then themselves divided into four progressive levels of importance with approximately four (4) objectives in each level.

The intent of this exercise was to prioritize the objectives and create a five year project schedule for the sixty-nine (69) objectives, or projects, based on their level rankings, and priorities within those rankings. The highest priority projects are to be completed first, with approximately sixteen (16) projects started each fiscal year (July through June), or four (4) per quarter. Once the draft project schedule was completed, the rankings were reviewed and revised, and the rankings were adjusted based on the following criteria:

- Current key projects moved to top of list
- Reflect Board's priorities
- Meet requirements of special tasks or needs
- Accommodate long term projects
- Account for employee and department workloads
- Ensure projects equitably distributed among the Key Areas
- Schedule "sequential" projects appropriately

The revised schedule was presented to and adopted by the Board of Directors on August 10, 2011. It is important to note that the Five-Year Strategic Business Plan is a living document. The plan is designed to be flexible and responsive to changes in the District's ongoing business needs, which can include outside influences or state and federal legislation. The General Manager has the authority to modify the

project schedule as required, and will report any schedule changes to the Board of Directors. The SBP workgroup will monitor each project’s progress and submit a quarterly project status report to the Board. The workgroup will also prepare a year-end project summary that includes an evaluation of the projects, and the project review and implementation process. The summary will be submitted to the Board.

Each objective was assigned an identifier based on its Key Area and Goal. For example, the Key Area “Staff” with the Goal of “Staffing Needs” would have the identifier “ST / N.” The identifier is further delineated by the objective number within that goal, such as “ST / N-1,” the first objective of the Goal “Staffing Needs”. The following TABLE lists the Area and Goal identifiers for the six Key Areas:

Key Area	Goal	Identifier
Staff	Staffing Needs / Requirements	ST / N
Staff	Accountability	ST / A
Staff	Education	ST / E
Staff	Communication	ST / C
Finance	Sustainability	FN / S
Finance	Transparency	FN / T
Finance	Governance	FN / G
Finance	Reliability	FN / R
Operations / Engineering	Efficiency / Cost Effectiveness	OP / E
Operations / Engineering	Reliability	OP / R
Operations / Engineering	Safety	OP / S
Operations / Engineering	Accountability	OP / A
Customer Service / Relations	Consistency	CS / C
Customer Service / Relations	Training	CS / T
Customer Service / Relations	Information Management	CS / I
Customer Service / Relations	Outreach	CS / O
Regional Planning / Stewardship	Water Rights	RP / W
Regional Planning / Stewardship	Collaboration	RP / C
Regional Planning / Stewardship	Water / Land Use Management	RP / U
Regional Planning / Stewardship	Resource Management	RP / R
IT / Technology	Training	IT / T
IT / Technology	Information Management	IT / I
IT / Technology	High Availability	IT / A
IT / Technology	Planning	IT / P

The following is a list of the objectives/projects for the first year of the Strategic Business Plan (FY 2011-12). The list includes the proposed project start date, the project identifier, and the project description. The start dates divided by fiscal year and quarter, and are estimates. The start dates can change based on needs and available resources; however they may not reflect the actual end date as some projects may take several months to complete and implement.

Start Date	Area/Goal-Objective	Description
Jul - Sep	RP / C-2	Engage State Programs Affecting District Water Rights
	FN / S-1	Report on District's Long-Term Service Viability
	IT / P-1	Manage District's Short-Term Technology Needs
	RP / U-3	Identify and Develop Irrigated Agricultural Interests in County
Oct - Dec	ST / N-1	Conduct Staffing Needs and Workload Assessment
	CS / C-3	Consistent Application of District Policies and Procedures
	OP / A-2	Adhere to and Enforce Water and Wastewater Compliance Program
	FN / S-3	Develop Long-Term Financial Plan
Jan - Mar	ST / N-2	Align Staffing Structure with Workload Requirements
	OP / A-1	Develop an Interdepartmental Project Review and Approval Process
	CS / I-2	Confirm Consistency and Accuracy of Data Used and Distributed
	RP / R-1	Update and Implement Water Conservation Plan
Apr - Jun	CS / C-2	Assess and Update Current District Policies and Procedures
	OP / A-3	Adhere to and Enforce District Construction Standards
	ST / A-2	Consistent Application of Accountability
	IT / I-4	Develop a District Intra-net Website

The following list identifies the objectives/projects scheduled for the second year of the Strategic Business Plan (FY 2012-13). The project start dates can change based on needs and available resources; however the listed date may not reflect the actual end date as some projects may take several months to complete and implement.

Start Date	Area/Goal-Objective	Description
Jul - Sep	FN / S-2	Identify Revenue and/or Cost Savings Opportunities
	CS / C-1	Provide Equitable Treatment to all Customers
	RP / U-1	Update Water Master Plans
	RP / C-1	Develop District's Integrated Regional Water Management Programs
Oct - Dec	IT / T-1	Update Troubleshooting and Maintenance Standard Operating Procedures (SOP's)
	FN / I-1	Promote District-Wide Fiscal Responsibility
	ST / C-3	Communicate Clear Expectations to Employees of What is Required of Them
	OP / S-2	Identify and Mitigate Potential Safety and Risk Issues
Jan - Mar	FN / T-1	Evaluate and Update Financial Reporting
	IT / A-3	Maintain and Enhance System Resources and Performance Reliability
	OP / E-1	Improve the Preventative Maintenance Program
	ST / N-3	Develop Internal Succession Strategy
Apr - Jun	IT / A-2	Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs
	RP / W-1	Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs
	ST / A-1	Develop Performance Evaluation Program
	CS / O-1	Create Program to Improve Customer Relations

The following list identifies the objectives/projects scheduled for the third year of the Strategic Business Plan (FY 2013-14). The project start dates can change based on needs and available resources; however the listed date may not reflect the actual end date as some projects may take several months to complete and implement.

Start Date	Area/Goal-Objective	Description
Jul - Sep	RP / R-4	Update Recycled Water Strategies
	OP / R-1	Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization
	CS / T-1	Develop a District-Wide Customer Service Training Program
	IT / I-1	Improve Access to and Use of Data
Oct - Dec	ST / A-3	Create Management and Supervisor Development Program
	OP / A-4	Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections
	RP / U-2	Update Wastewater Master Plans
	IT / I-2	Develop Document Storage and Retention Guidelines and Processes
Jan - Mar	CS / T-2	Develop Effective Communication Guidelines
	ST / C-2	Provide Timely and Accurate Information Updates to All District Employees
	RP / C-3	Develop Infrastructure Cost Sharing and Funding Partnerships
	IT / I-3	Determine Shape and Use of GIS and Mapping System
Apr - Jun	IT / T-2	Update the District-Wide Systems Training Program
	ST / C-1	Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution
	OP / S-1	Update and Enforce the Safety Training Program
	FN / G-3	Develop Debt Management Strategy

The following list identifies the objectives/projects scheduled for the fourth and fifth years of the Strategic Business Plan (FY 2014-15 and FY 2015-16).

Start Date	Area/Goal-Objective	Description
Jul - Sep	IT / T-3	Develop Employee Software and Equipment Training Program
	ST / E-1	Develop New Employee Training Program
	OP / E-2	Identify Revenue Sources and Opportunities
Oct - Dec	RP / R-3	Develop Watershed Management and Stewardship Programs
	FN / G-1	Review and Update Budget and Fiscal Policies
	IT / A-1	Evaluate and Improve Backup and Contingency Plans
	CS / I-1	Create Process to Ensure Efficient Flow of Information
Jan - Mar	FN / T-2	Develop District Fiscal and Budget Education Program
	CS / O-2	Improve Access to District Information
	OP / R-2	Evaluate, Update and Continuously Test Contingency Plans
	IT / P-2	Prepare for District's Future Technology Needs and Requirements
Apr - Jun	FN / G-2	Create Grant Administration Procedures
	OP / E-3	Evaluate Current SOP's to Identify Cost Reduction Opportunities
	FN / I-2	Evaluate Financial and Billing System
Year Five, FY 2015-16		
Jul - Sep	FN / T-3	Develop Employee Financial Resource Center
	RP / R-2	Monitor and Develop Programs to Protect Source Water Quality
	ST / E-2	Identify Cross-Training Opportunities and Requirements
Oct - Dec	RP / W-2	Identify and Develop an Ecosystem Benefits Program
	OP / R-3	Establish a Cross-Training and Communication Strategy
	FN / I-3	Assess and Update Water and Wastewater Billing Process
Jan - Mar	ST / E-3	Define and Adhere to Education Development Program

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Staff

- Summary
- Summary – Goals / Objectives
- Objectives, Strategies and Performance Measures
- Next Steps

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Staff:

Summary:

When the model for developing a Strategic Business Plan was formalized, six “Key Areas” were identified, with “Staff” at the top of the list. Employees are the cornerstone of the District’s operations. However, they can also be one of the most challenging parts of an organization. Staffing requirements can change as a result of increased regulations, advances in technology and even changes in the economy. The District must continuously assess and adjust its staffing structure. The District must also train and prepare its employees, and provide an environment that fosters clear, direct communication and exchange of ideas. Finally, there needs to be a system of accountability, from the top to the bottom. The following goals, objectives and strategies have been developed to address these needs of the four goals - Staffing Needs/Requirements, Accountability, Education and Communication.

Goals –

Goal 1 - Staffing Needs/Requirements

Goal 2 - Accountability

Goal 3 - Education

Goal 4 - Communication

GOAL	OBJ.	DESCRIPTION
Staffing Needs/ Requirements	1	Conduct Staffing Needs and Workload Assessment
	2	Align Staffing Structure with Workload Requirements
	3	Develop Internal Succession Strategy
Accountability	1	Update the Performance Evaluation Program
	2	Consistent Application of Accountability
	3	Create Management and Supervisor Development Program
Education	1	Develop New Employee Training Program
	2	Identify Cross-Training Opportunities and Requirements
	3	Define and Adhere to Education Development Program
Communication	1	Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution
	2	Provide Timely and Accurate Information Updates to All District Employees
	3	Communicate Clear Expectations to Employees of What is Required of Them

Goal I – Staffing Needs/Requirements

Objective 1: Conduct Staffing Needs and Workload Assessment

Description:

Like all government agencies, the District has struggled over the last four years with the recession and its effects on the District’s finances. With housing and commercial development almost non-existent and the economic forecast for the next five years providing little hope of recovery, the era of one-time fixes is over. Difficult decisions lie ahead, and it is incumbent for the District to evaluate all phases of its operations, including staffing requirements. If the District can understand the level and type of staffing its needs to support its operations, it can make better planning and budget decisions.

Objective 1, *Conduct Staffing Needs and Workload Assessment* is part one of a two part process to update the District’s staffing structure. This objective will identify the District’s staffing needs and requirements and report on the gaps and overlaps in the staffing structure. Once completed, the assessment report will be used as the foundation for the next objective, *Align Staffing Structure with Workload Requirements*.

Staff, Goal I - Staffing Needs/Requirements			
Objective 1: Conduct Staffing Needs and Workload Assessment (Staff, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Perform a detailed analysis of workload requirements • Evaluate current staffing structure’s ability to meet the workload requirements • Identify and report gaps and overlaps in the staffing structure • Distribute report for comments • Publish and distribute staffing needs and workload assessment report 		
	Performance Measure	Projected Date	Actual Date
	Complete workload analysis		
	Complete staffing structure/ workload evaluation		
	Develop staffing gap analysis		
Publish and distribute staffing assessment report			

Goal I – Staffing Needs/Requirements

Objective 2: Align Staffing Structure with Workload Requirements

Description:

The assessment report from Objective 1, *Conduct Staffing Needs and Workload Assessment*, will identify the District’s staffing needs and requirements, as well as the gaps and overlaps in the staffing structure. The next step in this two step staffing structure update process is to use the assessment report and create a draft staffing structure change plan. It is important to solicit comments from management, staff and the union on the draft recommendations. As difficult decisions lie ahead, it is imperative that all stakeholders are involved in the process as the new structure could require non-standard changes.

Objective 2, *Align Staffing Structure with Workload Requirements* will create a staffing structure change plan based on staffing needs and the workload assessment report. The staffing plan may require Board action, and funding requirements will have to be addressed when selecting the ultimate plan. Once implemented, the plan will be monitored for achieving the desired outcomes, and the plan will be reviewed on an “as needed” basis.

Staff, Goal I - Staffing Needs/Requirements			
<p>Objective 2: Align Staffing Structure with Workload Requirements (Staff, Goal I, Objective 2)</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Generate staffing structure change plan based on staffing needs and workload assessment report • Seek input from management, staff and union on recommendations • Finalize staffing structure alignment strategy • Obtain Board approval as required • Implement plan • Track ongoing effectiveness of plan 		
	Performance Measure	Projected Date	Actual Date
	Generate staffing structure change plan		
	Assess stakeholder input		
	Finalize staffing structure alignment strategy		
	Board approval		
	Implement		

Goal I – Staffing Needs/Requirements

Objective 3: Develop Internal Succession Strategy

Description:

The District, like other organizations, is facing an aging of its workforce. In addition to planning for retirements, the District must also look to succession planning as employees naturally progress up the career ladder, or leave the organization. The District must be proactive, not reactive, when it comes to filling vacancies, especially in identifying those key positions and “critical need” work areas that support a 24/7 operation. It is also important to understand staff’s interest in cross-training or advancement opportunities. This information will facilitate the development of a fluid succession strategy, a strategy that matches needs and provides a seamless transition from one employee to another.

Objective 1 - *Develop Internal Succession Strategy* is designed to address these needs. Once the strategies have been developed and published, staff will be provided with and trained according to the new program. Staff will monitor the program’s effectiveness and update the program as required.

Staff, Goal I - Staffing Needs/Requirements			
<p>Objective 3:</p> <p>Develop Internal Succession Strategy</p> <p><i>(Staff, Goal I, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify key positions and “critical need” work areas • Identify potential vacant positions • Survey staff for interest in cross-training or advancement • Develop a fluid succession strategy • Publish, distribute and educate staff on succession strategy • Implement • Monitor performance, requires ongoing review and update 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of positions and work areas		
	Complete and assess staff survey		
	Develop succession strategy		
	Publish and educate staff		
	Implement		

Goal II – Accountability

Objective 1: Update the Performance Evaluation Program

Description:

Accountability has been a common theme throughout the Strategic Business Plan development process. One of the key components of accountability is the employee performance evaluation process. To be effective, the evaluation process must be structured, consistent and value driven. To accomplish this, managers and supervisors need to know how to evaluate employees, need to employ uniform ratings, and know how to use the evaluation process to assist employees in improving their performance.

Objective 1 – *Update the Performance Evaluation Program* is designed to create an equitable and standardized performance evaluation program. The current evaluation processes, procedures and forms will be reviewed and updated to meet both supervisor and employee needs. Once the performance evaluation program is developed, management and supervisors will be provided with and trained according to the new program. After implementation, the evaluation program’s performance will be monitored, reviewed and updated as required.

<i>Staff, Goal II - Accountability</i>			
Objective 1: Update the Performance Evaluation Program (Staff, Goal II, Objective 1)	Strategies: <ul style="list-style-type: none"> • Review current evaluation processes, procedures and forms • Update program to meet supervisor and employee needs • Distribute draft to all employees and union for review and comment • Finalize equitable and standardized performance evaluation program • Educate management and supervisors on performance evaluation • Implement • Monitor and evaluate program as required 		
	Performance Measure	Projected Date	Actual Date
	Complete review of current process and forms		
	Complete and distribute draft evaluation program for comment		
	Finalize evaluation program		
	Train management/supervisors		
	Implement		

Goal II – Accountability

Objective 2: Consistent Application of Accountability

Description:

“Accountability” is the obligation or willingness to accept responsibility, to account for one’s actions, and to bear the consequences for failure to perform as expected. Accountability is not just a word but an action. It needs to be employed district-wide and it needs to be applied consistently from top to bottom. Management needs to provide supervisors with clear direction and support that will foster consistent application and enforcement of rules and regulations. Supervisors need to clearly communicate both direction and expectations to employees. And employees need to be accountable for their own actions. When expectations are not met, at any level, there needs to be consequences, consequences that are both fair and uniform, and are designed to improve one’s performance.

The intent of Objective 2 - *Consistent Application of Accountability*, is to craft strategies and guidelines that foster equitable and standardized application and enforcement of rules and regulations, at all levels. Once implemented, staff will monitor the effort’s performance and effectiveness, and update as required.

Staff, Goal II - Accountability			
Objective 2: Consistent Application of Accountability (Staff, Goal II, Objective 2)	Strategies: <ul style="list-style-type: none"> • Train supervisors to apply and enforce District’s rules and regulations • Management provides supervisors with clear direction and support to foster consistent application and enforcement of rules and regulations • Supervisors clearly communicate direction/expectations to employees • Supervisors uniformly apply progressive discipline to employees for expectations not met • Management uniformly applies progressive discipline to supervisors for not fulfilling supervisory responsibilities • Monitor and evaluate accountability effort 		
	Performance Measure	Projected Date	Actual Date
	Complete training program		
	Management provides direction to supervisors		
	Supervisors provide direction to employees		
	Implement accountability		

Goal II – Accountability

Objective 3: Create Management and Supervisor Development Program

Description:

Often an employee is promoted to a supervisory role because of his or her performance and display of strong leadership skills. However, a supervisor’s job requirements extend far beyond these qualities. Regrettably few newly appointed supervisors are well equipped to perform all their duties, which can include everything from enforcing District rules and regulations, to approving timesheets and time-off requests, applying overtime rules, and understanding the sexual harassment laws. The District needs to help train the supervisors, training in the form of a “supervisor development” program. The program should be designed around the basic manager/supervisory skill set, and should incorporate advanced ideas, such as employee coaching, motivation and disciplinary training. The program will provide ongoing training and support, and will be a sounding board for new or successful techniques.

Objective 1 - *Create Management and Supervisor Development Program* is intended to provide the tools and skills an employee needs to be a good supervisor. Once the development program is implemented, staff will monitor the program’s performance and update the program as required.

Staff, Goal II - Accountability			
<p>Objective 3: Create Management and Supervisor Development Program (Staff, Goal II, Objective 3)</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Determine what tools a manager/supervisor needs to perform their job • Evaluate manager/supervisor training currently provided • Identify training gaps and document training needs and expectations • Create management and supervisor development program • Implement development program • Monitor program’s effectiveness and update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete manager/supervisor job requirement analysis		
	Complete evaluation of current training program		
	Document training needs		
	Create development program		
	Implement		

Goal III – Education

Objective 1: Develop New Employee Training Program

Description:

A new District employee is faced with a large learning curve, with both the “on the job” training and understanding the District’s numerous administrative rules, regulations and practices. The District’s current training program is very informal, inconsistent and not well documented. A thorough and well coordinated training program would help new employees gain valuable insight into the workings of the District, understand how the different departments and work areas interact with one another, and provide the basic “District-wide” skills required to do his or her job. This type of program will build upon the current training programs by first identifying the needs and gaps in the new employee training, and then develop a comprehensive new employee administrative and job-related training program.

Objective 1 - *Develop New Employee Training Program* is designed to address these needs. Once the program has been developed, new employees will be provided with and trained according to the new program. Staff will monitor the program’s performance and effectiveness and update as required.

Staff, Goal III - Education			
Objective 1: Develop New Employee Training Program (Staff, Goal III, Objective 1)	Strategies: <ul style="list-style-type: none"> • Document and evaluate current new employee administrative and job-related training programs • Identify administrative and job-related training needs • Identify new employee training gaps • Develop a comprehensive new employee training program • Implement new employee training program • Monitor program performance and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of current new employee training program		
	Finish new employee training needs assessment		
	Conclude training gap analysis		
	Develop new employee training program		
	Implement		

Goal III – Education

Objective 2: Identify Cross-Training Opportunities and Requirements

Description:

As a small District, employees are often asked to assist or provide backup to others. The District does not have a formal cross-training program, and what programs are in place vary from department to department. There is also some confusion as to what constitutes cross-training and what job enhancement is. Working out-of-class can also be an issue. A thorough review of the benefits to and the required needs of cross-training are essential. Current cross-training programs need to be evaluated along with the level of cross-training actually required and potential staffing and/or time constraints. These issues can be addressed by an established cross-training strategy and program.

Implementing Objective 2 - *Identify Cross-Training Opportunities and Requirements* will determine the District’s cross-training strategies and set clear guidelines and procedures for cross-training. Once the program has been developed and employees trained according to the new program, staff will monitor the program’s performance and effectiveness. The program will be reviewed and updated as required.

Staff, Goal III - Education			
<p>Objective 2: Identify Cross-Training Opportunities and Requirements</p> <p><i>(Staff, Goal III, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify benefits to and required needs of cross-training • Evaluate current cross-training programs and level of cross-training required • Identify staffing and time constraints or limitations to implementing cross-training • Establish cross-training strategies and cross-training program • Implement program • Monitor program performance and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete benefit/needs analysis		
	Evaluate current cross-training programs and challenges		
	Complete training program		
Implement			

Goal III – Education

Objective 3: Define and Adhere to Education Development Program

Description:

The District has an education development program that pays for or reimburses employees for training that increases employee skills and benefits District operations. However there has been some confusion over what type of training is both a benefit to the District and to the employee, and what expenses merit reimbursement. A clear, equitable and uniform education development program that determines the educational requirements and relevance and benefits by position would assist managers and employees in determining the type of training the employee needs to advance his or her job skills and knowledge.

Objective 3 - *Define and Adhere to Education Development Program* will set the District’s education strategies and provide clear guidelines for what is or is not District authorized training. Once the program has been developed and employees provided with the new guidelines, the program will be implemented and staff will monitor the program’s performance. The program will be reviewed and updated as required.

Staff, Goal III - Education			
<p>Objective 3: Define and Adhere to Education Development Program (Staff, Goal III, Objective 3)</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current education policies and practices • Determine educational requirements, relevance and benefits by position • Develop equitable and uniform education development program and adherence policy • Implement program and enforce adherence policy • Monitor program performance and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of current education policies		
	Complete position educational requirement assessment		
	Develop education program		
Implement			

Goal IV – Communication

Objective 1: Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution

Description:

It is essential that all District employees are able to and/or believe that they can voice their opinions and provide suggestions without fear of retribution. District leadership promotes and encourages an open exchange of ideas, however fear, whether real or imagined, can prevent this flow of ideas. The District needs to understand the dynamics of this issue before addressing it. Confidential surveys can assess the issue and help develop strategies that will aid in promoting an open exchange of ideas. Training and workshops need to convey these measures to all employees, including managers and supervisors. It is also critical for management to foster the need for and support of an open exchange of ideas.

Objective 1 - *Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution* is designed to address these needs. Once the strategies have been developed, staff will be trained according to the new program. Ongoing monitoring of the program’s performance and effectiveness is required, along with reviews and updates as required.

Staff, Goal IV - Communication			
<p>Objective 1: Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution</p> <p><i>(Staff, Goal IV, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Survey employees to identify barriers to an open exchange of ideas, both real and perceived • Assess survey results and identify corrective measures • Create strategy and program that promotes an open exchange of ideas • Train ALL employees, managers and supervisors • Management fosters need for and support of open exchange of ideas • Monitor effectiveness of program, review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete employee survey		
	Finish assessment of employee survey results		
	Create program and strategy		
	Distribute program/train staff		
	Implement		

Goal IV – Communication

Objective 2: Provide Timely and Accurate Information Updates to All District Employees

Description:

“Information is a source of learning. But unless it is organized, processed, and available to the right people in a format for decision making, it is a burden, not a benefit.” District employees not only want but would benefit from informational updates as it allows them to be engaged in what is going on in the District. Updates may also avert duplication of work, or even prevent the circulation of misinformation. Nevertheless, the reality is that information updates are not always disseminated equally or to all parties. The District needs to evaluate why the updates are not getting to all employees and develop strategies and methodologies, such as e-mails, weekly newsletters or postings on the District’s website, to ensure that information is communicated to and available to all employees, regardless of position or location.

Objective 2 - *Provide Timely and Accurate Information Updates to All District Employees* is designed to address these needs. Once the strategies and methodologies have been developed, staff will be provided with and trained according to the new program. Staff will monitor the program’s performance and effectiveness and update as required.

Staff, Goal IV - Communication			
<p>Objective 2: Provide Timely and Accurate Information Updates to All District Employees (Staff, Goal IV, Objective 2)</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate why information updates are not getting to all employees • Identify what types of information needs to be communicated • Confirm what methods of communication are available to the different types of work groups • Develop information update strategies and methodologies • Train staff and implement plan • Monitor effectiveness of program, review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation and assessment		
	Develop strategies and methodologies		
	Train staff		
Implement			

Goal IV – Communication

Objective 3: Communicate Clear Expectations to Employees of What is Required of Them

Description:

As noted in the Staff section summary, staffing can be one of the most challenging aspects of an organization. Some of these challenges can be resolved or minimized by providing employees with clear expectations of what is required of them. Whether it is assigning a repair job to a work crew, directing the development of a report or analysis, or even asking a co-worker for help, if the message isn't clear or received as intended, the end product may not meet expectations.

The goal of Objective 3 - *Communicate Clear Expectations to Employees of What is Required of Them* is to understand why clear expectations are not being communicated at all levels of the organization and then create strategies and a training program that teaches communication and listening skills. It is just as important to “actively” listen when someone is providing you direction as it is for them to give you a clear message. All staff will be trained according to the new strategies and program. The program’s performance and effectiveness will be monitored and the program will be updated as required.

Staff, Goal IV - Communication			
<p>Objective 3: Communicate Clear Expectations to Employees of What is Required of Them</p> <p><i>(Staff, Goal IV, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Understand why clear expectations are not being communicated at all levels of the organization • Create a formal strategy and training program that teaches communication and listening skills • Train staff and implement plan • Monitor effectiveness of program, review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation and assessment		
	Develop strategies and methodologies		
	Train staff		
Implement			

Next Steps:

Each objective listed in this chapter will become a project assigned to a team of employees and users with expertise in that particular area, and will report to an assigned stakeholder. The project team will follow the objectives, strategies and performance measures developed and employ the project guidelines listed in the Implementation chapter. When completed, the team will submit a project summary report and will monitor the program’s effectiveness and perform ongoing reviews as required.

The ranking and scheduling of the Staff projects requires setting priorities, project sequencing requirements, and identifying funding issues. The project prioritization within Staff is listed below and the overall project schedule is listed in the Implementation chapter. It should be noted that some projects may involve funding. However these funding requirements are not currently defined, but will be identified during the project process. If funding is required, authorization will be secured before funds are expended. If funding can not be included within the existing budget, a budget request will be submitted and will be judged on its own merits against other budget requests and funding availability. If funding is limited, the project may have to be staged incrementally over time.

PRIORITY	GOAL	ID	DESCRIPTION
1	Staffing Needs	ST / N-1	Conduct Staffing Needs and Workload Assessment
1	Staffing Needs	ST / N-2	Align Staffing Structure with Workload Requirements
1	Accountability	ST / A-2	Consistent Application of Accountability
2	Communication	ST / C-3	Communicate Clear Expectations to Employees of What is Required of Them
2	Staffing Needs	ST / N-3	Develop Internal Succession Strategy
2	Accountability	ST / A-1	Update the Performance Evaluation Program
3	Accountability	ST / A-3	Create Management/Supervisor Development Program
3	Communication	ST / C-2	Provide Timely and Accurate Information Updates to All District Employees
3	Communication	ST / C-1	Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution
4	Education	ST / E-1	Develop New Employee Training Program
4	Education	ST / E-2	Identify Cross-Training Opportunities/Requirements
4	Education	ST / E-3	Define and Adhere to Education Development Program

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“Delivering the highest quality product in the most responsible and cost effective manner”



Finance

- Summary
- Summary – Goals / Objectives
- Objectives, Strategies and Performance Measures
- Next Steps

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Finance:

Summary:

It is critical that the District employs sound financial planning as it provides water and wastewater services, services that need to be here today and twenty years from now. This is even more important as the County and State continue to reel from the effects of the Great Recession, with no imminent end in sight. As the cost of doing business continues to go up, it is important that the District recover not only the cost of its day-to-day operations, but also the funds required to maintain and replace the millions of dollars in water and wastewater infrastructure, both above and below the ground. The District must address these increasing revenue demands while at the same time continuing to be a good steward of the ratepayer’s money. The following goals, objectives and strategies have been developed to address the needs of the users and the District, and find reasonable, cost effective solutions that will allow the District to meet our customers’ ongoing demands.

Goals –

Goal 1 - Sustainability

Goal 2 - Transparency

Goal 3 - Governance

Goal 4 - Integrity

GOAL	OBJ.	DESCRIPTION
Sustainability	1	Report on District’s Long-Term Service Viability
	2	Identify Funding and Cost Savings Opportunities
	3	Develop Long-Term Financial Plan
Transparency	1	Evaluate and Update Financial Reporting
	2	Develop District Fiscal and Budget Education Program
	3	Develop Employee Financial Resource Center
Governance	1	Review and Update Budget and Fiscal Policies
	2	Create Grant Administration Procedures
	3	Develop Debt Management Strategy
Integrity	1	Promote District-Wide Fiscal Responsibility
	2	Evaluate Financial and Billing System
	3	Assess and Update Water and Wastewater Billing Process

Goal I – Sustainability

Objective 1: Report on District’s Long-Term Service Viability

Description:

The District is here in perpetuity. It needs to provide water and wastewater services now, next year, and fifty years from now. When planning for the future, the District must understand the true cost of keeping the water and wastewater systems operating. Pipelines break, pumps fail, generators burn out, and treatment plants need maintenance and upgrades. And this is just the operations side of the business. The District also has administrative and employee costs, including contributions to employee retirement such as PERS and Retiree Health. As these of costs escalate they compete for limited funds.

The District needs to complete a comprehensive analysis on the long-term service viability of its systems to understand its planning and funding needs. We do not have the funds to run equipment into the ground; we must actively create maintenance and planning program based on fact, not supposition. Objective 1 - *Report on District’s Long-Term Service Viability* is designed to assess and report on the District’s operations and infrastructure, identify the gaps and equipment shortfalls, and estimate the costs of maintaining those operations. Once reported, staff will review analysis and update annually.

Finance, Goal I – Sustainability			
Objective 1: Report on District’s Long-Term Service Viability (Finance, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Perform a detailed assessment of system’s long-term viability, including maintenance, upgrade and replacement requirements • Identify and report gaps in requirements versus current operating standards • Estimate funding requirements • Distribute report for comments • Publish and distribute assessment report 		
	Performance Measure	Projected Date	Actual Date
	Complete system assessment		
	Identify system gaps		
	Complete funding analysis		
	Integrate comments into report		
	Publish and distribute assessment report		

Goal I – Sustainability

Objective 2: Identify Revenue and/or Cost Savings Opportunities

Description:

As a public water district, the District must recover the cost of doing business, and at the same time operate responsibly and cost-effectively. Therefore it is incumbent for staff to evaluate current policies, procedures and practices, and determine if there are revenue and/or cost saving opportunities not currently employed that could benefit not only the District but its customers. Revenue opportunities could include grants or recovering lost/uncollected revenue. Cost saving opportunities could come from new operating efficiencies, new technologies, or even cost-sharing agreements with other agencies.

Objective 2 - *Identify Revenue and/or Cost Savings Opportunities* will direct staff to evaluate current operations, policies and procedures at all District’s facilities and operations and identify cost saving and/or revenue opportunities. If Board approval of the plan is required, staff will bring the item before the Board. Once the plan has been implemented, staff will monitor the plan’s performance and review and update the plan as required.

Finance, Goal I – Sustainability			
<p>Objective 2: Identify Revenue and/or Cost Savings Opportunities</p> <p><i>(Finance, Goal I, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current operations, policies and procedures to determine revenue and/or cost saving opportunities • Develop strategies and options for revenue and/or cost saving opportunities • Present plans to Board of Directors if required • Implement and update financial plan • Monitor performance and track ongoing effectiveness 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of operations and policies		
	Complete strategies and options		
	Board approval, if required		
	Implement		
	Incorporate into financial plan/budgets		

Goal I – Sustainability

Objective 3: Develop Long-Term Financial Plan

Description:

It is critical that the District employs sound financial planning as it provides water and wastewater services, services that need to be here today and twenty years from now. This is even more important as the County and State continue to reel from the effects of the Great Recession, with no imminent end in sight. The cost of doing business continues to go up, whether its higher operating costs, such as fuel or chemicals, or increased costs due to additional state and federal regulations. While costs have increased, District revenues are not growing as projected. New home construction has dropped off dramatically and property tax revenues receipt are down. Any additional revenue will likely come from rates. It is important that the District recover the cost of doing business, but in doing so must also continue to be a good steward of the ratepayer’s money by operating in the most responsible and cost effective manner.

Objective 4 - *Develop Long-Term Financial Plan* draws on the data and information prepared in the first three objectives under Sustainability and develops a financial forecast that will help guide the District through the next five to ten years of budgeting and financial planning.

Finance, Goal I – Sustainability			
<p>Objective 3: Develop Long-Term Financial Plan <i>(Finance, Goal I, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review all relevant financial information, including budgets, system assessments, staffing needs and capital projections • Draft a five-year and ten-year financial forecast • Circulate draft forecasts for comment • Update draft forecasts and identify funding gaps • Create budget balancing strategies • Distribute and educate board and staff on forecast and strategies • Incorporate findings into budget and financial planning 		
	Performance Measure	Projected Date	Actual Date
	Complete review of financial information		
	Complete draft financial forecast		
	Identify funding gaps and budget strategies		
Incorporate findings into budget and financial planning			

Goal II – Transparency

Objective 1: Evaluate and Update Financial Reporting

Description:

Clear and accurate financial information is important for staff, management, Board members and the public. The District currently produces several types of financial reports, including the annual audit, the budget, and numerous internal reports. Some reports, such as the annual audit, must follow prescribed guidelines and are not always easy to decipher. Nevertheless the District needs to ensure that timely and reliable information is available so that all parties can understand the District’s finances and how fiscal decisions are made, such as raising rates. Trust is key. Customers and staff need to have faith in the information and the decision making process. Good, solid financial reporting can enhance that trust by removing any perceived notion that the information provided isn’t complete or accurate.

Objective 1 - *Evaluate and Update Financial Reporting* is design to provide employees, Board members and the public with financial information they want and can understand. When the gaps are identified and the reporting process has been updated, staff will monitor the performance of the reporting program and update as required.

Finance, Goal II – Transparency			
Objective 1: Evaluate and Update Financial Reporting (Finance, Goal II, Objective 1)	Strategies: <ul style="list-style-type: none"> • Review current financial reports and distribution methods • Evaluate user needs, including Board, staff, public and regulatory, and identify the gaps with current reporting efforts • Prepare reporting strategy and guidelines • Present strategies to Board and update policy as required • Train users on new financial reporting and implement • Monitor and evaluate program as required 		
	Performance Measure	Projected Date	Actual Date
	Complete review of current reports and reporting process		
	Complete user needs and reporting gap analysis		
	Finalize reporting strategies and guidelines		
	Board update and approval as required		
	Train users and implement		

Goal II – Transparency

Objective 2: Develop District Fiscal and Budget Education Program

Description:

A companion goal to providing clear and accurate financial information is to ensure the users of that information are well equipped in knowing how to read, interpret and utilize that information. If users make the most of the information provided to them they can better manage their department, work group, or areas of responsibility. They can also gain a better understanding of the District’s overall finances, and learn what other departments are doing. This in itself could help reduce overall costs by bringing departments together to work on common projects. And finally, if employees better understand District’s finances they can use that information to help find cost savings or additional revenue.

The goal of Objective 2 - *Develop District Fiscal and Budget Education Program* is to identify the needs of staff and the Board, and develop an education program that assists them in understanding the complexities and uniqueness of fiscal and budget reporting. Once implemented, the educational program will be monitored for effectiveness, and if required, the program will be updated.

Finance, Goal II – Transparency			
Objective 2: Develop District Fiscal and Budget Education Program (Finance, Goal II, Objective 2)	Strategies: <ul style="list-style-type: none"> • Evaluate educational needs of District staff and Board • Identify the gaps with current training and educational efforts • Develop education strategy and program guidelines • Test program and make changes as required • Implement • Monitor and evaluate program as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of educational needs		
	Complete training gap analysis		
	Finalize education strategy and program design		
	Complete testing of education program		
	Implement		

Goal II – Transparency

Objective 3: Develop Employee Financial Resource Center

Description:

The District provides employees with salary and benefits that provides compensation for today and helps them prepare for the future - retirement. The District participates in several programs, including PERS, Social Security, Deferred Compensation, and Retiree Health. The ability to locate the financial and planning information for these programs can be overwhelming. Each program has its own resources and websites, but having a central district site with links to them, as well a library of District information and forms, would make it easier for employees to navigate through the myriad of layers of data and bureaucracies.

Objective 3 - *Develop Employee Financial Resource Center* is designed to create a central resource center, possibly on a District intra-net website. The center will provide employees with access to information that can assist them in managing their daily finances and help them prepare for tomorrow’s retirement. Once the system is developed and deployed, employees will be trained in its use. Staff will monitor its effectiveness, and update the design and resource information as needed.

Finance, Goal II – Transparency			
<p>Objective 3:</p> <p>Develop Employee Financial Resource Center</p> <p><i>(Finance, Goal II, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify and evaluate the type, content and accessibility of financial and benefit information currently available to employees • Survey employees to identify resource expectations • Identify gaps and create inventory of preferred resource materials • Develop an “employee financial resource center” • Train employees and implement program • Monitor program’s effectiveness and update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of current financial and benefit information		
	Complete employee survey and identify resource requirements		
	Develop resource center		
	Train employees		
	Implement		

Goal III – Governance

Objective 1: Review and Update Budget and Fiscal Policies

Description:

The District adopted its Budget and Fiscal Policies in 2004, with minor revisions made to those policies in 2008 and 2010. Sound policy and business practice demands periodic review of these policies and procedures to determine if they are current, reasonable, meet the needs of the District, and conform to government code.

Objective 1 - *Review and Update Budget and Fiscal Policies* ensures that a detailed and all-encompassing review and update of the District’s fiscal policies is completed. Once the policies have been developed, they will be presented to the Finance Committee and the Board of Directors for approval. After approval, the policies will be published and staff will be trained in the application of said policies. Staff will review and update the policies on an “as needed” basis.

Finance, Goal III – Governance			
<p>Objective 1: Review and Update Budget and Fiscal Policies</p> <p><i>(Finance, Goal III, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review current budget and fiscal policies and procedures and identify inconsistencies, variances, and improvement opportunities • Update policies and procedures • Present policies and procedures to Finance Committee and Board Directors • Board of Directors approve policies and procedures • Review policies and procedures as required 		
	Performance Measure	Projected Date	Actual Date
	Complete review of budget and fiscal policies		
	Update policies		
	Finance Committee approval		
	Board approval		
	Implement		

Goal III – Governance

Objective 2: Create Grant Administration Procedures

Description:

The District has been successful in securing both state and federal grants and loans. Applying for and administering these grants and loans requires significant effort. As staffing resources are limited, and the District’s financial ability to meet funding and/or matching requirements is constrained, it is critical that all grant/loan efforts are coordinated and maximized to meet the overall goals of the District. We do not want to restrict our ability to apply for future grants by not properly managing the District’s finances and fulfilling the grant/loan administrative requirements.

Objective 2 - *Create Grant Administration Procedures* will help coordinate, manage and maximize the District’s resources in applying for and securing grants and loans. Once the procedures have been developed, the procedures will be published and staff will be trained in their application. The procedures will be reviewed and updated as required.

Finance, Goal III - Governance			
<p>Objective 2: Create Grant Administration Procedures</p> <p><i>(Finance, Goal III, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify benefits to and required needs of grant administration • Evaluate current grant administration processes and challenges • Identify gaps between current processes and preferred grant administration procedures • Create grant administration strategies and procedures • Distribute and implement new procedures • Monitor performance and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete benefit/needs analysis		
	Evaluate current grant administration processes and challenges		
	Identify procedural gaps		
	Complete grant administration procedures		
	Implement		

Goal III – Governance

Objective 3: Develop Debt Management Strategy

Description:

The District’s Budget and Fiscal Policies includes a section on debt management. However, the current debt management policy does not include debt strategy, strategy that can minimize the cost of issuing debt while maximizing funding options. The District has been successful in securing both state and federal grants and loans, but applying for and administering these grants and loans requires significant effort, and of course, funds. As District financial resources are limited, it must have a sound plan in place as it contemplates issuing additional debt. The District needs to actively manage its debt coverage ratio, optimize its bond rating, and plan its debt issuance to meet the long-term capital needs. We do not want future debt restricted or compromised by not properly managing the District’s finances.

Objective 3 - *Develop Debt Management Strategy* will create a debt strategy that, in accordance with the adopted debt management policy, supports the District’s current debt while planning for the District’s long-term capital needs. The strategy will be implemented after approval by the Finance Committee and the Board. Staff will monitor strategy performance, and review and update the strategy as required.

<i>Finance, Goal III - Governance</i>			
<p>Objective 3:</p> <p>Develop Debt Management Strategy</p> <p><i>(Finance, Goal III, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Assess current debt management policy • Evaluate current debt structure, bond ratings, and market conditions • Identify future capital funding requirements • Develop debt management strategy • Approval of strategy by Finance Committee and Board Directors • Implement new strategy • Monitor strategy’s effectiveness and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete assessment of current debt management policies		
	Complete debt requirement and market condition evaluation		
	Develop debt management strategy		
	Board approval		
	Implement		

Goal IV – Integrity

Objective 1: Promote District-Wide Fiscal Responsibility

Description:

As the District struggles to cope with the effects of the Great Recession and the continued downturn in the local housing market, it is more important than ever that all levels of District employees practice fiscal responsibility. Every employee of the District can contribute to the success of the District, and every employee has the opportunity to find ways to save money and offset the higher cost of doing business.

Objective 1 - *Promote District-Wide Fiscal Responsibility* will survey staff to identify existing barriers to fiscal responsibility and formulate and implement corrective measures. It is imperative that all employees are trained in the new strategies and that the program is promoted and supported by the Board and the General Manager. Once implemented, staff will monitor the program’s performance. The program will be reviewed and updated as required.

Finance, Goal IV - Integrity			
<p>Objective 1:</p> <p>Promote District-Wide Fiscal Responsibility</p> <p><i>(Finance, Goal IV, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Survey management/staff to identify barriers to fiscal responsibilities • Assess survey results and identify corrective measures • Create strategy and program that promotes fiscal responsibility • Train all managers and employees • Board, General Manager and management fosters the need for and support of fiscal responsibility • Monitor effectiveness of program, review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete staff survey		
	Finish assessment of survey results		
	Create strategy and program		
	Distribute program/train staff		
	Implement		

Goal IV – Integrity

Objective 2: Evaluate Financial and Billing System

Description:

The District’s financial and billing system resides on a Springbrook software platform. As with any software product, there are updates and new versions. Springbrook’s migration to a newer version will eventually require the District to purchase it. As additional funds and staff resources will be required, it would be appropriate for the District to use this opportunity to determine if Springbrook is the best option available, or if we should choose another software system. If we choose to stay with Springbrook, we need to determine what, if any additional Springbrook products we should purchase, such as the Human Resource module.

Objective 2 - *Evaluate Financial and Billing System* will assess the system’s performance and sustainability along with the long-term needs of the District. After the preferred strategy has been selected, funding requirements will be identified and incorporated into the budget process. Staff will monitor any system changes to ensure they meet expectations. As software products and services continually evolve, staff will conduct regular system evaluations.

Finance, Goal IV - Integrity			
<p>Objective 2:</p> <p>Evaluate Financial and Billing System</p> <p><i>(Finance, Goal IV, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate financial and billing system performance and sustainability • Identify existing/ongoing needs of the District and employees • Determine if system can be maintained, or requires upgrade or replacement • Create system sustainability strategy and identify funding needs • Implement • Continue regular system evaluation 		
	Performance Measure	Projected Date	Actual Date
	Complete system evaluation		
	Finish needs assessment		
	Create system strategy		
	Identify and secure funding requirements		
	Implement		

Goal IV – Integrity

Objective 3: Assess and Update Water and Wastewater Billing Process

Description:

The District’s water and wastewater billing system resides on a Springbrook software platform, but the bills are printed and mailed by a third party. In an effort to ensure reliability and reduce costs, staff should evaluate the performance and cost effectiveness of the current billing process to determine if changes are required. Staff also needs to determine if the billing system in its current form can be maintained, or if upgrades or replacement is required. The economics of outsourcing the printing and mailing of the water/wastewater bills needs to be reassessed to determine if it is still the preferred option.

Objective 3 - *Assess and Update Water and Wastewater Billing Process* will assess the performance of the current billing process and provide recommendations. Once the strategy has been selected, funding requirements will be identified and incorporated into the budget process. Staff will monitor any system changes to ensure they meet expectations. Staff will also conduct regular reviews of the billing process and make additional recommendations as required.

Finance, Goal IV - Integrity			
<p>Objective 3: Assess and Update Water and Wastewater Billing Process</p> <p><i>(Finance, Goal IV, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate performance and effectiveness of current billing process • Identify existing/ongoing needs of staff and the public • Determine if current system can be maintained, or requires upgrade or replacement • Develop billing system options and identify funding requirements • Select preferred option and secure funding requirements • Implement • Continue regular system evaluation 		
	Performance Measure	Projected Date	Actual Date
	Complete assessment of billing process		
	Finish needs assessment		
	Identify billing options and funding requirements		
	Select preferred option and secure funding requirements		
	Implement		

Next Steps:

Each objective listed in this chapter will become a project assigned to a team of employees and users with expertise in that particular area, and will report to an assigned stakeholder. The project team will follow the objectives, strategies and performance measures developed and employ the project guidelines listed in the Implementation chapter. When completed, the team will submit a project summary report and will monitor the program’s effectiveness and perform ongoing reviews as required.

The ranking and scheduling of the Finance projects requires setting priorities, project sequencing requirements, and identifying funding issues. The project prioritization within Finance is listed below and the overall project schedule is listed in the Implementation chapter. It should be noted that some projects may involve funding. However these funding requirements are not currently defined, but will be identified during the project process. If funding is required, authorization will be secured before funds are expended. If funding can not be included within the existing budget, a budget request will be submitted and will be judged on its own merits against other budget requests and funding availability. If funding is limited, the project may have to be staged incrementally over time.

PRIORITY	GOAL	ID	DESCRIPTION
1	Sustainability	FN / S-1	Report on District’s Long-Term Service Viability
1	Sustainability	FN / S-3	Develop Long-Term Financial Plan
1	Sustainability	FN / S-2	Identify Revenue and/or Cost Savings Opportunities
2	Integrity	FN / I-1	Promote District-Wide Fiscal Responsibility
2	Transparency	FN / T-1	Evaluate and Update Financial Reporting
2	Governance	FN / G-3	Develop Debt Management Strategy
3	Governance	FN / G-1	Review and Update Budget and Fiscal Policies
3	Transparency	FN / T-2	Develop District Fiscal and Budget Education Program
3	Governance	FN / G-2	Create Grant Administration Procedures
4	Integrity	FN / I-2	Evaluate Financial and Billing System
4	Transparency	FN / T-3	Develop Employee Financial Resource Center
4	Integrity	FN / I-3	Assess and Update Water and Wastewater Billing Process

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Customer Service / Customer Relations

- Summary
- Summary – Goals / Objectives
- Objectives, Strategies and Performance Measures
- Next Steps

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Customer Service / Customer Relations:

Summary:

Customer service is not only the service provided by the District to its customers, but also the service provided within the District, from one department to another and from one employee to another. Good customer service is a critical component of the overall quality of service provided to our customers. Good customer service is earned and improves how we are perceived by our customers, while bad or inconsistent customer service hurts our relationship with our customers and makes our job more difficult. This is true for customer service within the District as well as good customer service promotes efficient operations by increasing teamwork and moral.

The Customer Service department is the first line of communication with the rate payers and the public. They receive billing and service inquiries and enforce the District’s *Rules and Regulations Regarding Water and Wastewater Service*. However, application of these policies by all District staff, including the Board, has not been consistent. Lack of adherence to policy causes numerous difficulties, often impeding Customer Service’s efforts of equitable application of District policy, and requiring Customer Service to take “after the fact” enforcement and correction action. A summary of the goals and objectives for Customer Service/Relations are listed below, with a detailed accounting of each objective on the following pages. The plan to implement these goals is listed in the Implementation section.

Goals –

Goal 1 - Consistency

Goal 2 - Training

Goal 3 - Information Management

Goal 4 - Outreach

GOAL	OBJ.	DESCRIPTION
Consistency	1	Provide Equitable Treatment to all Customers
	2	Assess and Update Current District Policies and Procedures
	3	Consistent Application of District Policies and Procedures
Training	1	Develop a District-wide Customer Service Training Program
	2	Develop Effective Communication Guidelines
Information Management	1	Create Process to Ensure Efficient Flow of Information
	2	Confirm Consistency and Accuracy of Data Used and Distributed
Outreach	1	Create Program to Improve Customer Relations
	2	Improve Access to District Information

Goal I – Consistency

Objective 1: Provide Equitable Treatment to all Customers

Description:

It is important that all District employees, including management, office staff, the field crew, and elected officials; provide equitable treatment to all of the District’s customers. As a public water district, our rates and policies are intended to ensure that one customer doesn’t subsidize another and that one customer isn’t treated any differently than another. This also applies to enforcement of District standards, billings, policies and even how we treat our customers. We are one District and the message to our customers needs to be consistent and always in a courteous, respectful manner.

Objective 1 - *Provide Equitable Treatment to all Customers* is designed to address these needs. Once the strategies have been developed, the plans/strategies will be distributed and staff will be provided with and trained according to the new program, including enforcement policies. Once implemented, staff will monitor the program’s performance and effectiveness.

Customer Service/Relations, Goal I - Consistency			
Objective 1: Provide Equitable Treatment to All Customers (Customer Service /Relations, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Evaluate current processes/exceptions and determine reasons for exceptions to equitable treatment • Develop detailed plans/strategies that ensure equitable treatment • Communicate to and train staff on plans/strategies and accountability • Implement plans/strategies and impose accountability • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Develop plans/strategies		
	Distribute plan/train staff		
	Implement		

Goal I – Consistency

Objective 2: Assess and Update Current District Policies and Procedures

Description:

The basis for providing water and wastewater services to its customers is the District’s policies, which include the District’s *Rules and Regulations Regarding Water and Wastewater Service*. These policies have been developed, expanded, and updated, often numerous times, over the last sixty years. With all the changes to the policies, it can be a tedious and time consuming process to make a clear interpretation of policy. Some policies may be addressed in different sections, some may be outdated, and some are conflicting, and not all of the policies are conveniently available to staff and public.

It is important that a detailed and all-encompassing review and update of the District’s policies is completed. Objective 2 - *Assess and Update Current District Policies and Procedures* is the first step in updating and publishing the District’s policies, and training staff in the application of said policies. Once the policies have been developed, they will be presented to the Finance Committee and the Board for approval. Once approved and published, staff will review the policies on an “as needed” basis.

Customer Service/Relations, Goal I - Consistency			
<p>Objective 2: Assess and Update Current District Policies and Procedures <i>(Customer Service /Relations, Goal I, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review current water and wastewater policies and procedures and identify inconsistencies, variances, and improvement opportunities • Develop all-inclusive, consistent, understandable and unambiguous policies and procedures • Present policies and procedures to Finance Committee and Board • Board of Directors approve policies and procedures • Publish water and wastewater policies, review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete review of water and wastewater policies		
	Develop policies		
	Finance Committee approval		
	Board approval		
	Publish policies and procedures		

Goal I – Consistency

Objective 3: Consistent Application of District Policies and Procedures

Description:

The basis for the District providing water and wastewater services to its customers is the District’s policies, including the District’s *Rules and Regulations Regarding Water and Wastewater Service*. It is imperative that all employees consistently apply these and other District policies and procedures. This objective is independent of Objective 2: *Assess and Update Current District Policies and Procedures*, and does not need to be completed prior to Objective 2. However, when policies are updated and published, the associated training needs to emphasize the consistent application of District policies.

The next step under Objective 3: *Consistent Application of District Policies and Procedures* is to provide the staff with extensive training on the updated policies. The training will include how to access and use the policies and procedures, why the consistent application of policy is required, and what are the consequences and repercussions of not consistently applying the District’s policies. Once implemented, staff’s ability to access and use the policies will be monitored, along with tracking the consistent application of said policies and procedures.

Customer Service/Relations, Goal I - Consistency			
Objective 3: Consistent Application of District Policies and Procedures (Customer Service /Relations, Goal I, Objective 3)	Strategies: <ul style="list-style-type: none"> • Determine barriers to consistent application of polices and procedures • Develop strategies that ensure consistent application of polices • Provide extensive training on access to and consistent application of policies and procedures • Implement application of updated policies and procedures • Monitor performance and track for consistency 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Develop plans/strategies		
	Train staff		
Implement			

Goal II – Training

Objective 1: Develop a District-wide Customer Service Training Program

Description:

Customer service includes not only customer service provided by the District to its customers, but also the service provided within the District, from one department to another and from one employee to another. Good customer service is a critical component to the overall quality of service provided to our customers, and it also promotes efficient operations by increasing teamwork and moral when provided by employee to employee.

Customer service is a learned skill, and often overlooked when a new employee receives job training. Objective 1 - *Develop a District-wide Customer Service Training Program* is designed to address the weaknesses in the level of customer service provided by staff to customers and by staff to staff, by developing and implementing an effective customer service training strategy and corresponding training program. As training is implemented, staff will monitor the program’s performance and adjust the program as required.

Customer Service/Relations, Goal II - Training			
Objective 1: Develop a District-wide Customer Service Training Program <i>(Customer Service /Relations, Goal II, Objective 1)</i>	Strategies: <ul style="list-style-type: none"> • Identify weaknesses in the customer service provided by staff to customers, and staff to staff • Create effective training strategy • Develop and publish customer service training program • Train all employees and implement new program • Incorporate training program into New Employee Orientation • Monitor effectiveness and review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Create training strategy		
	Develop training program		
	Train staff		
	Implement		

Goal II – Training

Objective 2: Develop Effective Communication Guidelines

Description:

The District and its employees have regular two-way communication with its customers, whether it's over the telephone, in person, or through written correspondence. There is also regular communications between employees and from department to department. Often the wrong type of communication, a misinterpreted message, or no communication at all can create numerous problems that can take both time and money to fix. This is especially true for a District whose water and wastewater operations are spread over an entire county. It is important for the District to develop and maintain effective communication guidelines as outlined in this Objective. Employees need to be trained in and must practice the communication skills developed by this objective. Once training is implemented, staff's performance will be monitored and the program will be reviewed annually and adjusted as required.

<i>Customer Service/Relations, Goal II - Training</i>			
<p>Objective 2: Develop Effective Communication Guidelines</p> <p><i>(Customer Service /Relations, Goal II, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current communication processes and identify demands and deficiencies • Form strategies that address communication demands and deficiencies • Develop/write communication guidelines • Distribute and post guidelines, train all employees • Implement • Monitor performance and prepare annual reviews of guidelines 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Form communication strategies		
	Develop communication guidelines		
	Distribute guidelines/train staff		
	Implement		

Goal III – Information Management

Objective 1: Create a Process to Ensure Efficient Flow of Information

Description:

Just as the act of communicating is important to the operations of the District, the flow and type of “information” that is being communicated is equally important. If the right information is not supplied to those employees who need to use it in the course of their duties or to make a decision, an error may be made that could cost the District time and money to correct. Information must flow easily and accurately from one employee or workgroup to another.

Objective 1, *Create a Process to Ensure Efficient Flow of Information* is designed to accomplish that movement. Once an information flow process has been developed, procedures need to be distributed and staff must be trained in its use. Once implemented, the process’s performance will be monitored and review as required.

<i>Customer Service/Relations, Goal III - Info Management</i>			
Objective 1: Create a Process to Ensure Efficient Flow of Information within District <i>(Customer Service /Relations, Goal III, Objective 1)</i>	Strategies: <ul style="list-style-type: none"> • Assess current flows of information and identify requirements and gaps • Develop processes that address flow requirements and gaps • Distribute processes/procedures and train staff • Implement • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete assessment		
	Develop processes/procedures		
	Distribute procedures/train staff		
Implement			

Goal III – Information Management

Objective 2: Confirm Consistency and Accuracy of Data Used and Distributed

Description:

Inaccurate or outdated information can result in operational inefficiencies, including having to go back and redo work; or causing poor decisions that can affect the District and its operations. The District uses several different types of data gathering and storage methods. The multiple sources can lead to version control issues, inconsistent or conflicting information, and even differing opinions of how and why the data was developed or is used. There are hard copy versions of data that date back to the District’s origination, there are electronic versions of documents that reside separately or in databases, and there is data stored within the software systems the District uses for its daily operations, such as billing, finance, mapping and preventative maintenance.

Objective 2, *Confirm Consistency and Accuracy of Data Used and Distributed* is designed to identify and eliminate the gaps and inconsistencies in the data used by the District, and in turn, increase the District’s productivity. Once implemented, the plan’s performance will be monitored and review as required.

Customer Service/Relations, Goal III - Info Management			
<p>Objective 2: Confirm Consistency and Accuracy of Data Used and Distributed (Customer Service /Relations, Goal III, Objective 2)</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Document types of data and information used by staff, Board and public • Identify gaps in accuracy and consistency • Develop detailed plans to alleviate gaps and inconsistencies • Distribute plan/guidelines and train staff • Implement • Monitor performance and implement review process 		
	Performance Measure	Projected Date	Actual Date
	Complete data assessment		
	Finish gap analysis		
	Develop plan		
	Distribute plan/train staff		
	Implement		

Goal IV – Outreach

Objective 1: Create Program to Improve Customer Relations

Description:

Good customer relations are a critical component to how the District, its operations and its employees are viewed and understood by the District’s ratepayers and the residents of Calaveras County. The District has an informal public outreach program, but nothing formally defined or sustainable. In these tough economic times, with increased government regulations and the potential for the State to reallocate water rights, it is important for the District to build trust based relationships and partnerships. Relationships that will ease the way as the District strives to maintain its high level of service, investment in its infrastructure, and efforts to protect the County’s water rights.

Objective 1 - *Create Program to Improve Customer Relations* is designed to develop a program that encourages the positive exchange of information between the District and its customers, and promotes the benefits of the District’s work. Once implemented, the program’s performance will be monitored and adjusted as required.

Customer Service/Relations, Goal IV - Outreach			
Objective 1: Create Program To Improve Customer Relations (<i>Customer Service /Relations, Goal IV, Objective 1</i>)	Strategies: <ul style="list-style-type: none"> • Identify and evaluate current customer relations activities • Identify new outreach opportunities • Develop customer relations strategy and document program • Train staff and implement program • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Develop strategy/document plan		
	Distribute plan/train staff		
Implement			

Goal IV – Outreach

Objective 2: Improve Access to District Information

Description:

As part of an overall program to improve customer relations, the District needs to improve access to District information. This includes not only access by ratepayers and the general public, but access by other governmental agencies. The dynamics of the public – private interaction has changed over the last ten years. With the internet, advanced websites, social media and electronic storage of information available, the District needs to provide the public timely access to District information that will assist in doing business with the District. Improved access can also help reduce employee workload by providing customers with easy access to information they need, such as rules, regulations, standards, and forms, on systems such as an expanded District website.

Objective 2 – *Improve Access to District Information* is designed to develop strategies and systems that provide increased access to and use of appropriate District information, and promotes transparency in government. Once implemented, the program’s performance will be monitored and adjusted as required.

Customer Service/Relations, Goal IV - Outreach			
<p>Objective 2:</p> <p>Improve Access to District Information</p> <p><i>(Customer Service /Relations, Goal III, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review how District currently disseminates information and identify gaps • Create strategy and plan to improve public access to information • Distribute plans and train staff • Implement • Monitor performance effectiveness • Review program annually 		
	Performance Measure	Projected Date	Actual Date
	Complete review		
	Develop strategy/document plan		
	Distribute plan/train staff		
Implement			

Next Steps:

Each objective listed in this chapter will become a project assigned to a team of employees and users with expertise in that particular area, and will report to an assigned stakeholder. The project team will follow the objectives, strategies and performance measures developed and employ the project guidelines listed in the Implementation chapter. When completed, the team will submit a project summary report and will monitor the program’s effectiveness and perform ongoing reviews as required.

Ranking and scheduling Customer Service/Relations projects requires setting priorities, project sequencing requirements, and sometimes financing. Project prioritization within Customer Service/Relations is listed below, while the overall project schedule is listed in the Implementation chapter. Some projects will ultimately involve some type of funding requirement. However those requirements are not currently defined, but will be identified during the project process. If funding is required, authorization will be secured before funds are expended. If funding can not be included within the existing budget, a budget request will be submitted and will be judged on its own merits against other budget requests and funding availability. If funding is limited, the project may have to be staged incrementally over time.

PRIORITY	GOAL	ID	DESCRIPTION
1	Consistency	CS / C-3	Consistent Application of District Policies and Procedures
1	Information Management	CS / I-2	Confirm Consistency and Accuracy of Data Used and Distributed
1	Consistency	CS / C-2	Assess and Update Current District Policies and Procedures
2	Consistency	CS / C-1	Provide Equitable Treatment to all Customers
2	Outreach	CS / O-1	Create Program to Improve Customer Relations
2	Training	CS / T-1	Develop a District-wide Customer Service Training Program
3	Training	CS / T-2	Develop Effective Communication Guidelines
3	Information Management	CS / I-1	Create Process to Ensure Efficient Flow of Information
3	Outreach	CS / O-2	Improve Access to District Information



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Operations / Engineering

- Summary
- Summary – Goals / Objectives
- Objectives, Strategies and Performance Measures
- Next Steps

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Operations / Engineering:

Summary:

The Utilities Department is responsible for the operations and planning of the District’s water and wastewater systems, including four water treatment plants and six wastewater treatment plants in four geographically distinct service areas. The distance between facilities creates both operational and communication issues, and the different disciplines of Engineering and Operations contributes to the need to better understand each other’s needs and requirements. The SBP workgroup, which included field and operations staff, identified four goals that should improve the interaction between all department employees, promote an increased knowledge of each other’s areas and operational requirements, and facilitate a better understanding of both the Department’s short and long-term plans. The goals and objective are listed below. A detailed accounting of each objective, along with accompanying strategies and performance measures, are on the following pages.

Goals –

Goal 1 - Efficiency and Cost Effectiveness

Goal 2 - Reliability

Goal 3 - Safety

Goal 4 - Accountability

GOAL	OBJ.	DESCRIPTION
Efficiency and Cost Effectiveness	1	Improve the Preventative Maintenance Program
	2	Identify Revenue Sources and Opportunities
	3	Evaluate Current Standard Operating Procedures (SOP) to Identify Cost Reduction Opportunities
Reliability	1	Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization
	2	Evaluate, Update and Continuously Test Contingency Plans
	3	Establish a Cross-Training and Communication Strategy
Safety	1	Update and Enforce the Safety Training Program
	2	Identify and Mitigate Potential Safety and Risk Issues
Accountability	1	Develop an Interdepartmental Project Review and Approval Process
	2	Adhere to and Enforce Water and Wastewater Compliance Program
	3	Adhere to and Enforce District construction Standards
	4	Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections

Goal I – Efficiency and Cost Effectiveness

Objective 1: Improve the Preventative Maintenance Program

Description:

The District maintains millions of dollars of water and wastewater infrastructure above and below the ground. These assets require periodic maintenance to ensure reliability and extend the service life. The District tracks most of its equipment and services it on an irregular schedule or when it breaks. The District recently embarked on a significant capital rehabilitation program, but that program was scaled back as part of the budgetary response to the downturn in the economy. Several attempts at implementing preventative maintenance programs have been made, without consistent and ongoing success. The District needs to evaluate its current program and develop a system that would create a proactive maintenance program, both from an identification perspective, and from a scheduling and budgetary perspective. Once the program has been implemented, staff will monitor the performance and its ongoing effectiveness, and updating the program when necessary.

Operations/Engineering, Goal I – Efficiency/Cost Effectiveness			
<p>Objective 1:</p> <p>Improve the Preventative Maintenance Program</p> <p><i>(Operations/Engineering, Goal I, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current programs and determine options • Develop detailed plans for “selected” options • Select preferred option • Test, train and evaluate plan • Implement • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Develop plans		
	Select option		
	Test program and train staff		
	Implement		

Goal I – Efficiency and Cost Effectiveness

Objective 2: Identify Revenue Sources and Opportunities

Description:

The Operations and Engineering staff perform many functions, including providing services to customers, developers and other agencies. The District has an established list of service charges, some of them based on service time estimate, others are hourly fees, and some can be a multiplier of the employee’s salary rate. As a public agency, it is important that the District recover its costs, especially for services provided by District employees. Objective 2 – *Identify Revenue Sources and Opportunities*, proposes to evaluate current policies, procedures and practices, and determine if the District is charging/recovering its costs. If policy changes are required, staff will submit the proposed changes to the Finance Committee and the Board. Once the plan has been implemented, staff will monitor the plan’s performance and track its ongoing effectiveness, returning to the process if necessary.

Operations/Engineering, Goal I – Efficiency/Cost Effectiveness			
Objective 2: Identify Revenue Sources and Opportunities <i>(Operations/Engineering, Goal I, Objective 2)</i>	Strategies: <ul style="list-style-type: none"> • Evaluate current policies and procedures and determine revenue opportunities • Develop detailed plans • Present plans to Board of Directors if required • Implement • Monitor performance and track ongoing effectiveness 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation and determine opportunities		
	Develop plans		
	Board approval		
Implement			

Goal I – Efficiency and Cost Effectiveness

Objective 3: Evaluate Current Standard Operating Procedures (SOP) to Identify Cost Reduction Opportunities

Description:

The combined budgets for Operations and Engineering make up approximately seventy percent (70%) of the District’s Operating Budget. Staff in these departments believe that there are opportunities to save money by examining operating procedures and practices to identify cost saving measures, which could included standardizing practices when possible. Objective 3 - *Evaluate Current Standard Operating Procedures (SOP) to Identify Cost Reduction Opportunities*, will direct staff to evaluate current policies and practices at all of the District’s facilities and identify cost saving opportunities. If Board approval of the plan is required, staff will bring the item before the Board. Once the plan has been implemented, staff will monitor the plan’s performance and track its ongoing effectiveness, returning to the process if necessary.

Operations/Engineering, Goal I – Efficiency/Cost Effectiveness			
<p>Objective 3: Evaluate Current Standard Operating Procedures (SOP) to Identify Cost Reduction Opportunities <i>(Operations/Engineering, Goal I, Objective 3)</i></p>	Strategies:		
	<ul style="list-style-type: none"> • Evaluate current SOP’s and determine cost saving opportunities • Update SOP as required • Develop detailed plans for “selected” options • Present plans to Board of Directors if required • Implement • Monitor performance and track ongoing effectiveness 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of SOP’s		
	Update SOP		
	Develop plans		
	Board approval		
Implement			

Goal II – Reliability

Objective 1: Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization

Description:

The Utilities Department (Operations and Engineering) is responsible for the planning and construction of capital outlay projects (under \$50,000) and capital improvement program (CIP) projects (over \$50,000). Proposed projects come from the District’s Five Year CIP Plan (2008), the Utilities Department’s annual budget request for operating projects, and projects identified between budgets, usually a result of regulatory requirements, equipment failures, or grant/loan opportunities. It is important that all responsible and knowledgeable parties (i.e. management, engineering, and field staff) are involved in the project planning and prioritization process. It is also important that engineers, field staff and plant operators collaborate to ensure what’s proposed and designed works “as expected.” When implemented, Objective 1 - *Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization*, will enhance teamwork by allowing for direct involvement of all necessary staff. Once implemented, staff will monitor the plan’s performance and adjust the process as required.

Operations/Engineering, Goal II - Reliability			
<p>Objective 1:</p> <p>Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization</p> <p><i>(Operations/Engineering, Goal II, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current project planning and prioritization process • Identify recommended changes to the planning/prioritization process • Update the project planning and prioritization process • Train staff and implement new process • Monitor performance and track ongoing effectiveness of new process 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of planning and prioritization process		
	Identify changes to process		
	Update process		
	Train staff		
	Implement		

Goal II – Reliability

Objective 2: Evaluate, Update and Continuously Test Contingency Plans

Description:

The District’s four water treatment plants and six wastewater treatment plants run 24 hours a day, 7 days a week, 365 days a year. Not all treatment plants are operated similarly. Therefore it is imperative that if there is a system or software failure, that operations are restored as quickly as possible. The District has contingency plans for all its treatment plants and delivery/collection systems, but it is important that these contingency plans are continuously evaluated and tested. It is also important that all relevant employees are provided extensive training on the contingency plan and tested regularly for their knowledge and response time. Objective 2 - *Evaluate, Update and Continuously Test Contingency Plans*, will enhance the District’s ability to respond to outages and system failures, and provide the District’s customers with the reliable service that they expect and deserve. Once implemented, staff will monitor the contingency plan’s performance and conduct annual reviews of the plan.

Operations/Engineering, Goal II - Reliability			
<p>Objective 2: Evaluate, Update and Continuously Test Contingency Plans</p> <p><i>(Operations/Engineering, Goal II, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current contingency plans • Develop recommended updates to contingency plans • Update contingency plans • Train, test and evaluate updated contingency plans • Implement updated plans, including regular testing of plans • Monitor performance and conduct annual reviews of contingency plans 		
	Performance Measure	Projected Date	Actual Date
	Complete plan evaluation and recommendations		
	Finalized plan updates		
	Test contingency plans		
	Distribute plan/train staff		
	Implement		

Goal II – Reliability

Objective 3: Establish a Cross-Training and Communication Strategy

Description:

The Utilities Department is responsible for the operations and planning of the District’s water and wastewater systems. There are four water treatment plants and six wastewater treatment plants in four geographically different areas. The distance between facilities creates both operational and communication issues, and the different disciplines of Engineering and Operations contributes to a need to better understand each other’s needs and requirements. Improved interaction will promote increased knowledge of each other’s areas and operational requirements, and a better understanding of both the short-term and long-term plans. An engineer who knows what a water treatment plant operator has to do to make a system work can design a better system. A collections/distribution worker who is aware of the tools and software available to Engineering and GIS can take advantage of those tools to complete his job. Objective 3 - *Establish a Cross-Training and Communication Strategy* will also help strengthen the department’s overall knowledge base by providing enhanced cross-training opportunities. Once implemented, staff will monitor the plan’s performance and adjust the process as required.

Operations/Engineering, Goal II - Reliability			
Objective 3: Establish a Cross-Training and Communication Strategy (Operations/Engineering, Goal II, Objective 3)	Strategies: <ul style="list-style-type: none"> • Identify cross-training and communication gaps and needs • Develop strategies to eliminate gaps and address needs • Document plans/strategies • Train staff and implement plan • Monitor performance and track ongoing effectiveness of plan 		
	Performance Measure	Projected Date	Actual Date
	Complete needs analysis		
	Develop strategies		
	Document plans/strategies		
	Distribute plan/train staff		
	Implement		

Goal III – Safety

Objective 1: Update and Enforce the Safety Training Program

Description:

Safety is job one at the District, whether it is working in the trenches; using heavy equipment; operating equipment at the treatment plant; or while working on electrical equipment. The District and its employees take “safety” very seriously. However, there is always room for improvement and the ongoing need to be diligent in safety enforcement. Staff has identified the need to review the current safety training program and update as required. This review will also include assessing the adequacy of the resources required to administer the program. Objective 1 - *Update and Enforce the Safety Training Program* is designed to address these needs. Once the safety training program has been updated, staff will be provided with and trained according to the new program, including enforcement policies. If additional resources are required, they will be identified along with cost estimates (additional funding will require submission of a budget request). Once implemented, staff will monitor the safety training program’s effectiveness and review/update the program on an annual basis.

Operations/Engineering, Goal III - Safety			
<p>Objective 1: Update and Enforce the Safety Training Program</p> <p><i>(Operations/Engineering, Goal III, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review existing safety training programs and resources, identify deficiencies • Update safety training program, including enforcement guidelines, and complete resource analysis • Distribute updated program materials and train staff • Implement • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete safety program review		
	Update training program, complete resource analysis		
	Distribute program/train staff		
Implement			

Goal III – Safety

Objective 2: Identify and Mitigate Potential Safety and Risk Issues

Description:

District operations are spread throughout the county over a changing geographic region. There are four water treatment plants and six wastewater treatment plants, along with numerous pump stations, generators, pressure relief valves, pipelines, and the equipment required to support these operations. It is imperative that the District and its employees understand the risks and safety issues that go along with working in this environment. Not all risks can be eliminated. However, they can be identified and mitigated, and staff can be trained on how to deal with them. As noted in the safety training program objective, safety is job one. Objective 2 - *Identify and Mitigate Potential Safety and Risk Issues* will review, assess and identify potential safety and risk issues. The process will also propose measures to mitigate the risks identified. Once implemented, staff will monitor the effectiveness of the program and will review/update the program as needed on an annual basis.

Operations/Engineering, Goal III - Safety			
<p>Objective 2: Identify and Mitigate Potential Safety and Risk Issues</p> <p><i>(Operations/Engineering, Goal III, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify and prioritize potential safety and risk issues • Develop detailed plans to mitigate identified safety and risk issues • Distribute updated plan materials and train staff • Implement mitigation measures • Monitor performance and effectiveness of mitigation measures • Prepare and implement annual plan review process 		
	Performance Measure	Projected Date	Actual Date
	Complete safety/risk assessment		
	Develop safety and risk plan		
	Publish/distribute procedures		
	Train staff		
	Implement		

Goal IV – Accountability

Objective 1: Develop Interdepartmental Project Review and Approval Process

Description:

As part of its operations, the District designs and builds capital outlay projects (under \$50,000) and capital improvement program (CIP) projects (over \$50,000). The proposed projects come from the District’s Five Year CIP Plan (2008), the District’s Master Plans, and the Utilities Department’s annual budget request for operating projects. There are also projects that are identified between the budget development process, usually as a result of regulatory requirements, equipment failures, or grant/loan opportunities. It is important that all responsible and knowledgeable parties from all departments are sought out and involved in the project review and approval process. This includes finance, planning and customer service, as they all play key roles in the planning and operations of the District. Objective 1 - *Develop Interdepartmental Project Review and Approval Process* will enhance teamwork by allowing for direct involvement of all necessary staff. Once implemented, staff will monitor the plan’s performance and adjust the process as required.

Operations/Engineering, Goal IV - Accountability			
<p>Objective 1: Develop Interdepartmental Project Review and Approval Process</p> <p><i>(Operations/Engineering ,Goal IV, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify project review and approval process gaps and needs • Develop strategies to eliminate gaps and address needs • Document the review and approval process plan • Train staff and implement plan • Monitor performance and track ongoing effectiveness of plan 		
	Performance Measure	Projected Date	Actual Date
	Complete review and needs assessment		
	Develop strategies		
	Document review and approval process plan		
	Distribute plan/train staff		
	Implement		

Goal IV – Accountability

Objective 2: Adhere to and Enforce Water and Wastewater Compliance Program

Description:

The District is governed by numerous State and Federal regulations and compliance requirements for the treatment and conveyance of water and wastewater. The District and its employees take “compliance” very seriously. As the District is both geographically and operationally challenged by different treatment plant locations and different treatment processes, it is critical that the staff periodically reviews the water and wastewater compliance Standard Operating Procedures (SOP’s) for standardization and optimization of resources, as well as ensuring that the SOP’s meet regulatory compliance. The process will include SOP updates as required, distribution of materials, training, and notification to staff of strict adherence and enforcement of the compliance program. Objective 2 - *Adhere to and Enforce Water and Wastewater Compliance Program* will also include the assessment of operations and procedures for opportunities of standardization and optimization of resources. Once implemented, staff will monitor the program’s effectiveness and review and update on an annual basis.

Operations/Engineering, Goal IV - Accountability			
<p>Objective 2: Adhere to and Enforce Water and Wastewater Compliance Program <i>(Operations/Engineering, Goal IV, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review current water and wastewater compliance SOP’s for standardization/optimization and regulatory compliance • Update water and wastewater SOP’s • Distribute plans and train staff, including enforcement guidelines • Implement updated program • Monitor performance to ensure adherence to program • Review compliance program annually 		
	Performance Measure	Projected Date	Actual Date
	Complete compliance review		
	Update water and wastewater SOP’s		
	Distribute plan and enforcement guidelines		
	Train staff		
	Implement		

Goal IV – Accountability

Objective 3: Adhere to and Enforce District Construction Standards

Description:

The District provides water and wastewater services to developers of commercial and residential properties, as well as to individual commercial and residential property owners. The District’s adopted “Design and Construction Standards Manual” addresses service connection and inspection requirements. However, application of these standards has not been consistent. Lack of adherence to standards has caused numerous difficulties, including attempted “after the fact” enforcement by field operations and customer service and their efforts at the equitable application of the District’s *Rules and Regulations regarding Water and Wastewater Service*. Lack of adherence to construction standards also has the potential of requiring the District to pay for improvements to developer installed systems so that they can be compliant with District standards. Objective 3 - *Adhere to and Enforce District Construction Standards* will identify why construction standards are not being consistently applied, and develop procedures to ensure that they are. Staff will be trained and held accountable for the application of and adherence to the standards. Once implemented, the program will be reviewed and updated as needed.

Operations/Engineering, Goal IV - Accountability			
<p>Objective 3: Adhere to and Enforce District Construction Standards</p> <p><i>(Operations/Engineering, Goal IV, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify why construction standards are not consistently applied • Develop procedures to ensure adherence to construction standards • Distribute procedures, standards and enforcement policies, train staff • Implement procedures • Monitor performance and track ongoing effectiveness of procedures 		
	Performance Measure	Projected Date	Actual Date
	Complete assessment		
	Develop procedures		
	Publish/distribute procedures		
	Train staff		
	Implement		

Goal IV – Accountability

Objective 4: Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections

Description:

The District provides water and wastewater services to commercial and residential properties. These services need to be compliant with the District’s adopted “Design and Construction Standards Manual,” as well as with the District’s *Rules and Regulations regarding Water and Wastewater Service*. During the course of performing their work, field and administration personnel have discovered non-compliant service connections. Non-compliant service connections are counter to the equitable application of the District’s *Construction Standards* and the *Rules and Regulations regarding Water and Wastewater Service*. Implementation of Objective 4 - *Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections* will set procedures, standards and enforcement policies that address the resolution of non-compliant service connections. Staff will be trained in the new procedures and policies, and will be held accountable for the application of and adherence to the resolution procedures. Once implemented, the program will be reviewed and updated as needed.

Operations/Engineering, Goal IV - Accountability			
<p>Objective 4: Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections</p> <p><i>(Operations/Engineering, Goal IV, Objective 4)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify gaps in ensuring timely resolution of non-compliant service connections • Create process and/or policies to element/mitigate non-compliant service connections • Distribute procedures, standards and enforcement policies, train staff • Implement • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete gap analysis		
	Create process/policies		
	Publish/distribute procedures		
	Train staff		
	Implement		

Next Steps:

Each objective listed in this chapter will become a project assigned to a team of employees and users with expertise in that particular area, and will report to an assigned stakeholder. The project team will follow the objectives, strategies and performance measures developed and employ the project guidelines listed in the Implementation chapter. When completed, the team will submit a project summary report and will monitor the program’s effectiveness and perform ongoing reviews as required.

Ranking and scheduling Operations/Engineering projects requires setting priorities, project sequencing requirements, and sometimes financing. Project prioritization within Operations/Engineering is listed below, while the overall project schedule is listed in the Implementation chapter. Some projects will ultimately involve some type of funding requirement. However those requirements are not currently defined, but will be identified during the project process. If funding is required, authorization will be secured before funds are expended. If funding can not be included within the existing budget, a budget request will be submitted and will be judged on its own merits against other budget requests and funding availability. If funding is limited, the project may have to be staged incrementally over time.

PRIORITY	GOAL	ID	DESCRIPTION
1	Accountability	OP / A-2	Adhere to and Enforce Water and Wastewater Compliance Program
1	Accountability	OP / A-1	Develop an Interdepartmental Project Review and Approval Process
1	Accountability	OP / A-3	Adhere to and Enforce District Construction Standards
2	Safety	OP / S-2	Identify and Mitigate Potential Safety and Risk Issues
2	Efficiency / Cost Effectiveness	OP / E-1	Improve the Preventative Maintenance Program
2	Reliability	OP / R-1	Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization
3	Accountability	OP / A-4	Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections
3	Safety	OP / S-1	Update and Enforce the Safety Training Program
3	Efficiency / Cost Effectiveness	OP / E-2	Identify Revenue Sources and Opportunities
4	Reliability	OP / R-2	Evaluate, Update and Continuously Test Contingency Plans
4	Efficiency / Cost Effectiveness	OP / E-3	Evaluate Current Standard Operating Procedures (SOP’s) to Identify Cost Reduction Opportunities
4	Reliability	OP / R-3	Establish a Cross-Training and Communication Strategy

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“Delivering the highest quality product in the most responsible and cost effective manner”



Regional Planning/Stewardship

- Summary
- Summary – Goals / Objectives
- Objectives, Strategies and Performance Measures
- Next Steps

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Regional Planning / Stewardship:

Summary:

Regional Planning/Stewardship is a District management strategy that deals with developing a close nexus between water-land use activities and the efficient construction and operation of infrastructure to meet the current and future water supply needs of urban, agriculture, and the environment in Calaveras County. The strategy looks past the singular activities and instead looks to the totality of their joint effect. Through this regional and comprehensive perspective, the District will be better positioned to proactively engage state and federal interests in meeting new federal and state mandated programs and in developing mutually beneficial, collaborative water management solutions across jurisdictions that will ensure a reliable, high quality water supply in a cost-conscious manner.

Goals –

Goal 1 - Water Rights

Goal 2 - Collaboration

Goal 3 - Water/Land Use Management

Goal 4 - Resource Management

GOAL	OBJ.	DESCRIPTION
Water Rights	1	Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs
	2	Identify and Develop an Ecosystem Benefits Program
Collaboration	1	Develop District’s Integrated Regional Water Management Programs
	2	Engage State Programs Affecting District Water Rights
	3	Develop Infrastructure Cost Sharing and Funding Partnerships
Water/Land Use Management	1	Update Water Master Plans
	2	Update Wastewater Master Plans
	3	Identify and Develop Irrigated Agricultural Interests in County
Resource Management	1	Update and Implement Water Conservation Plan
	2	Develop Programs to Protect Source Water Quality
	3	Develop Watershed Management/Stewardship Programs
	4	Update Recycled Water Strategies

Goal I – Water Rights

Objective 1: Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs

Description:

A critical component of the District’s future water delivery plans is a water storage strategy for each of the District’s watershed systems and service areas. Water storage, diversion, and water conveyance infrastructure is expensive, and the District needs to establish business partnerships to develop cost-effective methods to develop these systems so it can meet both future urban and agricultural irrigation water needs, as well as mitigate groundwater overdraft. These systems can also provide ecosystem and water supply benefits by restoring and improving terrestrial and aquatic habitat.

Objective 1 - *Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs* is designed to address these needs. Once the water availability and supply needs for each watershed system have been identified, staff will identify the water supply gaps and develop water management strategies for that address both the short-term and long-term water supply gaps. Once implemented, staff will monitor the strategies performance and effectiveness and update them as required.

Regional Planning /Stewardship, Goal I - Water Rights			
Objective 1: Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs (Regional Planning, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Identify and evaluate water supply needs for each watershed system • Develop and analyze water supply availability for each watershed system and service area • Identify gaps between water supply availability and demands • Develop strategies to manage water supply gaps • Board approval as required • Implement 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of water supply needs and availability		
	Identify water supply gaps		
	Develop water management strategies		
	Board approval as required		
	Implement		

Goal I – Water Rights

Objective 2: Identify and Develop an Ecosystem Benefits Program

Description:

District water rights and reservations are vital to both the economy and the environment of Calaveras County. The District must engage in water education and management programs with local, regional, state and federal partners that help preserve the District’s water rights through the development of an ecosystem benefits program. An ecosystem benefits program could include the development of a terrestrial and aquatic habitat restoration program and management practices, such as sustainable forestry management practices and meadow restoration for water supply and quality that could create additional water supply during low flow seasons and multiple dry year sequences (drought).

Objective 2 - *Identify and Develop an Ecosystem Benefits Program* will further position the District as a leader in managing the county’s water and natural resources. After identifying the program’s needs, staff will develop an ecosystem benefits program and present it to the District’s Board and partners. Once implemented, staff will monitor the program’s performance and update it as required.

Regional Planning /Stewardship, Goal I - Water Rights			
Objective 2: Identify and Develop an Ecosystem Benefits Program (Regional Planning, Goal I, Objective 2)	Strategies: <ul style="list-style-type: none"> • Complete assessment of ecosystem benefit opportunities in County • Identify strategies, projects, feasibility and alternatives analysis • Develop ecosystem benefits program and accompanying financial management strategy • Draft ecosystem benefits education program • Educate and develop local, regional, state, and federal partnerships to execute ecosystem benefits program and financial plan • Implement program 		
	Performance Measure	Projected Date	Actual Date
	Complete ecosystem benefit assessment		
	Identify strategies, projects and alternatives		
	Develop ecosystem benefits and education program		
	Develop partnerships to execute program and financial plan		
	Implement		

Goal II – Collaboration

Objective 1: Develop District’s Integrated Regional Water Management Programs

Description:

Integrated Regional Water Management is a collaborative effort to manage all aspects of water resources in a region. The Integrated Regional Water Management Programs (IRWMP) cross jurisdictional, watershed, and political boundaries and involve multiple agencies, stakeholders, individuals, and groups. The programs attempt to address the issues and differing perspectives of all the entities involved by looking at water supply, wastewater management, and the environment through the lens of multiple perspectives to find optimal, mutually beneficial and efficient solutions that may lead to a low cost, collaborative solution.

Objective 1, *Develop District’s Integrated Regional Water Management Programs* is intended to identify the needs of the District, as well as other agencies, stakeholders, groups, and develop a collaborative effort that identifies both programs and projects that will benefit the District and the region. After the IRWM program is developed, funded and implemented, the program’s performance will be monitored and reviewed as required.

Regional Planning /Stewardship, Goal II - Collaboration			
<p>Objective 1:</p> <p>Develop District’s Integrated Regional Water Management Programs</p> <p><i>(Regional Planning, Goal II, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify District’s water, wastewater and ecosystem benefit infrastructure needs • Prioritize infrastructure and ecosystem benefit program needs • Coordinate short-term and long-term IRWM program with District’s master planning efforts • Identify and secure funding partnerships • Implement program • Monitor effectiveness and review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of infrastructure needs		
	Complete prioritization of projects and programs		
	Coordinate program with District’s master plans		
	Identify and secure funding		
	Implement		

Goal II – Collaboration

Objective 2: Engage State Programs Affecting District Water Rights

Description:

The State is embarking on an aggressive review and possible realignment of local water rights. It is incumbent upon the District to proactively engage the state programs affecting District water rights and management programs, such as the Delta Reform Act, groundwater management, SWRCB in-stream flow analysis, conservation, and recycling, among others. The District has several partners through which it can coordinate its efforts, such as Mountain Counties and ACWA, and it can also develop and maintain its own active relationships with state legislators and local representatives.

Objective 2, *Engage State Programs Affecting District Water Rights* is intended to establish District strategies and programs that will reach out to the State and its representatives to protect the District’s water rights. Staff will create a state program tracking system, along with outreach strategies for both the District and its partnership with local organizations. Staff will also develop a public outreach program with accompanying educational material. Once implemented, the program’s performance will be monitored and reviewed as required.

Regional Planning /Stewardship, Goal II - Collaboration			
Objective 2: Engage State Programs Affecting District Water Rights <i>(Regional Planning, Goal II, Objective 2)</i>	Strategies: <ul style="list-style-type: none"> • Create an identification and tracking system to monitor ongoing and new state programs affecting District water rights • Develop an enhanced, coordinated lobbying effort strategy through member organizations, such as Mountain Counties and ACWA • Develop relationship strategy with state and local representatives • Produce a local and regional public education and outreach program • Implement programs • Monitor programs and update as required 		
	Performance Measure	Projected Date	Actual Date
	Create program tracking system		
	Develop coordinated lobbying effort strategy		
	Create relationship strategy		
	Develop outreach program and publish educational material		
	Implement		

Goal II – Collaboration

Objective 3: Develop Infrastructure Cost Sharing and Funding Partnerships

Description:

The District needs to build on existing and future upstream/downstream and north/south partnerships, including local, regional, state, federal, and private interests, to cost share on facility construction that develops and protects water rights and proactively engages federal and state rulemaking.

Objective 3, *Develop Infrastructure Cost Sharing and Funding Partnerships* will assist the District in developing partnerships, but locally and on the state and federal level. Staff will identify infrastructure projects in coordination with regional planning efforts, and work with local partners to identify possible cost sharing opportunities. Staff will also develop an outreach program to educate state and federal representatives and seek funding opportunities. Once the program is implemented, staff will track the program’s effectiveness, and review and update as required.

<i>Regional Planning /Stewardship, Goal II - Collaboration</i>			
<p>Objective 3:</p> <p>Develop Infrastructure Cost Sharing and Funding Partnerships</p> <p><i>(Regional Planning, Goal II, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify District and mutually beneficial infrastructure projects, and related costs and benefits • Coordinate regional efforts to identify possible funding partners • Develop outreach program and relevant educational materials • Educate state/federal representatives and seek funding opportunities • Implement cost sharing/funding program • Monitor program and update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of infrastructure needs		
	Coordinate with regional planning efforts		
	Develop state and federal outreach program		
	Identify and secure cost sharing and funding opportunities		
	Implement		

Goal III – Water / Land Use Management

Objective 1: Update Water Master Plans

Description:

A water master plan is a key short- and long-term management tool to identify, educate, and inform staff, elected officials, and the community of the infrastructure needs required to provide high water quality and reliable water service in the most cost effective manner. The plan will identify the current and future water supply needs over a range of uses, protect the District’s water supply and quality, identify current and future infrastructure needs that will be required to maintain the level of service expected by its users, identify the impacts of future development, and restore and protect the environment and recreational opportunities.

The intent of Objective 1, *Update Water Master Plans* is to evaluate and update the District’s current water master plan. Once drafted and approved by the Board, the plan will be published and implemented. The plan will be monitored for effectiveness, and will be reviewed as required. The Water Master Plan will be updated five years after adoption.

Regional Planning /Stewardship, Goal III - Water/Land Use			
Objective 1: Update Water Master Plans <i>(Regional Planning, Goal III, Objective 1)</i>	Strategies: <ul style="list-style-type: none"> • Evaluate current water master plans • Document general and community plan needs and requirements • Identify planning gaps and assess infrastructure alternatives • Select strategy and draft water master plan updates • Board approval • Implement water master plan • Initiate regular review and assessment process 		
	Performance Measure	Projected Date	Actual Date
	Complete review of master, general and community plans		
	Identify gaps and document infrastructure needs		
	Complete draft master plan update		
	Board approval		
	Implement		

Goal III – Water / Land Use Management

Objective 2: Update Wastewater Master Plans

Description:

A wastewater master plan is a key short- and long-term management tool to identify, educate, and inform staff, elected officials, and the community of the infrastructure needs required to provide a high level of service, provide recycled water benefits where feasible, protect the environment, and comply with all regulations in the most cost effective manner. The plan will identify the current and future wastewater management needs of the different service areas and focus on the next twenty years with emphasis on the first five years.

Objective 2, *Update Wastewater Master Plans* is designed to evaluate and update the District’s current wastewater master plan. Once drafted and approved by the Board, the plan will be published and implemented. The plan will be monitored for effectiveness, and will be reviewed as required. The Wastewater Master Plan will be updated five years after adoption.

Regional Planning /Stewardship, Goal III - Water/Land Use			
<p>Objective 2:</p> <p>Update Wastewater Master Plans</p> <p><i>(Regional Planning, Goal III, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current wastewater master plans • Document general and community plan needs and requirements • Identify planning gaps and assess infrastructure alternatives • Select strategy and draft wastewater master plan updates • Board approval • Implement wastewater master plan • Initiate regular review and assessment process 		
	Performance Measure	Projected Date	Actual Date
	Complete review of master, general and community plans		
	Identify gaps and document infrastructure needs		
	Complete draft master plan update		
	Board approval		
	Implement		

Goal III – Water / Land Use Management

Objective 3: Identify and Develop Irrigated Agricultural Interests in County

Description:

Ranching and agricultural lands are an integral part of the Region’s and local communities’ economy, history, cultural heritage and scenic beauty. In addition, these lands provide important contributions to habitat, biodiversity, water quality, air quality, carbon sequestration and open space that benefit everyone as well as preserve the rural character of region’s communities. The past transition of ranches, farms, and orchards to non-agricultural uses has resulted in fewer farm- and ranch-related jobs, a reduction in local food production, loss of open space and habitat, and loss of the skills, traditions and culture built around agriculture and the rural economy.

Objective 3, *Identify and Develop Irrigated Agricultural Interests in County* is designed to create a strategy that identifies the opportunities for irrigated agriculture and funding options. Once developed, the assessment plan will distributed for review by all concerned parties and the findings reported to the Board. The plan will be monitored for its effectiveness and reviewed at least annually.

Regional Planning /Stewardship, Goal III - Water/Land Use			
<p>Objective 3:</p> <p>Identify and Develop Irrigated Agricultural Interests in County</p> <p><i>(Regional Planning, Goal III, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review current agricultural reports, studies and economic analysis • Determine current data gaps and potential needs analysis solutions • Select solution and develop agricultural assessment plan • Exercise public outreach/education campaign and incorporate public comments into assessment plan • Implement assessment plan and process • Document agricultural interests and infrastructure requirements • Report findings to Board • Continue regular agricultural evaluations 		
	Performance Measure	Projected Date	Actual Date
	Complete review		
	Develop and select agricultural assessment process and plan		
	Implement assessment process		
	Document and publish findings		
	Report findings to Board		

Goal IV – Resource Management

Objective 1: Update and Implement Water Conservation Plan

Description:

Water conservation and water demand management are broad encompassing terms that span multiple issues from regulatory compliance to infrastructure planning to environmental stewardship over a scarce resource. Given a limited water budget, water conservation and water demand management is essential to build a water trust and an endowment for future generations to rely on for security and prosperity. Water conservation is the minimization of water loss or waste, the care and protection of water resources, and the efficient and effective use of water. Demand-side management is any measure or initiative that will result in the reduction of the expected use or water demand on both sides of the water meter.

Objective 1, *Update and Implement Water Conservation Plan* is intended to address the water conservation needs of the District. Once implemented, the plan will be monitored for its effectiveness and reviewed at least annually.

Regional Planning /Stewardship, Goal IV - Resource Mgmt			
Objective 1: Update and Implement Water Conservation Plan <i>(Regional Planning, Goal IV, Objective 1)</i>	Strategies: <ul style="list-style-type: none"> • Assess state water conservation mandates and water right conditions • Identify water conservation goals • Identify and evaluate conservation measures and incentives • Select conservation measures and incentives • Prepare and publish water conservation program • Implement water conservation and demand management program • Monitor, evaluate, and revise program as needed 		
	Performance Measure	Projected Date	Actual Date
	Complete needs assessment		
	Identify water conservation goals		
	Select conservation measures and incentives		
	Prepare and publish water conservation program		
	Implement		

Goal IV – Resource Management

Objective 2: Monitor and Develop Programs to Protect Source Water Quality

Description:

Water quality is a measure of the suitability of water for a particular use, such as for drinking, recreation, or fish and other aquatic life based on selected physical, chemical, and biologic characteristics. State and federal regulatory standards and guidelines are established to protect water for designated uses such as drinking, recreation, agricultural irrigation, or protection and maintenance of aquatic life. Standards for drinking-water quality ensure that public drinking-water supplies are as safe as possible. The U.S. Environmental Protection Agency (USEPA) and the State of California Department of Public Health (CADPH) and Central Valley Regional Water Control Board (CVRWQCB) are responsible for establishing the standards for constituents in water that have been shown to pose a risk to human health. Other standards protect aquatic life, including fish, and fish-eating wildlife such as birds. Source water quality protection can be a cost-effective management measure to minimize impacts to health and safety and costs associated with treatment to meet drinking water quality standards.

Regional Planning /Stewardship, Goal IV - Resource Mgmt			
Objective 2: Monitor and Develop Programs to Protect Source Water Quality (Regional Planning, Goal IV, Objective 2)	Strategies: <ul style="list-style-type: none"> • Identify District’s vision for water quality monitoring and protection • Determine gaps between short-term plan and long-term needs and regulatory requirements versus voluntary measures • Coordinate water quality monitoring and planning through IRWMP • Develop plan, project priority list and funding requirements • Secure funding as required • Implement program • Track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete water quality planning, vision and assessment		
	Integrate water quality planning with IRWMP		
	Develop plan and project list		
	Secure funding		
	Implement		

Goal IV – Resource Management

Objective 3: Develop Watershed Management/Stewardship Programs

Description:

Calaveras County straddles three watersheds that include numerous lakes and rivers and streams that together provide an incredible water supply for urban, agricultural, hydropower, recreation, and environmental uses within the County. This Area of Origin water supply flowing through the County is tributary to the Lower Sacramento and San Joaquin Rivers and the Sacramento-San Joaquin Delta, which along with other Sierra Nevada rivers and watershed areas provide the lifeblood of California, as they contribute over 60% of California's water needs (primarily to areas outside of the Sierra). As a result, the importance of the County's (and the Sierra's) watersheds to the County's and State's overall water supply portfolio cannot be overstated.

Objective 3, *Develop Watershed Management/Stewardship Programs* will identify the District's vision for watershed management needs and requirements and create a plan to address the needs. Obviously funding and state and federal partnerships will be an issue. The plan will include cost estimates and a reasonable implementation plan.

Regional Planning /Stewardship, Goal IV - Resource Mgmt			
Objective 3: Develop Watershed Management/Stewardship Programs (Regional Planning, Goal IV, Objective 3)	Strategies: <ul style="list-style-type: none"> • Identify District's vision, role and level of interest for watershed management and protection • Confirm key state and federal stakeholders in watershed management and their regulatory role • Develop plan/funding requirements, distribute for review/comment • Secure funding as required • Implement program • Track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Identify watershed management vision and level of commitment		
	Develop plan and project list		
	Distribute plan and project list for review and comments		
	Secure funding		
	Implement		

Goal IV – Resource Management

Objective 4: Update Recycled Wastewater Strategies

Description:

A wastewater master plan is a key short- and long-term management tool to identify, educate, and inform staff, elected officials, and the community of the infrastructure needs required to provide a high level of service, provide recycled water benefits where feasible, protect the environment, and comply with all regulations in the most cost effective manner. An integral part of that plan is the District’s recycled water strategies. There are a number of potential uses for the recycled water, such as irrigation for golf courses and park land. Agricultural irrigation is another option. As it prepares for future development, the District needs to identify the current and future recycled water demands and integrate that into its water management and conservation plan and wastewater management needs.

Objective 3 - *Update Recycled Water Strategies* is intended to address the District’s short-term and long-term recycling strategies. Once developed, staff will circulate the plan for review and comment and present the plan to the Board. Staff will publish the plan and monitor its performance, and update as required.

Regional Planning /Stewardship, Goal IV - Resource Mgmt			
Objective 4: Update Recycled Water Strategies (Regional Planning, Goal IV, Objective 4)	Strategies: <ul style="list-style-type: none"> Review and evaluate current wastewater recycling strategies, master plans, including general and community plan needs and requirements Identify recycling opportunities and assess user needs Select strategy and draft wastewater recycling plan and project list Distribute plan and project list for review and comments Publish recycling plan and implement program Track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of master plans and recycling strategies		
	Identify recycling opportunities and user needs		
	Develop recycling strategy plan and distribute for comments		
	Finalize/publish recycling plan		
	Implement		

Next Steps:

Each objective listed in this chapter will become a project assigned to a team of employees and users with expertise in that particular area, and will report to an assigned stakeholder. The project team will follow the objectives, strategies and performance measures developed and employ the project guidelines listed in the Implementation chapter. When completed, the team will submit a project summary report and will monitor the program’s effectiveness and perform ongoing reviews as required.

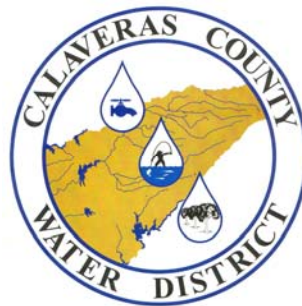
The ranking and scheduling of the Regional Planning projects requires setting priorities, project sequencing requirements, and identifying funding issues. The project prioritization within Regional Planning is listed below and the overall project schedule is listed in the Implementation chapter. It should be noted that some projects may involve funding. However these funding requirements are not currently defined, but will be identified during the project process. If funding is required, authorization will be secured before funds are expended. If funding can not be included within the existing budget, a budget request will be submitted and will be judged on its own merits against other budget requests and funding availability. If funding is limited, the project may have to be staged incrementally over time.

PRIORITY	GOAL	ID	DESCRIPTION
1	Collaboration	RP / C-2	Engage State Programs Affecting District Water Rights
1	Water / Land Use Management	RP / U-3	Identify and Develop Irrigated Agricultural Interests in County
1	Resource Management	RP / R-1	Update and Implement Water Conservation Plan
2	Water / Land Use Management	RP / U-1	Update Water Master Plans
2	Collaboration	RP / C-1	Develop District’s Integrated Regional Water Management Programs
2	Water Rights	RP / W-1	Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs
3	Resource Management	RP / R-4	Update Recycled Water Strategies
3	Water / Land Use Management	RP / U-2	Update Wastewater Master Plans
3	Collaboration	RP / C-3	Develop Infrastructure Cost Sharing and Funding Partnerships
4	Resource Management	RP / R-3	Develop Watershed Management/Stewardship Programs
4	Resource Management	RP / R-2	Develop Programs to Protect Source Water Quality
4	Water Rights	RP / W-2	Identify and Develop an Ecosystem Benefits Program

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“Delivering the highest quality product in the most responsible and cost effective manner”



Information Technology/Technology

- Summary
- Summary – Goals / Objectives
- Objectives, Strategies and Performance Measures
- Next Steps

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Information Technology/Technology:

Summary:

Due to the nature of the District’s 24/7 water and wastewater operations and the role IT/Technology plays in ensuring that these operations are uninterrupted, it is critical that system resources are reliable, perform with minimal down time, and meet the needs of its users. It is also important that these systems and the various software products employed by the District support the District’s employees as they perform their jobs. IT must find ways to make employee work more efficient, eliminate duplication of effort, and reduce the mounds of paperwork, documents, and the time required to sift through them to find information you need. We must also plan for the future, especially in an industry where changes occur daily and product shelf life is sometimes counted in weeks, not years. The following goals, objectives and strategies have been developed to address the needs of the users and the District, and find reasonable, cost effective solutions that will allow the District to meet our customers’ ongoing demands.

Goals –

Goal 1 - Training

Goal 2 - Information Management

Goal 3 - High Availability

Goal 4 - Planning

GOAL	OBJ.	DESCRIPTION
Training	1	Update Troubleshooting and Maintenance Standard Operating Procedures (SOP’s)
	2	Update the District-Wide Systems Training Program
	3	Develop Employee Software and Equipment Training Program
Information Management	1	Improve Access to and Use of Data
	2	Develop Document Storage and Retention Guidelines and Processes
	3	Determine Shape and Use of GIS and Mapping System
	4	Develop a District Intra-net Website
High Availability	1	Evaluate and Improve Backup and Contingency Plans
	2	Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs
	3	Maintain and Enhance System Resources and Performance Reliability
Planning	1	Manage District’s Short-Term Technology Needs
	2	Prepare for District’s Future Technology Needs and Requirements

Goal I – Training

Objective 1: Update Troubleshooting and Maintenance Standard Operating Procedures (SOP’s)

Description:

The District operates multiple software systems to its support of operations and administration. With only limited technical support, it is important that those using the systems have a rudimentary knowledge of troubleshooting techniques to minimize system downtime. If the system experiences problems or goes down, the Users can utilize a troubleshooting manual to assist in fixing minor problems, thus reducing the workload of technical support. However, if the troubleshooting techniques do not resolve the problem, then technical support call be requested.

Objective 1 - Update Troubleshooting and Maintenance Standard Operating Procedures (SOP’s) is designed to address these needs. As the strategies are updated and tested, staff will be provided with and trained according to the new procedures. Once implemented, staff will monitor the SOP program’s performance and effectiveness and update as required.

IT/Technology, Goal I - Training			
Objective 1: Update Troubleshooting and Maintenance Standard Operating Procedures (SOP’s) <i>(IT / Technology, Goal I, Objective 1)</i>	Strategies: <ul style="list-style-type: none"> • Evaluate system(s) and identify critical points of failure • Evaluate current SOP’s for effectiveness and develop strategies for improvement • Update, test and distribute SOP’s • Establish training and ongoing assessment program • Implement training and assessment program • Monitor performance and effectiveness, update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete system and SOP evaluations		
	Update and test SOP’s		
	Develop training and assessment program		
	Publish/distribute SOP’s and training/assessment materials		
	Train staff		

Goal I – Training

Objective 2: Update the District-Wide Systems Training Program

Description:

The District utilizes several “operating” systems critical to the daily operations of the treatment plants, field crew, and administration. These district-wide “operating” systems support “out of the box” software applications as well as the District’s internet, email, SCADA, financial, billing and other programs. It is important that the employees responsible for the maintenance and upgrades to the systems are provided a comprehensive training program that will enhance their ability to service the current programs and provide them with a better understanding of the co-dependency of the applications so that as they plan updates the updates will be coordinated and not work against one another.

Objective 2 - *Update the District-Wide Systems Training Program* is intended to enhance the training for those employees responsible for operating and supporting the district-wide systems. Once developed and coordinated with vendor support, staff will be provided with and trained according to the new program. Staff will monitor the training program’s performance and update as required.

IT/Technology, Goal I - Training			
Objective 2: Update the District-wide Systems Training Program <i>(IT / Technology, Goal I, Objective 2)</i>	Strategies: <ul style="list-style-type: none"> • Assess systems’ training requirements and identify individual position/employee needs • Update training strategies and document all training programs • Integrate training programs with existing vendor support and training • Distribute training materials • Implement program and train employees • Monitor effectiveness and review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete training needs assessment		
	Complete strategy update and documentation process		
	Develop training program and related materials		
	Publish and distribute training materials		
	Implement training program		

Goal I – Training

Objective 3: Develop Employee Software and Equipment Training Program

Description:

The District’s day-to-day operations rely heavily upon staff’s use of multiple computer software programs, such as Microsoft products Word, Excel and PowerPoint, email, Adobe, and Springbrook. Staff also uses different types of equipment, from cell phones to radios to computers. These products are used constantly but sometimes ineffectively as users do not know all the capabilities of the products. Additionally, manufacturers often upgrade software products, but the upgrades are not always available to all employees at the same time, and version control is an issue as documents created in one version are not completely compatible in other versions. Users need ongoing software and equipment training that provides them the knowledge to efficiently use the products and the comfort level to migrate from older version to newer versions. Objective 3 - *Develop Employee Software and Equipment Training Program* is intended to enhance the employee’s ability to use software and equipment. Once developed and coordinated with vendor support, staff will be provided with and trained according to the new program. Staff will monitor the training program’s performance and update as required.

IT/Technology, Goal I - Training			
Objective 3: Develop Employee Software and Equipment Training Program (IT / Technology, Goal I, Objective 3)	Strategies: <ul style="list-style-type: none"> • Identify employee training needs and requirements • Develop training strategies and document training program • Integrate training opportunities with other county agencies and existing vendor support/training programs • Distribute training program guidelines and training schedules • Implement training program • Monitor performance and review program/class schedule annually 		
	Performance Measure	Projected Date	Actual Date
	Complete needs assessment		
	Develop training strategies and program		
	Complete scheduling process		
	Publish/distribute training material and schedules		
	Implement training program		

Goal II – Information Management

Objective 1: Improve Access to and Use of Data

Description:

Staff constantly uses different types of data and information to perform their duties. Whether its customer information, water use, rules and regulations, maps of service locations, water and wastewater treatment statistics, and budget and financial data, the District is inundated with but relies heavily on data and information. System developed and stored data is also used to prepare state reports, grant applications, responses to public information requests, budgets and financial forecasts. Timely access to data can also improve work flow, eliminate redundancy of tasks, and improve operational efficiency. Information in itself is a valuable tool, but the use of that tool is optimized when access is maximized.

Objective 2, *Improve Access to and Use of Data* is designed to identify the data needs of employees, work groups, departments and the Board and prepare data management and use guidelines. Staff will be trained on these guidelines, and once implemented, the program’s performance will be monitored and reviewed as required.

IT/Technology, Goal II - Information Management			
Objective 1: Improve Access to and Use of Data (IT / Technology, Goal II, Objective 1)	Strategies: <ul style="list-style-type: none"> • Identify data needs of employees, work groups, departments and Board • Develop data security requirements and data availability standards • Prepare data management and use guidelines • Distribute guidelines and train all employees • Implement program • Monitor effectiveness and review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete data needs analysis		
	Develop standards and requirements		
	Complete data management and use guidelines		
	Distribute guidelines and train staff		
	Implement program		

Goal II – Information Management

Objective 2: Develop Document Storage and Retention Guidelines and Processes

Description:

The District recently embarked on a document retention project, identifying the types of documents stored, their use and the legal and realistic retention requirements (i.e. how long do you need to hold the document). The retention identification project is ongoing, but the preferred “method of storage” of these and other District documents still needs to be determined. Some documents are best utilized when scanned and available electronically. Other documents do not lend themselves to electronic duplication, whether due to cost of duplication or there is a “limited” need to access the information. Objective 2, *Develop Document Storage and Retention Guidelines and Processes* is designed to establish the District’s document retention and contingency requirements; develop and test the new procedures; and train all employees on the retention program. This objective will also set the guidelines for the preferred “method of storage” and set a schedule for document conversion. Once implemented, the program’s performance will be monitored and reviewed as required.

IT/Technology, Goal II - Information Management			
<p>Objective 2: Develop Document Storage and Retention Guidelines and Processes</p> <p><i>(IT / Technology, Goal II, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review regulatory and District document retention requirements • Review backup and contingency plans for document retrieval • Establish District’s document retention and contingency requirements • Develop and test document retention/contingency procedures • Distribute guidelines and procedures, train all employees • Implement document retention program • Prepare annual reviews of guidelines and contingency plans 		
	Performance Measure	Projected Date	Actual Date
	Complete review of retention requirements and backup and contingency plans		
	Establish retention and contingency requirements		
	Finish and test retention/contingency procedures		
	Distribute guidelines, train staff		
	Implement		

Goal II – Information Management

Objective 3: Determine Shape and Use of GIS and Mapping System

Description:

The District has an extensive water and wastewater supply and collection system. Staff, from the field crew, to engineering, to customer service, must have reliable system information to service and maintain the system. This information can be stored electronically for use and access by computers, both desktop and laptop, can be printed on large sheets of paper, or can utilize a combination of both formats. There are differing opinions on the optimal mapping process and the use of technology. However, one overriding requirement is accurate information. Accurate and accessible data can save both time and money as crews and staff respond to breaks, outages or scheduled service. Knowing where a pipeline is when there is four feet of snow on the ground and its 1:30 in the morning minimizes staff’s repair time and customer downtime. Objective 3, *Determine Shape and Use of GIS and Mapping System* will identify the Districts mapping requirement and establish a practical and reasonable vision of a GIS/Mapping System. Guidelines will be developed that include data integrity and update procedures. Once implemented, the program’s performance will be monitored and review as required.

IT/Technology, Goal II - Information Management			
Objective 3: Determine Shape and Use of GIS and Mapping System <i>(IT / Technology, Goal II, Objective 3)</i>	Strategies: <ul style="list-style-type: none"> • Identify current GIS/Mapping programs and existing/ongoing needs of the District and employees • Prioritize use and needs of GIS/Mapping tools • Establish District’s GIS/Mapping solution (vision) • Document guidelines, including data integrity and update procedures • Implement guidelines • Track ongoing effectiveness of program and update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete needs analysis		
	Establish GIS/Mapping strategy		
	Develop guidelines and standards		
	Distribute guidelines/train staff		
	Implement		

Goal II – Information Management

Objective 4: Develop a District Intra-net Website

Description:

In conjunction with the objective of *Improving Access to and Use of Data*, the development of a District intra-net will provide a repository of data and information for staff’s use. This information can include the District’s *Rules and Regulations for Providing Water and Wastewater Services* as well as other policies, Human Resource rules and forms, contracts, District Construction Standards, and others useful information. Staff constantly uses these types of information and having all the information in one accessible location can improve work flow, eliminate redundancy of tasks, and improve overall operational efficiency. A central repository also helps with document version control as often different versions of forms and policies circulate throughout the District. And finally, electronically stored data reduces copy and paper costs as employees can read the items online and print only what they need. Objective 4, *Develop a District Intra-net Website* will identify data and information used by staff, then will develop, test and install an intra-net website to meet those needs. Training will be provided to staff, and once implemented; the performance will be monitored and the design reviewed as required.

IT/Technology, Goal II - Information Management			
Objective 4: Develop a District Intra-net Website (IT / Technology, Goal II, Objective 4)	Strategies: <ul style="list-style-type: none"> • Document types of data/information used by employees and Board • Identify system resources and support requirements • Develop intra-net management and oversight guidelines • Collect forms, data and documents for intra-net website • Design and test intra-net website • Release intra-net website and train employees • Monitor and evaluate intra-net performance and update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete data and resource analysis		
	Develop intra-net guidelines		
	Complete design and testing of intra-net		
	Train staff and other users		
	Implement		

Goal III – High Availability

Objective 1: Evaluate and Improve Backup and Contingency Plans

Description:

At some point computer systems fail. When this happens, it is critical that a water and wastewater district with 24/7/365 operations has detailed documented and tested backup and contingency plans. These plans need to be continuously reviewed, evaluated, tested and updated as required. It is also important that all appropriate District employees be provided plan documentation and extensive training.

The intent of Objective 1, *Evaluate and Improve Backup and Contingency Plans* is to meet these needs by not only evaluating the systems’ backup requirements, but look at current plans and the staffing and equipment resources required to execute the plans. Once the backup and contingency plans have been updated, tested and verified, the plans will be monitored for their effectiveness and reviewed at least annually.

IT/Technology, Goal III - High Availability			
<p>Objective 1: Evaluate And Improve Backup and Contingency Plans</p> <p><i>(IT / Technology, Goal III, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate data systems and the backup system requirements • Review and test existing backup/contingency plan procedures • Update backup/contingency plan procedures as required • Document and communicate procedures and strategies • Train users • Implement • Initiate ongoing review process 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of data and backup system requirements		
	Complete review/test of existing backup/contingency plans		
	Update and document plans		
	Distribute plans/train users		
	Implement		

Goal III – High Availability

Objective 2: Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs

Description:

A key component of the District’s operations is the information and technology system, including the infrastructure, hardware, software and operating systems. Over time the District has installed and operated a variety of systems with varying success. At times departments have purchased programs that don’t meet expectations, are difficult to operate and maintain, and don’t interface well with one another. Consistency and standardization is a key as we move forward to meet the future technology needs of the District and its employees. Fewer competing types of equipment and programs can help reduce performance problems. Objective 2, *Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs* is designed to evaluate current system requirements, document user needs, and then identify and assess alternatives. Funding requirements will have to be addressed when selecting the ultimate strategy and plan, but once selected the system improvement plan will be monitored for adherence to the implementation schedule and achieving the desired outcomes. After implementation, a regular system and user need assessment process will be established.

IT/Technology, Goal III - High Availability			
<p>Objective 2: Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs</p> <p><i>(IT / Technology, Goal III, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current system configurations and requirements • Document user needs and requirements • Identify and assess alternatives • Select strategy, develop project plan, and create schedule meeting short-term and long-term needs • Implement system improvements • Initiate regular system and user need assessment process 		
	Performance Measure	Projected Date	Actual Date
	Complete system and user need assessment		
	Identify alternatives		
	Develop project plan and cost estimates		
	Secure funding requirements		
	Implement		

Goal III – High Availability

Objective 3: Maintain and Enhance System Resources and Performance Reliability

Description:

It is critical that a water and wastewater district with 24/7/365 operations have system resources that are reliable and perform with minimal down time. Achieving this goal requires constant attention, including evaluation of current systems and their performance levels, the systems’ required maintenance programs, the future needs of the District in relation to the long-term viability of the products and vendors, and even respond to new reporting demands placed upon the District by the State that result in system or software changes. Staff needs to strategize on how to handle these possible system changes, especially in response to diminished product support and maintenance, and even product obsolescence. Ongoing product analysis is required, and decisions made as to whether to continue to use the current version of product and develop a detailed maintenance plan, or develop an upgrade plan and either purchase the next version or replace it with a more “enhanced” product. Objective 3, *Maintain and Enhance System Resources and Performance Reliability* is designed to create a strategy for that identifies the selected option and creates an implementation plan. Once developed, the plan will be monitored for its effectiveness and reviewed at least annually.

IT/Technology, Goal III - High Availability			
<p>Objective 3: Maintain and Enhance System Resources and Performance Reliability</p> <p><i>(IT / Technology, Goal III, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate current system(s)’ performance, reliability and sustainability • Determine if current system(s) can be maintained or if upgrades are required • Select solution and develop “upgrade” plan or “maintenance” plan • Identify funding requirements • Implement plan • Continue regular system(s) evaluation 		
	Performance Measure	Projected Date	Actual Date
	Complete system evaluation		
	Create system reliability plans		
	Select preferred option(s)		
	Identify and secure funding requirements		
	Implement		

Goal IV – Planning

Objective 1: Manage District’s Short-Term Technology Needs

Description:

Evaluating current systems and planning for the future is an ongoing process, especially in an industry where changes occur daily and product shelf life is sometimes counted in weeks, not years. A water and wastewater district requires reliable systems, both for operations and administration. Reliability in turn requires continuous and extensive evaluation of user needs, an assessment of the current systems and their performance and sustainability, and planning for change. Deficiencies need to be identified, and if required, the short-term technology plan needs to be updated. If the plan requires the purchase of equipment or software, a project list will be developed along with projected resource and funding requirements. Funding will be a key issue and may delay or require staging of the implementation of the plan. Objective 1, *Manage District’s Short-Term Technology Needs* is intended to address the short-term needs while creating a platform or basis for developing a long-term plan. Once implemented, the plan will be monitored for its effectiveness and reviewed at least annually.

IT/Technology, Goal IV - Planning			
Objective 1: Manage District’s Short-Term Technology Needs (IT / Technology, Goal IV, Objective 1)	Strategies: <ul style="list-style-type: none"> • Evaluate accuracy, sustainability, security and efficiency of current technology system(s) • Update short-term plan, adhering to standardization guidelines • Develop project list and resource/funding requirements • Distribute plan and project list for review and comments • Finalize project priority list, resource/funding requirements, and establish realistic timelines • Secure required funding and implement program • Track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete system assessment		
	Update short-term plan with project list and cost estimates		
	Solicit comments and finalize project priority list		
Secure funding and implement			

Goal IV – Planning

Objective 2: Prepare for District’s Future Technology Needs and Requirements

Description:

After evaluating and managing its short-term technology needs, the District must plan for its future technology needs and requirements. Infrastructure and system changes can be costly, and often times must be staged incrementally as one change or upgrade requires simultaneous changes in another system. Long term planning is also critical to ensure that District doesn’t fall behind in the technology curve, or relying on products that are no longer supported or obsolescing. An agency needs to plan for change, because if you wait until the product fails and/or needs complete replacement, those costs can be extremely prohibitive, especially when compared to the costs of planned change. System failures can also result in regulatory penalties or other costs. Objective 2, *Prepare for District’s Future Technology Needs and Requirements* will identify the District’s vision for future technology needs and requirements and create a plan to address the needs. Obviously funding technological changes can be an issue. The plan will include costs estimates and a reasonable implementation plan. Once implemented, the plan will be monitored for its effectiveness and reviewed at least annually.

IT/Technology, Goal IV - Planning			
<p>Objective 2: Prepare for District’s Future Technology Needs and Requirements</p> <p><i>(IT / Technology, Goal IV, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify District’s vision for future technology needs and requirements • Determine gaps between short-term plan and long-term needs • Develop plan and funding requirements to achieve long-term needs • Distribute plan and project list for review and comments • Develop project priority list, timelines and funding requirements • Secure funding as required • Implement program • Track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete system and gap analysis		
	Develop long-term plan with project list and cost estimates		
	Solicit comments and finalize project priority list		
Secure funding and implement			

Next Steps:

Each objective listed in this chapter will become a project assigned to a team of employees and users with expertise in that particular area, and will report to an assigned stakeholder. The project team will follow the objectives, strategies and performance measures developed and employ the project guidelines listed in the Implementation chapter. When completed, the team will submit a project summary report and will monitor the program’s effectiveness and perform ongoing reviews as required.

The ranking and scheduling of the IT/Technology projects requires setting priorities, project sequencing requirements, and identifying funding issues. The project prioritization within IT/Technology is listed below and the overall project schedule is listed in the Implementation chapter. It should be noted that some projects may involve funding. However these funding requirements are not currently defined, but will be identified during the project process. If funding is required, authorization will be secured before funds are expended. If funding can not be included within the existing budget, a budget request will be submitted and will be judged on its own merits against other budget requests and funding availability. If funding is limited, the project may have to be staged incrementally over time.

PRIORITY	GOAL	ID	DESCRIPTION
1	Planning	IT / P-1	Manage District’s Short-Term Technology Needs
1	Information Management	IT / I-4	Develop a District Intra-net Website
1	Training	IT / T-1	Update Troubleshooting and Maintenance Standard Operating Procedures (SOP’s)
2	High Availability	IT / A-3	Maintain and Enhance System Resources and Performance Reliability
2	High Availability	IT / A-2	Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs
2	Information Management	IT / I-1	Improve Access to and Use of Data
3	Information Management	IT / I-2	Develop Document Storage and Retention Guidelines and Processes
3	Information Management	IT / I-3	Determine Shape and Use of GIS and Mapping System
3	Training	IT / T-2	Update the District-Wide Systems Training Program
4	Training	IT / T-3	Develop Employee Software and Equipment Training Program
4	High Availability	IT / A-1	Evaluate and Improve Backup and Contingency Plans
4	Planning	IT / P-2	Prepare for District’s Future Technology Needs and Requirements

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Implementation

- Implementation Plan
- Schedule Overview
- Schedule, FY 2011-12
- Schedule, FY 2012-13
- Schedule, FY 2013-14
- Schedule, FY 2014-15
- Schedule, FY 2015-16

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Project Ranking:

The Strategic Business Plan Workgroup (“Workgroup”) identified sixty-nine (69) objectives in the six “Key Areas” to be completed within the five year scope of the plan, an average of fourteen (14) objectives a year. The District’s SBP team (Workgroup, management, and the Board of Directors) then reviewed the objectives by “Key Area” and ranked the objectives from 1 through 12, with “1” being the objective of highest importance and immediacy. The SBP team rankings were scored within each respective “Key Area,” and the objectives divided into four progressive levels of importance with approximately three (3) objectives in each level. Each level was assigned a Roman numeral ranking according to the level of importance; I, II, III, and IV. The individual rankings were then combined to create groups of I’s, II’s, III’s and IV’s, with approximately eighteen (18) objectives in each grouping.

After creating four objective levels, the team ranked the objectives within the groups from 1 through 18, with “1” being the objective, or project, of highest importance and immediacy. The results of these rankings were then used to create a project schedule with the Level I’s being completed first, then the Level II’s, III’s and IV’s. The plan’s schedule is by fiscal year (July through June) and by quarter, and lists the projects, the projected start date, and the estimated end date. With eighteen (18) projects in each level, and some projects possibly taking several months to complete, it is anticipated that some of a Level’s eighteen (18) projects may roll over into the next year of the plan. The plan’s projects, their levels and rankings are listed on the next four pages, followed by the five-year master project schedule.

Implementation:

After the Board of Director’s adopts the Strategic Business Plan and five year project schedule, staff’s next step is to implement the plan. Each objective listed on the master schedule will become a project assigned to a team of appropriate staff members. The teams will consist of volunteer and appointed staff members, and will have a team leader and “sponsor” to help lead them through the process. Workgroup members are not prohibited from working on a project team. The Workgroup will train the project team in project management, and brief the team on the project scope, including the project’s goal, objective, strategies, and performance measures. The team will then develop a project plan, schedule and desired outcome(s). If resources other than staff are required, the team will need to identify those resources, their cost, and then work with the sponsor and the General Manager to identify funding.

The project team will follow the scope and the strategies identified by the Workgroup. Nonetheless, this does not preclude the team from adjusting the plan to fit the project’s needs. If the plan is modified, the team will need to coordinate with the Workgroup to ensure that the project’s objective is met. As the team progresses through each strategy or step, they should stop and evaluate their progress to determine if they met their expectations and are ready to move on to the next step. If the team is not ready to move on, they will need to go back and re-do the step. The team should also take this opportunity to evaluate the procedures they used; see if there is room for improvement, and determine what can be done differently to help accomplish the next strategy, or step. In addition to submitting monthly progress reports to the Workgroup, the project team should also provide the Workgroup with updates at the end of each strategy, including the results or outcomes, and an outline of the project’s next steps.

After the project team completes its work, the team will present the results and recommendation(s) to the Workgroup and General Manager, and if appropriate, to the Board of Directors. If the proposed

recommendation requires additional resources or funding to implement, the General Manager will work to secure the resources. If funds are not available in the existing budget, the General Manager will work through the regular budget process to add the funding. After project approval, the project team will supervise the implementation of the project and report back to the Workgroup on its progress.

The Workgroup will provide support to the project teams and will monitor each project team’s progress as well as prepare quarterly progress reports for the General Manager and the Board of Directors.

Each objective was given an identifier based on its Key Area and Goal. For example, a “Key Area” Staff with the Goal of “Staffing Needs” would have an identifier of “ST / N”. The identifier is then further delineated by the objective number within that goal (please see page one of each “Key Area” section for objective numbering). The following is a list of identifiers for all six “Key Areas.”

Key Area	Goal	Identifier
Staff	Staffing Needs/Requirements	ST / N -
	Accountability	ST / A -
	Education	ST / E -
	Communication	ST / C -
Finance	Sustainability	FN / S -
	Transparency	FN / T -
	Governance	FN / G -
	Integrity	FN / I -
Customer Service/ Relations	Consistency	CS / C -
	Training	CS / T -
	Information Management	CS / I -
	Outreach	CS / O -
Operations/Engineering	Efficiency and Cost Effectiveness	OE / E -
	Reliability	OE / R -
	Safety	OE / S -
	Accountability	OE / A -
Regional Planning/ Stewardship	Water Rights	RP / W -
	Collaboration	RP / C -
	Water and Land Use Management	RP / U -
	Resource Management	RP / R -
IT/Technology	Training	IT / T -
	Information Management	IT / I -
	High Availability	IT / A -
	Planning	IT / P -

LEVEL - I

Many of the “Level I” objectives, or projects, share a common theme – requiring the consistent application of District policy and employment practices. Second on the list is improving the District’s fiscal condition by identifying revenue and/or cost savings opportunities, promoting fiscal responsibility, updating staffing requirements, and creating and enforcing technology standards.

Three “Level I” projects from each of the six “Key Areas” are included in the highest SBP category (see below). The eighteen (18) projects were then ranked to determine the overall project priority list. Based on the number of projects, and staffing and resource requirements, it is estimated that sixteen (16) projects will be completed in FY 2011-12, with the remaining two projects scheduled for FY 2012-13.

Area/Goal-Objective	Description
RP / C-2	Engage State Programs Affecting District Water Rights
FN / S-1	Report on District's Long-Term Service Viability
IT / P-1	Manage District's Short-Term Technology Needs
RP / U-3	Identify and Develop Irrigated Agricultural Interests in County
ST / N-1	Conduct Staffing Needs and Workload Assessment
CS / C-3	Consistent Application of District Policies and Procedures
OP / A-2	Adhere to and Enforce Water and Wastewater Compliance Program
FN / S-3	Develop Long-Term Financial Plan
ST / N-2	Align Staffing Structure with Workload Requirements
OP / A-1	Develop an Interdepartmental Project Review and Approval Process
CS / I-2	Confirm Consistency and Accuracy of Data Used and Distributed
RP / R-1	Update and Implement Water Conservation Plan
CS / C-2	Assess and Update Current District Policies and Procedures
OP / A-3	Adhere to and Enforce District Construction Standards
ST / A-2	Consistent Application of Accountability
IT / I-4	Develop a District Intra-net Website
FN / S-2	Identify Revenue and/or Cost Savings Opportunities
CS / C-1	Provide Equitable Treatment to all Customers

LEVEL – II

The “Level II” projects focus on employee training and enhancing the District’s financial condition. Training needs include district-wide customer service, supervisor training, performance evaluations, and software and systems training. In terms of fiscal stability, the projects assess long-term service viability, create improved system and preventative maintenance programs, and improve project coordination.

Three “Level II” projects from each of the six “Key Areas” are included in the second highest SBP category (see below). The eighteen (18) projects were then ranked to determine the overall project priority list. Fourteen (14) of these projects are scheduled for FY 2012-13 along with the balance of the “Level I” projects. It is estimated that the remaining four (4) projects will be completed in FY 2013-14.

Area/Goal-Objective	Description
RP / U-1	Update Water Master Plans
RP / C-1	Develop District's Integrated Regional Water Management Programs
IT / T-1	Update Troubleshooting and Maintenance Standard Operating Procedures (SOP's)
FN / I-1	Promote District-Wide Fiscal Responsibility
ST / C-3	Communicate Clear Expectations to Employees of What is Required of Them
OP / S-2	Identify and Mitigate Potential Safety and Risk Issues
FN / T-1	Evaluate and Update Financial Reporting
IT / A-3	Maintain and Enhance System Resources and Performance Reliability
OP / E-1	Improve the Preventative Maintenance Program
ST / N-3	Develop Internal Succession Strategy
IT / A-2	Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs
RP / W-1	Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs
ST / A-1	Develop Performance Evaluation Program
CS / O-1	Create Program to Improve Customer Relations
RP / R-4	Update Recycled Water Strategies
OP / R-1	Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization
CS / T-1	Develop a District-Wide Customer Service Training Program
IT / I-1	Improve Access to and Use of Data

LEVEL – III

A number of the “Level III” projects pertain to improving the tools that employees use in the workplace, namely data and information. Employees need accurate, timely, and easily accessible information to perform their jobs; information that can be provided by new employee training, safety training, or a new Intra-net. Also identified is the need to improve and expand the District’s customer outreach program.

Three “Level III” projects from each of the six “Key Areas” are included in the third SBP category (see below). The eighteen (18) projects were then ranked to determine the overall project priority list. Based on the number of projects, staffing and resource requirements, it is estimated that twelve (12) projects will be completed in FY 2013-14, with the remaining six (6) projects scheduled for FY 2014-15.

Area/Goal-Objective	Description
ST / A-3	Create Management and Supervisor Development Program
OP / A-4	Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections
RP / U-2	Update Wastewater Master Plans
IT / I-2	Develop Document Storage and Retention Guidelines and Processes
CS / T-2	Develop Effective Communication Guidelines
ST / C-2	Provide Timely and Accurate Information Updates to All District Employees
RP / C-3	Develop Infrastructure Cost Sharing and Funding Partnerships
IT / I-3	Determine Shape and Use of GIS and Mapping System
IT / T-2	Update the District-Wide Systems Training Program
ST / C-1	Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution
OP / S-1	Update and Enforce the Safety Training Program
FN / G-3	Develop Debt Management Strategy
IT / T-3	Develop Employee Software and Equipment Training Program
ST / E-1	Develop New Employee Training Program
OP / E-2	Identify Revenue Sources and Opportunities
RP / R-3	Develop Watershed Management and Stewardship Programs
FN / G-1	Review and Update Budget and Fiscal Policies
IT / A-1	Evaluate and Improve Backup and Contingency Plans

LEVEL – IV

The balance of the plan’s objectives center on assessing the computer systems and enhancing staff training. The objectives look at cross-training and staff succession strategy. In terms of technology, staff must continually evaluate the effectiveness and reliability of the systems, including GIS, Mapping, and the billing and financial systems, and prepare plans for possible upgrades and/or new systems.

Three “Level IV” projects from each of the six “Key Areas” are included in the lowest highest SBP category (see below). The fifteen (15) projects were then ranked to determine the overall project priority list. Eight of these projects are scheduled for FY 2014-15 along with the balance of the “Level III” projects. It is estimated that the remaining seven (7) projects will be completed in FY 2015-16.

Area/Goal-Objective	Description
CS / I-1	Create Process to Ensure Efficient Flow of Information
FN / T-2	Develop District Fiscal and Budget Education Program
CS / O-2	Improve Access to District Information
OP / R-2	Evaluate, Update and Continuously Test Contingency Plans
IT / P-2	Prepare for District's Future Technology Needs and Requirements
FN / G-2	Create Grant Administration Procedures
OP / E-3	Evaluate Current SOP's to Identify Cost Reduction Opportunities
FN / I-2	Evaluate Financial and Billing System
FN / T-3	Develop Employee Financial Resource Center
RP / R-2	Monitor and Develop Programs to Protect Source Water Quality
ST / E-2	Identify Cross-Training Opportunities and Requirements
RP / W-2	Identify and Develop an Ecosystem Benefits Program
OP / R-3	Establish a Cross-Training and Communication Strategy
FN / I-3	Assess and Update Water and Wastewater Billing Process
ST / E-3	Define and Adhere to Education Development Program

FY 2011-12 Implementation Schedule:

Several first year projects relate to the consistent application of policy and employment practices. Three projects will improve customer relations by reducing policy-related misunderstandings and the work required to “fix” these problems by updating and consistently applying the District’s policies and procedures. Regional Planning projects focus on water rights, development of irrigated agriculture, and water conservation, while IT projects assess the short-term technology needs and develop a District intra-net website.

Staff will also work to improve the District’s fiscal condition by assessing the long-term service viability of the district, updating staffing requirements, and creating a long-term financial plan. As some projects may involve funding, limited resources may require the incremental staging of projects. Of the eighteen (18) Level “I” projects, four will start in the first quarter (July through September). Project duration is unknown. However, it is estimated that sixteen (16) projects will be completed in FY 2011-12.

Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun
RP/C-2 Engage State Programs Affecting District Water Rights	ST/N-1 Conduct Staffing Needs and Workload Assessment	ST/N-2 Align Staffing Structure with Workload Requirements	CS/C-2 Assess and Update Current District Policies and Procedures
FN/S-1 Report on District's Long-Term Service Viability	CS/C-3 Consistent Application of District Policies and Procedures	OP/A-1 Develop an Interdepartmental Project Review and Approval Process	OP/A-3 Adhere to and Enforce District Construction Standards
IT/P-1 Manage District's Short-Term Technology Needs	OP/A-2 Adhere to and Enforce Water and Wastewater Compliance Program	CS/I-2 Confirm Consistency and Accuracy of Data Used and Distributed	ST/A-2 Consistent Application of Accountability
RP/U-3 Identify and Develop Irrigated Agricultural Interests in County	FN/S-3 Develop Long-Term Financial Plan	RP/R-1 Update and Implement Water Conservation Plan	IT/ I-4 Develop a District Intra-net Website

FY 2012-13 Implementation Schedule:

The FY 2012-13 Schedule includes two (2) Level I projects and could possibly include carryover projects, projects started but not completed in FY 2011-12. The balance of the projects started in FY 2012-13 will be from the Level II list. These projects focus on staff support, water resource planning, and enhancing the District’s financial condition. Staff support projects include performance evaluation training, software and systems training, and safety and risk mitigation. In terms of fiscal stability, the projects assess revenue and/or cost savings opportunities, and create improved system and preventative maintenance programs. Resource Planning projects will focus on preparing strategies to meet the District’s long-term needs, including updating the water master plans and developing water storage.

It is estimated that sixteen (16) projects will be completed in FY 2012-13, including fourteen (14) Level II projects.

Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun
FN/S-2 Identify Revenue and/or Cost Savings Opportunities	IT/T-1 Update Troubleshooting and Maintenance Standard Operating Procedures (SOP's)	FN/T-1 Evaluate and Update Financial Reporting	IT/A-2 Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs
CS/C-1 Provide Equitable Treatment to all Customers	FN/I-1 Promote District-Wide Fiscal Responsibility	IT/A-3 Maintain and Enhance System Resources and Performance Reliability	RP/W-1 Develop Cost-Effective Water Storage Strategies for Future Water Supply Needs
RP/U-1 Update Water Master Plans	ST/C-3 Communicate Clear Expectations to Employees of What is Required of Them	OP/E-1 Improve the Preventative Maintenance Program	ST/A-1 Develop Performance Evaluation Program
RP/C-1 Develop District's Integrated Regional Water Management Programs	OP/S-2 Identify and Mitigate Potential Safety and Risk Issues	ST/N-3 Develop Internal Succession Strategy	CS/O-1 Create Program to Improve Customer Relations

FY 2013-14 Implementation Schedule:

Four (4) new Level II projects will be started in FY 2013-14, along with twelve (12) Level III projects. The Level III projects pertain to improving the tools that employees use in the workplace, namely data and information. Employees need accurate, timely, and easily accessible information to perform their jobs. This information can be provided by new supervisor and customer service training programs, enhancing the current safety training program, and improving access to and retention of data. Also included on the Level III list are projects that assess the District’s recycled water strategies and update the wastewater master plans.

It is estimated that six (16) projects will be completed in FY 2013-14, including four (4) Level II projects and twelve (12) Level III projects.

Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun
RP/R-4 Update Recycled Water Strategies	ST/A-3 Create Management and Supervisor Development Program	CS/T-2 Develop Effective Communication Guidelines	IT/T-2 Update the District-Wide Systems Training Program
OP/R-1 Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization	OP/A-4 Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections	ST/C-2 Provide Timely and Accurate Information Updates to All District Employees	ST/C-1 Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution
CS/T-1 Develop a District-Wide Customer Service Training Program	RP/U-2 Update Wastewater Master Plans	RP/C-3 Develop Infrastructure Cost Sharing and Funding Partnerships	OP/S-1 Update and Enforce the Safety Training Program
IT/I-1 Improve Access to and Use of Data	IT/I-2 Develop Document Storage and Retention Guidelines and Processes	IT/I-3 Determine Shape and Use of GIS and Mapping System	FN/G-3 Develop Debt Management Strategy

FY 2014-15 Implementation Schedule:

The remaining six (6) Level III projects will be started in FY 2014-15, along with eight (8) Level IV projects. These projects continue to center on improving training and the tools that employees use in the workplace. The schedule includes new employee training and software training improvements, evaluating and assessing backup and contingency plans, and identifying and mapping the District’s future technology needs. Staff will review financial policies and procedures, and will evaluate the effectiveness, reliability and future of the Springbrook financial and billing system. Other projects include development of a fiscal and budget education program and improving access to District information.

It is projected that fourteen (14) projects will be completed in FY 2014-15, including six (6) Level III projects and eight (8) Level IV projects.

Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun
IT/T-3 Develop Employee Software and Equipment Training Program	RP/R-3 Develop Watershed Management and Stewardship Programs	FN/T-2 Develop District Fiscal and Budget Education Program	FN/G-2 Create Grant Administration Procedures
ST/E-1 Develop New Employee Training Program	FN/G-1 Review and Update Budget and Fiscal Policies	CS/O-2 Improve Access to District Information	OP/E-3 Evaluate Current SOP's to Identify Cost Reduction Opportunities
OP/E-2 Identify Revenue Sources and Opportunities	IT/A-1 Evaluate and Improve Backup and Contingency Plans	OP/R-2 Evaluate, Update and Continuously Test Contingency Plans	FN/I-2 Evaluate Financial and Billing System
	CS/I-1 Create Process to Ensure Efficient Flow of Information	IT/P-2 Prepare for District's Future Technology Needs and Requirements	

FY 2015-16 Implementation Schedule:

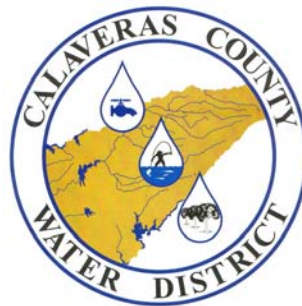
The balance of the Level IV projects will be started and completed in FY 2015-16. The Level IV projects relate to the enhancement of staff training and work to protect the watersheds. Staff will complete projects that define and enhance education development, and identify cross-training opportunities. Staff will also develop an employee resource center. Regional Planning projects include the protection of source water quality and development of an ecosystem benefits program.

The last seven (7) Level IV projects will be completed in FY 2015-16. After completing the SBP projects, the Workgroup will review and assess the Strategic Business Plan process and make recommendations for the next Five-Year Business Plan, FY 2016-17 through FY 2020-21.

Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun
FN/T-3 Develop Employee Financial Resource Center	RP/W-2 Identify and Develop an Ecosystem Benefits Program	ST/E-3 Define and Adhere to Education Development Program	
RP/R-2 Monitor and Develop Programs to Protect Source Water Quality	OP/R-3 Establish a Cross-Training and Communication Strategy		
ST/E-2 Identify Cross-Training Opportunities and Requirements	FN/I-3 Assess and Update Water and Wastewater Billing Process		



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Appendix

- Strategic Business Plan Team Members
- Board Resolution
- Strategic Business Plan Summary

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Strategic Business Plan Team Members

Board of Directors

Jeff Davidson, President

Don Stump, Vice-President

Robert Dean, Board Member

Dennis Dooley, Board Member

Scott Ratterman, Board Member

Joone Lopez - General Manager

Strategic Business Plan Workgroup

John Brown – Utility Services

John Gomes – Information Technology

Jim Harlan – Utility Services

Jeffrey Meyer – Financial Planning

Ed Pattison – Water Resources

Teresa Tanaka – Utility Services

Oliver Tarap – Utility Services

Corinne Thornburg – Customer Service

Mona Walker – Administration

RESOLUTION NO. 2011- 51

A RESOLUTION OF THE BOARD DIRECTORS OF
CALAVERAS COUNTY WATER DISTRICT

ADOPTION OF A FIVE-YEAR STRATEGIC BUSINESS PLAN

WHEREAS, staff has met and identified strategic objectives and goals for a District Five-Year Strategic Business Plan for the District to implement and address the critical needs for the District, employees, and customers; and

WHEREAS, the Five-Year Strategic Business Plan will provide direction to the General Manager and staff for evaluation and assessment of the District's operations and be used to create benchmarks and baselines to measure progress.

BE IT RESOLVED, that the Board of Directors hereby accepts the Five-Year Strategic Business Plan, and staff will update the Board of Directors annually and implement the timeline schedule as presented.

BE IT FURTHER RESOLVED, that the General Manager shall retain the responsibility for implementing said Five-Year Strategic Business Plan, updating and amending the timeline schedule as appropriate.

PASSED AND ADOPTED this 10th day of August 2011 by the following vote:

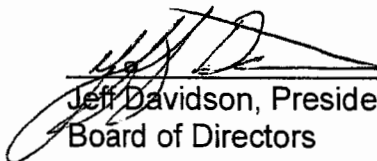
AYES: Directors Dean, Dooley, Stump, Ratterman and Davidson

NOES: None

ABSTAIN: None

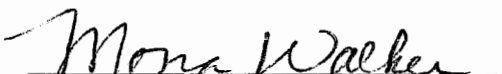
ABSENT: None

CALAVERAS COUNTY WATER DISTRICT



Jeff Davidson, President
Board of Directors

ATTEST:



Mona Walker
Clerk of the Board

Strategic Business Plan:

Key Area	Goal I	Goal II	Goal III	Goal IV
Staff	Staffing Needs / Requirements	Accountability	Education	Communication
Finance	Sustainability	Transparency	Governance	Reliability
Operations / Engineering	Efficiency / Cost Effectiveness	Reliability	Safety	Accountability
Customer Service / Relations	Consistency	Training	Information Management	Outreach
Regional Planning / Stewardship	Water Rights	Collaboration	Water / Land Use Management	Resource Management
IT / Technology	Training	Information Management	High Availability	Planning

Staff:

GOAL	OBJ.	DESCRIPTION
Staffing Needs/ Requirements	1	Conduct Staffing Needs and Workload Assessment
	2	Align Staffing Structure with Workload Requirements
	3	Develop Internal Succession Strategy
Accountability	1	Update the Performance Evaluation Program
	2	Consistent Application of Accountability
	3	Create Management and Supervisor Development Program
Education	1	Develop New Employee Training Program
	2	Identify Cross-Training Opportunities and Requirements
	3	Define and Adhere to Education Development Program
Communication	1	Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution
	2	Provide Timely and Accurate Information Updates to All District Employees
	3	Communicate Clear Expectations to Employees of What is Required

Finance:

GOAL	OBJ.	DESCRIPTION
Sustainability	1	Report on District’s Long-Term Service Viability
	2	Identify Funding and Cost Savings Opportunities
	3	Develop Long-Term Financial Plan
Transparency	1	Evaluate and Update Financial Reporting
	2	Develop District Fiscal and Budget Education Program
	3	Develop Employee Financial Resource Center
Governance	1	Review and Update Budget and Fiscal Policies
	2	Create Grant Administration Procedures
	3	Develop Debt Management Strategy
Integrity	1	Promote District-Wide Fiscal Responsibility
	2	Evaluate Financial and Billing System
	3	Assess and Update Water and Wastewater Billing Process

Customer Service / Customer Relations:

GOAL	OBJ.	DESCRIPTION
Consistency	1	Provide Equitable Treatment to all Customers
	2	Assess and Update Current District Policies and Procedures
	3	Consistent Application of District Policies and Procedures
Training	1	Develop a District-wide Customer Service Training Program
	2	Develop Effective Communication Guidelines
Information Management	1	Create Process to Ensure Efficient Flow of Information
	2	Confirm Consistency and Accuracy of Data Used and Distributed
Outreach	1	Create Program to Improve Customer Relations
	2	Improve Access to District Information

Operations and Engineering:

GOAL	OBJ.	DESCRIPTION
Efficiency and Cost Effectiveness	1	Improve the Preventative Maintenance Program
	2	Identify Revenue Sources and Opportunities
	3	Evaluate Current Standard Operating Procedures (SOP) to Identify Cost Reduction Opportunities
Reliability	1	Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization
	2	Evaluate, Update and Continuously Test Contingency Plans
	3	Establish a Cross-Training and Communication Strategy
Safety	1	Update and Enforce the Safety Training Program
	2	Identify and Mitigate Potential Safety and Risk Issues
Accountability	1	Develop an Interdepartmental Project Review and Approval Process
	2	Adhere to and Enforce Water and Wastewater Compliance Program
	3	Adhere to and Enforce District construction Standards
	4	Create Process Ensures Timely Resolution of Non-Compliant Svc Connections

Regional Planning / Stewardship:

GOAL	OBJ.	DESCRIPTION
Water Rights	1	Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs
	2	Identify and Develop an Ecosystem Benefits Program
Collaboration	1	Develop District’s Integrated Regional Water Management Programs
	2	Engage State Programs Affecting District Water Rights
	3	Develop Infrastructure Cost Sharing and Funding Partnerships
Water/Land Use Management	1	Update Water Master Plans
	2	Update Wastewater Master Plans
	3	Identify and Develop Irrigated Agricultural Interests in County
Resource Management	1	Update and Implement Water Conservation Plan
	2	Develop Programs to Protect Source Water Quality
	3	Develop Watershed Management/Stewardship Programs
	4	Update Recycled Water Strategies

Information Technology / Technology:

GOAL	OBJ.	DESCRIPTION
Training	1	Update Troubleshooting and Maintenance Standard Operating Procedures (SOP’s)
	2	Update the District-Wide Systems Training Program
	3	Develop Employee Software and Equipment Training Program
Information Management	1	Improve Access to and Use of Data
	2	Develop Document Storage and Retention Guidelines and Processes
	3	Determine Shape and Use of GIS and Mapping System
	4	Develop a District Intra-net Website
High Availability	1	Evaluate and Improve Backup and Contingency Plans
	2	Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs
	3	Maintain and Enhance System Resources and Performance Reliability
Planning	1	Manage District’s Short-Term Technology Needs
	2	Prepare for District’s Future Technology Needs and Requirements

Staff:

<i>Staff, Goal I - Staffing Needs/Requirements</i>			
Objective 1: Conduct Staffing Needs and Workload Assessment (Staff, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Perform a detailed analysis of workload requirements • Evaluate current staffing structure’s ability to meet the workload requirements • Identify and report gaps and overlaps in the staffing structure • Distribute report for comments • Publish and distribute staffing needs and workload assessment report 		
	Performance Measure	Projected Date	Actual Date
	Complete workload analysis		
	Complete staffing structure/ workload evaluation		
	Develop staffing gap analysis		
	Publish and distribute staffing assessment report		

<i>Staff, Goal I - Staffing Needs/Requirements</i>			
Objective 2: Align Staffing Structure with Workload Requirements (Staff, Goal I, Objective 2)	Strategies: <ul style="list-style-type: none"> • Generate staffing structure change plan based on staffing needs and workload assessment report • Seek input from management, staff and union on recommendations • Finalize staffing structure alignment strategy • Obtain Board approval as required • Implement plan • Track ongoing effectiveness of plan 		
	Performance Measure	Projected Date	Actual Date
	Generate staffing structure change plan		
	Assess stakeholder input		
	Finalize staffing structure alignment strategy		
	Board approval		
	Implement		

<i>Staff, Goal I - Staffing Needs/Requirements</i>			
Objective 3: Develop Internal Succession Strategy (Staff, Goal I, Objective 3)	Strategies: <ul style="list-style-type: none"> • Identify key positions and “critical need” work areas • Identify potential vacant positions • Survey staff for interest in cross-training or advancement • Develop a fluid succession strategy • Publish, distribute and educate staff on succession strategy • Implement • Monitor performance, requires ongoing review and update 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of positions and work areas		
	Complete and assess staff survey		
	Develop succession strategy		
	Publish and educate staff		
	Implement		

<i>Staff, Goal II - Accountability</i>			
Objective 1: Update the Performance Evaluation Program (Staff, Goal II, Objective 1)	Strategies: <ul style="list-style-type: none"> Review current evaluation processes, procedures and forms Update program to meet supervisor and employee needs Distribute draft to all employees and union for review and comment Finalize equitable and standardized performance evaluation program Educate management and supervisors on performance evaluation Implement Monitor and evaluate program as required 		
	Performance Measure	Projected Date	Actual Date
	Complete review of current process and forms		
	Complete and distribute draft evaluation program for comment		
	Finalize evaluation program		
	Train management/supervisors		
Implement			

<i>Staff, Goal II - Accountability</i>			
Objective 2: Consistent Application of Accountability (Staff, Goal II, Objective 2)	Strategies: <ul style="list-style-type: none"> Train supervisors to apply and enforce District’s rules and regulations Management provides supervisors with clear direction and support to foster consistent application and enforcement of rules and regulations Supervisors clearly communicate direction/expectations to employees Supervisors uniformly apply progressive discipline to employees for expectations not met Management uniformly applies progressive discipline to supervisors for not fulfilling supervisory responsibilities Monitor and evaluate accountability effort 		
	Performance Measure	Projected Date	Actual Date
	Complete training program		
	Management provides direction to supervisors		
	Supervisors provide direction to employees		
	Implement accountability		

<i>Staff, Goal II - Accountability</i>			
Objective 3: Create Management and Supervisor Development Program (Staff, Goal II, Objective 3)	Strategies: <ul style="list-style-type: none"> Determine what tools a manager/supervisor needs to perform their job Evaluate manager/supervisor training currently provided Identify training gaps and document training needs and expectations Create management and supervisor development program Implement development program Monitor program’s effectiveness and update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete manager/supervisor job requirement analysis		
	Complete evaluation of current training program		
	Document training needs		
	Create development program		
Implement			

<i>Staff, Goal III - Education</i>			
Objective 1: Develop New Employee Training Program (Staff, Goal III, Objective 1)	Strategies: <ul style="list-style-type: none"> • Document and evaluate current new employee administrative and job- related training programs • Identify administrative and job-related training needs • Identify new employee training gaps • Develop a comprehensive new employee training program • Implement new employee training program • Monitor program performance and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of current new employee training program		
	Finish new employee training needs assessment		
	Conclude training gap analysis		
	Develop new employee training program		
	Implement		

<i>Staff, Goal III - Education</i>			
Objective 2: Identify Cross-Training Opportunities and Requirements (Staff, Goal III, Objective 2)	Strategies: <ul style="list-style-type: none"> • Identify benefits to and required needs of cross-training • Evaluate current cross-training programs and level of cross-training required • Identify staffing and time constraints or limitations to implementing cross-training • Establish cross-training strategies and cross-training program • Implement program • Monitor program performance and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete benefit/needs analysis		
	Evaluate current cross-training programs and challenges		
	Complete training program		
	Implement		

<i>Staff, Goal III - Education</i>			
Objective 3: Define and Adhere to Education Development Program (Staff, Goal III, Objective 3)	Strategies: <ul style="list-style-type: none"> • Evaluate current education policies and practices • Determine educational requirements, relevance and benefits by position • Develop equitable and uniform education development program and adherence policy • Implement program and enforce adherence policy • Monitor program performance and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of current education policies		
	Complete position educational requirement assessment		
	Develop education program		
	Implement		

<i>Staff, Goal IV - Communication</i>			
<p>Objective 1: Create an Environment that Promotes an Open, Honest, Respectful Exchange of Ideas without Fear of Retribution</p> <p><i>(Staff, Goal IV, Objective 1)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Survey employees to identify barriers to an open exchange of ideas, both real and perceived • Assess survey results and identify corrective measures • Create strategy and program that promotes an open exchange of ideas • Train ALL employees, managers and supervisors • Management fosters need for and support of open exchange of ideas • Monitor effectiveness of program, review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete employee survey		
	Finish assessment of employee survey results		
	Create program and strategy		
	Distribute program/train staff		
Implement			

<i>Staff, Goal IV - Communication</i>			
<p>Objective 2: Provide Timely and Accurate Information Updates to All District Employees</p> <p><i>(Staff, Goal IV, Objective 2)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Evaluate why information updates are not getting to all employees • Identify what types of information needs to be communicated • Confirm what methods of communication are available to the different types of work groups • Develop information update strategies and methodologies • Train staff and implement plan • Monitor effectiveness of program, review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation and assessment		
	Develop strategies and methodologies		
	Train staff		
	Implement		

<i>Staff, Goal IV - Communication</i>			
<p>Objective 3: Communicate Clear Expectations to Employees of What is Required of Them</p> <p><i>(Staff, Goal IV, Objective 3)</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Understand why clear expectations are not being communicated at all levels of the organization • Create a formal strategy and training program that teaches communication and listening skills • Train staff and implement plan • Monitor effectiveness of program, review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation and assessment		
	Develop strategies and methodologies		
	Train staff		
	Implement		

Finance:

<i>Finance, Goal I – Sustainability</i>			
Objective 1: Report on District’s Long-Term Service Viability (Finance, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Perform a detailed assessment of system’s long-term viability, including maintenance, upgrade and replacement requirements • Identify and report gaps in requirements versus current operating standards • Estimate funding requirements • Distribute report for comments • Publish and distribute assessment report 		
	Performance Measure	Projected Date	Actual Date
	Complete system assessment		
	Identify system gaps		
	Complete funding analysis		
	Integrate comments into report		
	Publish and distribute assessment report		

<i>Finance, Goal I – Sustainability</i>			
Objective 2: Identify Revenue and/or Cost Savings Opportunities (Finance, Goal I, Objective 2)	Strategies: <ul style="list-style-type: none"> • Evaluate current operations, policies and procedures to determine revenue and/or cost saving opportunities • Develop strategies and options for revenue and/or cost saving opportunities • Present plans to Board of Directors if required • Implement and update financial plan • Monitor performance and track ongoing effectiveness 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of operations and policies		
	Complete strategies and options		
	Board approval, if required		
	Implement		
	Incorporate into financial plan/ budgets		

<i>Finance, Goal I – Sustainability</i>			
Objective 3: Develop Long-Term Financial Plan (Finance, Goal I, Objective 3)	Strategies: <ul style="list-style-type: none"> • Review all relevant financial information, including budgets, system assessments, staffing needs and capital projections • Draft a five-year and ten-year financial forecast • Circulate draft forecasts for comment • Update draft forecasts and identify funding gaps • Create budget balancing strategies • Distribute and educate board and staff on forecast and strategies • Incorporate findings into budget and financial planning 		
	Performance Measure	Projected Date	Actual Date
	Complete review of financial information		
	Complete draft financial forecast		
	Identify funding gaps and budget strategies		
	Incorporate findings into budget and financial planning		

<i>Finance, Goal II – Transparency</i>				
Objective 1: Evaluate and Update Financial Reporting (Finance, Goal II, Objective 1)	Strategies: <ul style="list-style-type: none"> Review current financial reports and distribution methods Evaluate user needs, including Board, staff, public and regulatory, and identify the gaps with current reporting efforts Prepare reporting strategy and guidelines Present strategies to Board and update policy as required Train users on new financial reporting and implement Monitor and evaluate program as required 			
	Performance Measure		Projected Date	Actual Date
	Complete review of current reports and reporting process			
	Complete user needs and reporting gap analysis			
	Finalize reporting strategies and guidelines			
	Board update and approval as required			
	Train users and implement			

<i>Finance, Goal II – Transparency</i>				
Objective 2: Develop District Fiscal and Budget Education Program (Finance, Goal II, Objective 2)	Strategies: <ul style="list-style-type: none"> Evaluate educational needs of District staff and Board Identify the gaps with current training and educational efforts Develop education strategy and program guidelines Test program and make changes as required Implement Monitor and evaluate program as required 			
	Performance Measure		Projected Date	Actual Date
	Complete evaluation of educational needs			
	Complete training gap analysis			
	Finalize education strategy and program design			
	Complete testing of education program			
	Implement			

<i>Finance, Goal II – Transparency</i>				
Objective 3: Develop Employee Financial Resource Center (Finance, Goal II, Objective 3)	Strategies: <ul style="list-style-type: none"> Identify and evaluate the type, content and accessibility of financial and benefit information currently available to employees Survey employees to identify resource expectations Identify gaps and create inventory of preferred resource materials Develop an “employee financial resource center” Train employees and implement program Monitor program’s effectiveness and update as required 			
	Performance Measure		Projected Date	Actual Date
	Complete evaluation of current financial/benefit information			
	Complete employee survey and identify resource requirements			
	Develop resource center			
	Train employees			
	Implement			

<i>Finance, Goal III – Governance</i>			
Objective 1: Review and Update Budget and Fiscal Policies (Finance, Goal III, Objective 1)	Strategies: <ul style="list-style-type: none"> Review current budget and fiscal policies and procedures and identify inconsistencies, variances, and improvement opportunities Update policies and procedures Present policies and procedures to Finance Committee and Board Directors Board of Directors approve policies and procedures Review policies and procedures as required 		
	Performance Measure	Projected Date	Actual Date
	Complete review of budget and fiscal policies		
	Update policies		
	Finance Committee approval		
	Board approval		
Implement			

<i>Finance, Goal III - Governance</i>			
Objective 2: Create Grant Administration Procedures (Finance, Goal III, Objective 2)	Strategies: <ul style="list-style-type: none"> Identify benefits to and required needs of grant administration Evaluate current grant administration processes and challenges Identify gaps between current processes and preferred grant administration procedures Create grant administration strategies and procedures Distribute and implement new procedures Monitor performance and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete benefit/needs analysis		
	Evaluate current grant administration processes and challenges		
	Identify procedural gaps		
	Complete grant administration procedures		
Implement			

<i>Finance, Goal III - Governance</i>			
Objective 3: Develop Debt Management Strategy (Finance, Goal III, Objective 3)	Strategies: <ul style="list-style-type: none"> Assess current debt management policy Evaluate current debt structure, bond ratings, and market conditions Identify future capital funding requirements Develop debt management strategy Approval of strategy by Finance Committee and Board Directors Implement new strategy Monitor strategy's effectiveness and review/update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete assessment of current debt management policies		
	Complete debt requirement and market condition evaluation		
	Develop debt management strategy		
	Board approval		
Implement			

<i>Finance, Goal IV - Integrity</i>				
Objective 1: Promote District-Wide Fiscal Responsibility (Finance, Goal IV, Objective 1)	Strategies: <ul style="list-style-type: none"> • Survey management/staff to identify barriers to fiscal responsibilities • Assess survey results and identify corrective measures • Create strategy and program that promotes fiscal responsibility • Train all managers and employees • Board, General Manager and management fosters the need for and support of fiscal responsibility • Monitor effectiveness of program, review/update as required 			
	Performance Measure		Projected Date	Actual Date
	Complete staff survey			
	Finish assessment of survey results			
	Create strategy and program			
	Distribute program/train staff			
	Implement			

<i>Finance, Goal IV - Integrity</i>				
Objective 2: Evaluate Financial and Billing System (Finance, Goal IV, Objective 2)	Strategies: <ul style="list-style-type: none"> • Evaluate financial and billing system performance and sustainability • Identify existing/ongoing needs of the District and employees • Determine if system can be maintained, or requires upgrade or replacement • Create system sustainability strategy and identify funding needs • Implement • Continue regular system evaluation 			
	Performance Measure		Projected Date	Actual Date
	Complete system evaluation			
	Finish needs assessment			
	Create system strategy			
	Identify and secure funding requirements			
	Implement			

<i>Finance, Goal IV - Integrity</i>				
Objective 3: Assess and Update Water and Wastewater Billing Process (Finance, Goal IV, Objective 3)	Strategies: <ul style="list-style-type: none"> • Evaluate performance and effectiveness of current billing process • Identify existing/ongoing needs of staff and the public • Determine if current system can be maintained, or requires upgrade or replacement • Develop billing system options and identify funding requirements • Select preferred option and secure funding requirements • Implement and continue regular system evaluation 			
	Performance Measure		Projected Date	Actual Date
	Complete assessment of billing process			
	Finish needs assessment			
	Identify billing options and funding requirements			
	Select preferred option and secure funding requirements			
	Implement			

Customer Service / Customer Relations:

<i>Customer Service/Relations, Goal I - Consistency</i>			
Objective 1: Provide Equitable Treatment to All Customers (Customer Service/Relations, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Evaluate current processes/exceptions and determine reasons for exceptions to equitable treatment • Develop detailed plans/strategies that ensure equitable treatment • Communicate to and train staff on plans/strategies and accountability • Implement plans/strategies and impose accountability • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Develop plans/strategies		
	Distribute plan/train staff		
Implement			

<i>Customer Service/Relations, Goal I - Consistency</i>			
Objective 2: Assess and Update Current District Policies and Procedures (Customer Service/Relations, Goal I, Objective 2)	Strategies: <ul style="list-style-type: none"> • Review current water and wastewater policies and procedures and identify inconsistencies, variances, and improvement opportunities • Develop all-inclusive, consistent, understandable and unambiguous policies and procedures • Present policies and procedures to Finance Committee and Board • Board of Directors approve policies and procedures • Publish water and wastewater policies, review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete review of water and wastewater policies		
	Develop policies		
	Finance Committee approval		
	Board approval		
Publish policies and procedures			

<i>Customer Service/Relations, Goal I - Consistency</i>			
Objective 3: Consistent Application of District Policies and Procedures (Customer Service/Relations, Goal I, Objective 3)	Strategies: <ul style="list-style-type: none"> • Determine barriers to consistent application of polices and procedures • Develop strategies that ensure consistent application of polices • Provide extensive training on access to and consistent application of policies and procedures • Implement application of updated policies and procedures • Monitor performance and track for consistency 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Develop plans/strategies		
	Train staff		
Implement			

<i>Customer Service/Relations, Goal II - Training</i>			
Objective 1: Develop a District-wide Customer Service Training Program (Customer Service/Relations, Goal II, Objective 1)	Strategies: <ul style="list-style-type: none"> Identify weaknesses in the customer service provided by staff to customers, and staff to staff Create effective training strategy Develop and publish customer service training program Train all employees and implement new program Incorporate training program into New Employee Orientation Monitor effectiveness and review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Create training strategy		
	Develop training program		
	Train staff		
Implement			

<i>Customer Service/Relations, Goal II - Training</i>			
Objective 2: Develop Effective Communication Guidelines (Customer Service/Relations, Goal II, Objective 2)	Strategies: <ul style="list-style-type: none"> Evaluate current communication processes and identify demands and deficiencies Form strategies that address communication demands and deficiencies Develop/write communication guidelines Distribute and post guidelines, train all employees Implement Monitor performance and prepare annual reviews of guidelines 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Form communication strategies		
	Develop communication guidelines		
	Distribute guidelines/train staff		
Implement			

<i>Customer Service/Relations, Goal III - Info Management</i>			
Objective 1: Create a Process to Ensure Efficient Flow of Information within District (Customer Service/Relations, Goal III, Objective 1)	Strategies: <ul style="list-style-type: none"> Assess current flows of information and identify requirements and gaps Develop processes that address flow requirements and gaps Distribute processes/procedures and train staff Implement Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete assessment		
	Develop processes/procedures		
	Distribute procedures/train staff		
	Implement		

<i>Customer Service/Relations, Goal III - Info Management</i>			
Objective 2: Confirm Consistency and Accuracy of Data Used and Distributed (Customer Service/Relations, Goal III, Objective 2)	Strategies: <ul style="list-style-type: none"> • Document types of data and information used by staff, Board and public • Identify gaps in accuracy and consistency • Develop detailed plans to alleviate gaps and inconsistencies • Distribute plan/guidelines and train staff • Implement • Monitor performance and implement review process 		
	Performance Measure	Projected Date	Actual Date
	Complete data assessment		
	Finish gap analysis		
	Develop plan		
	Distribute plan/train staff		
Implement			

<i>Customer Service/Relations, Goal IV - Outreach</i>			
Objective 1: Create Program To Improve Customer Relations (Customer Service/Relations, Goal IV Objective 1)	Strategies: <ul style="list-style-type: none"> • Identify and evaluate current customer relations activities • Identify new outreach opportunities • Develop customer relations strategy and document program • Train staff and implement program • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Develop strategy/document plan		
	Distribute plan/train staff		
	Implement		

<i>Customer Service/Relations, Goal IV - Outreach</i>			
Objective 2: Improve Access to District Information (Customer Service/Relations, Goal III, Objective 2)	Strategies: <ul style="list-style-type: none"> • Review how District currently disseminates information and identify gaps • Create strategy and plan to improve public access to information • Distribute plans and train staff • Implement • Monitor performance effectiveness • Review program annually 		
	Performance Measure	Projected Date	Actual Date
	Complete review		
	Develop strategy/document plan		
	Distribute plan/train staff		
	Implement		

Operations / Engineering:

<i>Operations/Engineering, Goal I – Efficiency/Cost Effectiveness</i>			
Objective 1: Improve the Preventative Maintenance Program (Operations / Engineering, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Evaluate current programs and determine options • Develop detailed plans for “selected” options • Select preferred option • Test, train and evaluate plan • Implement • Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation		
	Develop plans		
	Select option		
	Test program and train staff		
Implement			

<i>Operations/Engineering, Goal I – Efficiency/Cost Effectiveness</i>			
Objective 2: Identify Revenue Sources and Opportunities (Operations / Engineering, Goal I, Objective 2)	Strategies: <ul style="list-style-type: none"> • Evaluate current policies and procedures and determine revenue opportunities • Develop detailed plans • Present plans to Board of Directors if required • Implement • Monitor performance and track ongoing effectiveness 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation and determine opportunities		
	Develop plans		
	Board approval		
Implement			

<i>Operations/Engineering, Goal I – Efficiency/Cost Effectiveness</i>			
Objective 3: Evaluate Current Standard Operating Procedures (SOP) to Identify Cost Reduction Opportunities (Operations / Engineering Goal I, Objective 3)	Strategies: <ul style="list-style-type: none"> • Evaluate current SOP’s and determine cost saving opportunities • Update SOP as required • Develop detailed plans for “selected” options • Present plans to Board of Directors if required • Implement • Monitor performance and track ongoing effectiveness 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of SOP’s		
	Update SOP		
	Develop plans		
	Board approval		
Implement			

Operations/Engineering, Goal II - Reliability			
Objective 1: Develop a Regular and Coordinated Evaluation of Project Planning and Prioritization (Operations / Engineering, Goal II, Objective 1)	Strategies: <ul style="list-style-type: none"> Evaluate current project planning and prioritization process Identify recommended changes to the planning/prioritization process Update the project planning and prioritization process Train staff and implement new process Monitor performance and track ongoing effectiveness of new process 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of planning and prioritization process		
	Identify changes to process		
	Update process		
	Train staff		
	Implement		

Operations/Engineering, Goal II - Reliability			
Objective 2: Evaluate, Update and Continuously Test Contingency Plans (Operations / Engineering, Goal II, Objective 2)	Strategies: <ul style="list-style-type: none"> Evaluate current contingency plans Develop recommended updates to contingency plans Update contingency plans Train, test and evaluate updated contingency plans Implement updated plans, including regular testing of plans Monitor performance and conduct annual reviews of contingency plans 		
	Performance Measure	Projected Date	Actual Date
	Complete plan evaluation and recommendations		
	Finalized plan updates		
	Test contingency plans		
	Distribute plan/train staff		
	Implement		

Operations/Engineering, Goal II - Reliability			
Objective 3: Establish a Cross-Training and Communication Strategy (Operations / Engineering, Goal II, Objective 3)	Strategies: <ul style="list-style-type: none"> Identify cross-training and communication gaps and needs Develop strategies to eliminate gaps and address needs Document plans/strategies Train staff and implement plan Monitor performance and track ongoing effectiveness of plan 		
	Performance Measure	Projected Date	Actual Date
	Complete needs analysis		
	Develop strategies		
	Document plans/strategies		
	Distribute plan/train staff		
	Implement		
	Distribute program/train staff		
Implement			

Operations/Engineering, Goal III - Safety			
Objective 1: Update and Enforce the Safety Training Program (Operations / Engineering, Goal III, Objective 1)	Strategies: <ul style="list-style-type: none"> Review existing safety training programs and resources, identify deficiencies Update safety training program, including enforcement guidelines, and complete resource analysis Distribute updated program materials and train staff Implement Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete safety program review		
	Update training program, complete resource analysis		
	Distribute program/train staff		
Implement			

Operations/Engineering, Goal III - Safety			
Objective 2: Identify and Mitigate Potential Safety and Risk Issues (Operations / Engineering, Goal III, Objective 2)	Strategies: <ul style="list-style-type: none"> Identify and prioritize potential safety and risk issues Develop detailed plans to mitigate identified safety and risk issues Distribute updated plan materials and train staff Implement mitigation measures Monitor performance and effectiveness of mitigation measures Prepare and implement annual plan review process 		
	Performance Measure	Projected Date	Actual Date
	Complete safety/risk assessment		
	Develop safety and risk plan		
	Publish/distribute procedures		
	Train staff		
Implement			

Operations/Engineering, Goal IV - Accountability			
Objective 1: Develop Interdepartmental Project Review and Approval Process (Operations / Engineering, Goal IV, Objective 1)	Strategies: <ul style="list-style-type: none"> Identify project review and approval process gaps and needs Develop strategies to eliminate gaps and address needs Document the review and approval process plan Train staff and implement plan Monitor performance and track ongoing effectiveness of plan 		
	Performance Measure	Projected Date	Actual Date
	Complete review and needs assessment		
	Develop strategies		
	Document review and approval process plan		
	Distribute plan/train staff		
Implement			

Operations/Engineering, Goal IV - Accountability			
Objective 2: Adhere to and Enforce Water and Wastewater Compliance Program (Operations / Engineering, Goal IV, Objective 2)	Strategies: <ul style="list-style-type: none"> Review current water and wastewater compliance SOP's for standardization/optimization and regulatory compliance Update water and wastewater SOP's Distribute plans and train staff, including enforcement guidelines Implement updated program Monitor performance to ensure adherence to program Review compliance program annually 		
	Performance Measure	Projected Date	Actual Date
	Complete compliance review		
	Update water and wastewater SOP's		
	Distribute plan and enforcement guidelines		
	Train staff		
Implement			

Operations/Engineering, Goal IV - Accountability			
Objective 3: Adhere to and Enforce District Construction Standards (Operations / Engineering, Goal IV, Objective 3)	Strategies: <ul style="list-style-type: none"> Identify why construction standards are not consistently applied Develop procedures to ensure adherence to construction standards Distribute procedures, standards and enforcement policies, train staff Implement procedures Monitor performance and track ongoing effectiveness of procedures 		
	Performance Measure	Projected Date	Actual Date
	Complete assessment		
	Develop procedures		
	Publish/distribute procedures		
	Train staff		
Implement			

Operations/Engineering, Goal IV - Accountability			
Objective 4: Create a Process that Ensures Timely Resolution of Non-Compliant Service Connections (Operations / Engineering, Goal IV, Objective 4)	Strategies: <ul style="list-style-type: none"> Identify gaps in ensuring timely resolution of non-compliant service connections Create process and/or policies to element/mitigate non-compliant service connections Distribute procedures, standards and enforcement policies, train staff Implement Monitor performance and track ongoing effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete gap analysis		
	Create process/policies		
	Publish/distribute procedures		
	Train staff		
Implement			

Regional Planning / Stewardship:

<i>Regional Planning /Stewardship, Goal I - Water Rights</i>			
Objective 1: Develop Cost-Effective Water Storage Strategies to Meet Future Water Supply Needs (Regional Planning, Goal I, Objective 1)	Strategies: <ul style="list-style-type: none"> • Identify and evaluate water supply needs for each watershed system • Develop and analyze water supply availability for each watershed system and service area • Identify gaps between water supply availability and demands • Develop strategies to manage water supply gaps • Board approval as required • Implement 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of water supply needs and availability		
	Identify water supply gaps		
	Develop water management strategies		
	Board approval as required		
Implement			

<i>Regional Planning /Stewardship, Goal I - Water Rights</i>			
Objective 2: Identify and Develop an Ecosystem Benefits Program (Regional Planning, Goal I, Objective 2)	Strategies: <ul style="list-style-type: none"> • Complete assessment of ecosystem benefit opportunities in County • Identify strategies, projects, feasibility and alternatives analysis • Develop ecosystem benefits program and accompanying financial management strategy • Draft ecosystem benefits education program • Educate and develop local, regional, state, and federal partnerships to execute ecosystem benefits program and financial plan • Implement program 		
	Performance Measure	Projected Date	Actual Date
	Complete ecosystem benefit assessment		
	Identify strategies, projects and alternatives		
	Develop ecosystem benefits and education program		
	Develop partnerships to execute program and financial plan		
Implement			

<i>Regional Planning /Stewardship, Goal II - Collaboration</i>			
Objective 1: Develop District’s Integrated Regional Water Management Programs (Regional Planning, Goal II, Objective 1)	Strategies: <ul style="list-style-type: none"> • Identify District’s water, wastewater and ecosystem benefit infrastructure needs • Prioritize infrastructure and ecosystem benefit program needs • Coordinate short-term and long-term IRWM program with District’s master planning efforts • Identify and secure funding partnerships • Implement program and monitor effectiveness and review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of infrastructure needs		
	Complete prioritization of projects and programs		
	Coordinate program with District’s master plans		
	Identify and secure funding		
Implement			

Regional Planning /Stewardship, Goal II - Collaboration				
Objective 2: Engage State Programs Affecting District Water Rights (Regional Planning, Goal II, Objective 2)	Strategies: <ul style="list-style-type: none"> • Create an identification and tracking system to monitor ongoing and new state programs affecting District water rights • Develop an enhanced, coordinated lobbying effort strategy through member organizations, such as Mountain Counties and ACWA • Develop relationship strategy with state and local representatives • Produce a local and regional public education and outreach program • Implement programs • Monitor programs and update as required 			
		Performance Measure	Projected Date	Actual Date
		Create program tracking system		
		Develop coordinated lobbying effort strategy		
		Create relationship strategy		
		Develop outreach program and publish educational material		
		Implement		

Regional Planning /Stewardship, Goal II - Collaboration				
Objective 3: Develop Infrastructure Cost Sharing and Funding Partnerships (Regional Planning Goal II, Objective 3)	Strategies: <ul style="list-style-type: none"> • Identify District and mutually beneficial infrastructure projects, and related costs and benefits • Coordinate regional efforts to identify possible funding partners • Develop outreach program and relevant educational materials • Educate state/federal representatives and seek funding opportunities • Implement cost sharing/funding program • Monitor program and update as required 			
		Performance Measure	Projected Date	Actual Date
		Complete evaluation of infrastructure needs		
		Coordinate with regional planning efforts		
		Develop state and federal outreach program		
		Identify and secure cost sharing and funding opportunities		
		Implement		

Regional Planning /Stewardship, Goal III - Water/Land Use Management				
Objective 1: Update Water Master Plans (Regional Planning, Goal III, Objective 1)	Strategies: <ul style="list-style-type: none"> • Evaluate current water master plans • Document general and community plan needs and requirements • Identify planning gaps and assess infrastructure alternatives • Select strategy and draft water master plan updates • Board approval • Implement water master plan • Initiate regular review and assessment process 			
		Performance Measure	Projected Date	Actual Date
		Complete review of master, general and community plans		
		Identify gaps and document infrastructure needs		
		Complete draft master plan update		
		Board approval		
		Implement		

Regional Planning /Stewardship, Goal III - Water/Land Use Management			
Objective 2: Update Wastewater Master Plans (Regional Planning g, Goal III, Objective 2)	Strategies: <ul style="list-style-type: none"> • Evaluate current wastewater master plans • Document general and community plan needs and requirements • Identify planning gaps and assess infrastructure alternatives • Select strategy and draft wastewater master plan updates • Board approval • Implement wastewater master plan • Initiate regular review and assessment process 		
	Performance Measure	Projected Date	Actual Date
	Complete review of master, general and community plans		
	Identify gaps and document infrastructure needs		
	Complete draft master plan update		
	Board approval		
Implement			

Regional Planning /Stewardship, Goal III - Water/Land Use Management			
Objective 3: Identify and Develop Irrigated Agricultural Interests in County (Regional Planning, Goal III, Objective 3)	Strategies: <ul style="list-style-type: none"> • Review current agricultural reports, studies and economic analysis and determine current data gaps • Select solution and develop agricultural assessment plan • Exercise public outreach/education campaign and incorporate public comments into assessment plan • Implement assessment plan and document agricultural interests and infrastructure requirements • Report findings to Board • Continue regular agricultural evaluations 		
	Performance Measure	Projected Date	Actual Date
	Complete review		
	Develop and select agricultural assessment process and plan		
	Implement assessment process		
	Document and publish findings		
Report findings to Board			

Regional Planning /Stewardship, Goal IV - Resource Management			
Objective 1: Update and Implement Water Conservation Plan (Regional Planning, Goal IV, Objective 1)	Strategies: <ul style="list-style-type: none"> • Assess state water conservation mandates and water right conditions • Identify water conservation goals • Identify and evaluate conservation measures and incentives • Select conservation measures and incentives • Prepare and publish water conservation program • Implement water conservation and demand management program • Monitor, evaluate, and revise program as needed 		
	Performance Measure	Projected Date	Actual Date
	Complete needs assessment		
	Identify water conservation goals		
	Select conservation measures and incentives		
	Prepare and publish water conservation program		
Implement			

Regional Planning /Stewardship, Goal IV - Resource Management			
Objective 2: Monitor and Develop Programs to Protect Source Water Quality (Regional Planning, Goal IV, Objective 2)	Strategies: <ul style="list-style-type: none"> Identify District’s vision for water quality monitoring and protection Determine gaps between short-term plan and long-term needs and regulatory requirements versus voluntary measures Coordinate water quality monitoring and planning through IRWMP Develop plan, project priority list and funding requirements Secure funding as required Implement program and tTrack ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete water quality planning, vision and assessment		
	Integrate water quality planning with IRWMP		
	Develop plan and project list		
	Secure funding		
	Implement		

Regional Planning /Stewardship, Goal IV - Resource Management			
Objective 3: Develop Watershed Management/ Stewardship Programs (Regional Planning, Goal IV, Objective 3)	Strategies: <ul style="list-style-type: none"> Identify District’s vision, role and level of interest for watershed management and protection Confirm key state and federal stakeholders in watershed management and their regulatory role Develop plan/funding requirements, distribute for review/comment Secure funding as required Implement program Track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Identify watershed management vision and level of commitment		
	Develop plan and project list		
	Distribute plan and project list for review and comments		
	Secure funding		
	Implement		

Regional Planning /Stewardship, Goal IV - Resource Management			
Objective 4: Update Recycled Water Strategies (Regional Planning, Goal IV, Objective 4)	Strategies: <ul style="list-style-type: none"> Review and evaluate current wastewater recycling strategies, master plans, including general and community plan needs and requirements Identify recycling opportunities and assess user needs Select strategy and draft wastewater recycling plan and project list Distribute plan and project list for review and comments Publish recycling plan and implement program Track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete evaluation of master plans and recycling strategies		
	Identify recycling opportunities and user needs		
	Develop recycling strategy plan and distribute for comments		
	Finalize/publish recycling plan		
	Implement		

IT / Technology:

<i>IT/Technology, Goal I - Training</i>				
Objective 1: Update Troubleshooting and Maintenance Standard Operating Procedures (SOP's) <i>(IT / Technology, Goal I, Objective 1)</i>	Strategies: <ul style="list-style-type: none"> • Evaluate system(s) and identify critical points of failure • Evaluate current SOP's and develop strategies for improvement • Update, test and distribute SOP's • Establish training and ongoing assessment program • Implement training and assessment program • Monitor performance and effectiveness, update as required 			
	Performance Measure		Projected Date	Actual Date
	Complete system and SOP evaluations			
	Update and test SOP's			
	Develop training and assessment program			
	Publish/distribute SOP's and training/assessment materials			
Train staff				

<i>IT/Technology, Goal I - Training</i>				
Objective 2: Update the District-wide Systems Training Program <i>(IT / Technology, Goal I, Objective 2)</i>	Strategies: <ul style="list-style-type: none"> • Assess systems' training requirements and identify individual position/employee needs • Update training strategies and document all training programs • Integrate training programs with existing vendor support and training • Distribute training materials • Implement program and train employees • Monitor effectiveness and review as required 			
	Performance Measure		Projected Date	Actual Date
	Complete training needs assessment			
	Complete strategy update and documentation process			
	Develop training program and related materials			
	Publish and distribute training materials			
Implement training program				

<i>IT/Technology, Goal I - Training</i>				
Objective 3: Develop Employee Software and Equipment Training Program <i>(IT / Technology, Goal I, Objective 3)</i>	Strategies: <ul style="list-style-type: none"> • Identify employee training needs and requirements • Develop training strategies and document training program • Integrate training opportunities with other county agencies and vendor support/training programs • Distribute training program guidelines and training schedules • Implement training program • Monitor performance and review program/class schedule annually 			
	Performance Measure		Projected Date	Actual Date
	Complete needs assessment			
	Develop training strategies and program			
	Complete scheduling process			
	Publish/distribute training material and schedules			
Implement training program				

<i>IT/Technology, Goal II - Information Management</i>			
Objective 1: Improve Access to and Use of Data <i>(IT / Technology, Goal II, Objective 1)</i>	Strategies: <ul style="list-style-type: none"> Identify data needs of employees, work groups, departments and Board Develop data security requirements and data availability standards Prepare data management and use guidelines Distribute guidelines and train all employees Implement program Monitor effectiveness and review as required 		
	Performance Measure	Projected Date	Actual Date
	Complete data needs analysis		
	Develop standards/requirements		
	Complete data management and use guidelines		
	Distribute guidelines and train staff		
Implement program			

<i>IT/Technology, Goal II - Information Management</i>			
Objective 2: Develop Document Storage and Retention Guidelines and Processes <i>(IT / Technology, Goal II, Objective 2)</i>	Strategies: <ul style="list-style-type: none"> Review regulatory and District document retention requirements Review backup and contingency plans for document retrieval Establish District’s document retention and contingency requirements Develop and test document retention/contingency procedures Distribute guidelines and procedures, train all employees Implement document retention program Prepare annual reviews of guidelines and contingency plans 		
	Performance Measure	Projected Date	Actual Date
	Complete review of retention requirements and backup and contingency plans		
	Establish retention and contingency requirements		
	Finish and test retention/ contingency procedures		
	Distribute guidelines, train staff		
Implement			

<i>IT/Technology, Goal II - Information Management</i>			
Objective 3: Determine Shape and Use of GIS and Mapping System <i>(IT / Technology, Goal II, Objective 3)</i>	Strategies: <ul style="list-style-type: none"> Identify current GIS/Mapping programs and existing/ongoing needs of the District and employees Prioritize use and needs of GIS/Mapping tools Establish District’s GIS/Mapping solution (vision) Document guidelines, including data integrity and update procedures Implement guidelines Track ongoing effectiveness of program and update as required 		
	Performance Measure	Projected Date	Actual Date
	Complete needs analysis		
	Establish GIS/Mapping strategy		
	Develop guidelines and standards		
	Distribute guidelines/train staff		
Implement			

IT/Technology, Goal II - Information Management				
Objective 4: Develop a District Intra-net Website (IT / Technology, Goal II, Objective 4)	Strategies: <ul style="list-style-type: none"> • Document types of data/information used by employees and Board • Identify system resources and support requirements • Develop intra-net management and oversight guidelines • Collect forms, data and documents for intra-net website • Design and test intra-net website • Release intra-net website and train employees • Monitor and evaluate intra-net performance and update as required 			
		Performance Measure	Projected Date	Actual Date
		Complete data and resource analysis		
		Develop intra-net guidelines		
		Complete design and testing of intra-net		
		Train staff and other users		
	Implement			

IT/Technology, Goal III - High Availability				
Objective 1: Evaluate And Improve Backup and Contingency Plans (IT / Technology, Goal III, Objective 1)	Strategies: <ul style="list-style-type: none"> • Evaluate data systems and the backup system requirements • Review and test existing backup/contingency plan procedures • Update backup/contingency plan procedures as required • Document and communicate procedures and strategies • Train users • Implement • Initiate ongoing review process 			
		Performance Measure	Projected Date	Actual Date
		Complete evaluation of data and backup system requirements		
		Complete review/test of existing backup/contingency plans		
		Update and document plans		
		Distribute plans/train users		
	Implement			

IT/Technology, Goal III - High Availability				
Objective 2: Provide Staff with Uniform Programs, Infrastructure and Data to Perform their Jobs ((IT / Technology, Goal III, Objective 2)	Strategies: <ul style="list-style-type: none"> • Evaluate current system configurations and requirements • Document user needs and requirements • Identify and assess alternatives • Select strategy, develop project plan, and create schedule meeting short-term and long-term needs • Implement system improvements • Initiate regular system and user need assessment process 			
		Performance Measure	Projected Date	Actual Date
		Complete system and user need assessment		
		Identify alternatives		
		Develop project plan and cost estimates		
		Secure funding requirements		
	Implement			

IT/Technology, Goal III - High Availability			
Objective 3: Maintain and Enhance System Resources and Performance Reliability (IT / Technology, Goal III, Objective 3)	Strategies: <ul style="list-style-type: none"> • Evaluate current system(s) performance, reliability and sustainability • Determine if current system(s) can be maintained or if upgrades are required • Select solution and develop “upgrade” plan or “maintenance” plan • Identify funding requirements • Implement plan • Continue regular system(s) evaluation 		
	Performance Measure	Projected Date	Actual Date
	Complete system evaluation		
	Create system reliability plans		
	Select preferred option(s)		
	Identify and secure funding requirements		
	Implement		

IT/Technology, Goal IV - Planning			
Objective 1: Manage District’s Short-Term Technology Needs (IT / Technology, Goal IV, Objective 1)	Strategies: <ul style="list-style-type: none"> • Evaluate accuracy, sustainability, security and efficiency of current technology system(s) • Update short-term plan, adhering to standardization guidelines • Develop project list and resource/funding requirements • Distribute plan and project list for review and comments • Finalize project priority list, resource/funding requirements, and establish realistic timelines • Secure required funding and implement program • Track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete system assessment		
	Update short-term plan with project list and cost estimates		
	Solicit comments and finalize project priority list		
	Secure funding and implement		

IT/Technology, Goal IV - Planning			
Objective 2: Prepare for District’s Future Technology Needs and Requirements (IT / Technology, Goal IV, Objective 2)	Strategies: <ul style="list-style-type: none"> • Identify District’s vision for future technology needs and requirements • Determine gaps between short-term plan and long-term needs • Develop plan and funding requirements to achieve long-term needs • Distribute plan and project list for review and comments • Develop project priority list, timelines and funding requirements • Secure funding as required • Implement program and track ongoing progress and effectiveness of program 		
	Performance Measure	Projected Date	Actual Date
	Complete system and gap analysis		
	Develop long-term plan with project list and cost estimates		
	Solicit comments and finalize project priority list		
	Secure funding and implement		

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