



2022 STRATEGIC PLAN UPDATE

2700 Foothill Boulevard, La Crescenta, CA 91214
818.248.3925 | www.cvwd.com








TABLE OF CONTENTS

Letter from the Board of Directors and the General Manager	4
About Crescenta Valley Water District	6
Mission, Vision, Values and Guiding Principles	8
Executive Summary	10
Planning Process	11
Strategy Map	12
Goal Update	13
Strategic Goals and Objectives	16-36
Conclusion	38

Final Version Completed August 2022

Crescenta Valley Water District (CVWD or District) is pleased to present the following 2022 Strategic Plan Update, demonstrating our progress on the 2020 Strategic Plan. We are proud to have completed most of the original goals well within the five-year planning horizon.

The following update represents a reassessment of the goals set forth in the 2020 Strategic Plan. It is designed to supplement the original plan and respond to new challenges that the District has successfully navigated over the past two years, including:

-
-  **Persistent drought** impacting all water supply sources (State Water Project, Colorado River and local groundwater)
 -  **Supply chain issues** causing delays in construction and operations
 -  **Significant inflation** for the cost of goods and services (for construction, operations and maintenance)
 -  **Lower than expected revenues** due to drought and conservation
 -  **Global pandemic** impacting operational resilience and mission efficacy
-

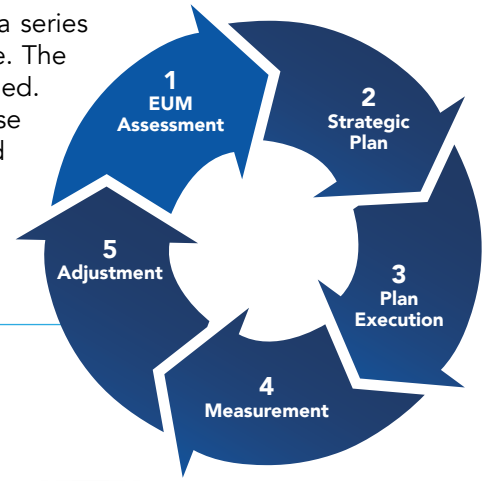


As with any planning process, it is important to evaluate and adjust to changing conditions. This update provided an opportunity to determine how unexpected events may have altered the District's course and which additional goals would most appropriately further the District's mission now and in the future.

In addition to responding to the issues listed above, the update is consistent with the closing step of the Effective Utility Management (EUM) feedback loop. EUM is a framework designed specifically to measure the performance of water utilities, and was used to inform and develop the 2020 Strategic Plan.

As part of the process and in line with the EUM framework, CVWD conducted a series of planning workshops earlier this year to inform the development of the update. The update highlights our plan execution through the goals we have accomplished. The update also reprioritizes existing goals and creates fresh tactics in response to new circumstances, all while continuing to pursue “best-in-class” culture and performance.

Through these deliberate planning efforts and actions, CVWD will continue to meet its mission and strive toward its vision.



BOARD MEMBERS



James Bodnar



Kerry D.
Erickson



Kenneth R.
Putnam



Sharon S.
Raghavachary



Judy L. Tejada



Nem Ochoa

GENERAL MANAGER

About the District











Formed in 1950 by a vote of residents, Crescenta Valley Water District (CVWD or District) is located in the Crescenta Valley area of Los Angeles County, in the foothills of the San Gabriel Mountains, between the San Fernando and San Gabriel valleys. The District provides water distribution and wastewater collection services to the unincorporated communities of La Crescenta, Montrose and Verdugo City, and small areas within the City of La Cañada Flintridge and the City of Glendale.

CVWD serves about 33,000 people across 4 square miles, in relatively steep terrain ranging from 1,200 feet to almost 3,000 feet above sea level.

Learn more about CVWD and its history at www.cvwd.com/history.









Water At-A-Glance

-  **60%** imported water
-  **40%** local groundwater from the Verdugo Basin
-  **8,000** accounts
-  **12** wells
-  **17** reservoirs
-  **96** miles of water pipelines
-  **11** pressure zones
-  **34** booster pumps
-  **651** fire hydrants
-  **\$23.1 million** facilities asset value¹

Note: The ratio between imported water and local groundwater can vary based on groundwater availability. The 60-40 split can change to 40-60 when there is ample groundwater supply.

Wastewater At-A-Glance

-  **6,300** accounts
-  **92** miles of sewer pipelines
-  **1** lift station
-  **1** monitoring station
-  **1.6 million** gallons per day average flow
-  **\$16.8 million** facilities asset value¹



1- depreciated value reported in financial statement

Mission, Vision, Values and Guiding Principles

MISSION

To provide quality water and wastewater services to the Crescenta Valley community in a dependable and economically responsible manner.

VISION

Secure sustainable water supplies and ensure infrastructure reliability, while furthering our commitment to accountability, transparency, and cost-effectiveness.

VALUES



TEAMWORK



INNOVATION

INTEGRITY

PROFESSIONALISM



GUIDING PRINCIPLES



As debuted in the 2020 plan, the inverted pyramid represents the principle that customers are the highest priority; and that CVWD, its Board of Directors and its employees, are here to serve the community first and foremost.

Executive Summary

In 2019, CVWD undertook an extensive process to develop a comprehensive Strategic Plan. The plan serves as a blueprint for success as the District, like other California water providers, faces a growing number of challenges that affect the cost of providing reliable service.

At the time of the plan's original development, these issues included escalating energy costs, expanding regulatory costs, rising imported water costs, growing cumulative costs of deferred facility maintenance, increasing construction costs, a changing climate, and declining revenues due to conservation measures mandated by the state. Since the creation of the 2020 Strategic Plan, challenges have expanded to include severe drought, supply chain issues, inflation, economic pressure associated with deepening drought and higher conservation and a global pandemic threatening operational resilience.

While addressing these issues, the District must also remain focused on accomplishing its mission and moving toward its vision, as well as maintaining its values and guiding principles.

This 2022 Strategic Plan Update builds upon and realigns the 2020 Strategic Plan in response to changing circumstances, providing an update on goal progress and a guide to short- and long-term decision making.

To view the original 2020 Strategic Plan, go to www.cvwd.com/strategic-plan.



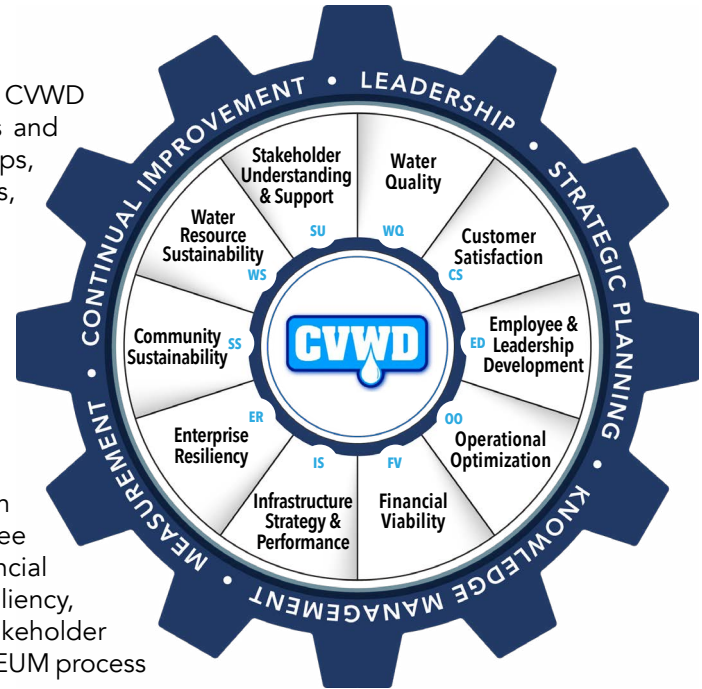
Planning Process

To create the 2020 Strategic Plan and this corresponding update, CVWD formed a planning group consisting of District Board members and staff. The original planning process included structured workshops, surveys and exploration of the District's perceived Strengths, Weaknesses, Opportunities and Threats (SWOT).

Plan development also included a comprehensive effort derived from Effective Utility Management Principles (EUM), which is an industry standard in performance benchmarking in key areas for water and wastewater utilities. EUM was created by utility/regulatory-leading agencies, including the United States Environmental Protection Agency and the American Water Works Association. Research determined that the efficacy of a water utility can be measured by its collective performance in 10 key areas: Water Quality, Customer Satisfaction, Employee and Leadership Development, Operational Optimization, Financial Viability, Infrastructure Strategy and Performance, Enterprise Resiliency, Community Sustainability, Water Resource Sustainability, and Stakeholder Understanding and Support. Detailed information about CVWD's EUM process and results is available in the 2020 Strategic Plan.

Part of an effective EUM process includes continued measurement and adjustment of the Strategic Plan and its goals to ensure successful and appropriate implementation. The EUM cycle on page 5 shows the continued effort toward improvement.

To inform this 2022 Strategic Plan Update, CVWD conducted a series of planning workshops to evaluate how changing circumstances and new challenges impacted CVWD and how the District could maintain alignment with its mission and vision.



Strategy Map

As part of the 2020 Strategic Plan development process, CVWD created the strategy map below to illustrate how it will progress from accomplishing its mission to actualizing its vision. The map illustrates how each strategic goal and objective moves the District from mission to vision (from left to right on the map).



Goal Update

Over the past two years, CVWD made significant progress on the goals identified in the 2020 Strategic Plan. Below is an update on completed initiatives, as well as the direction we are headed as we look toward the 2025 Strategic Plan. The information below also reflects new strategies that were developed during strategic planning sessions conducted in early 2022, in response to new challenges facing the water and wastewater industry.





GOAL OUTLINE



Goal 1 - Reliable Water & Wastewater Service 16



Goal 2 - Exceptional Customer & Community Service 19



Goal 3 - Efficiency Through Technology 23



Goal 4 - Fiscal Responsibility 27



Goal 5 - Protection of Public & Environmental Health 31



Goal 6 - Regional Collaboration & Synergy 33



Goal 7 - Employer & Workforce Excellence 34

GOAL 1 - RELIABLE WATER & WASTEWATER SERVICE



Ensure infrastructure reliability and performance

2020
Strategic Plan
Achieved
Goals



- ✓ Developed and implemented an infrastructure reliability plan called the "Road Map"
- ✓ Developed a finance plan to support the Road Map
- ✓ Secured a \$5M bond and a 3-year rate increase to support the Road Map
- ✓ Implemented first phase of the Road Map Capital Improvement Plan (CIP)
- ✓ Developed system isolation plan for planned and emergency shutdowns at key reservoirs
- ✓ Completed SCADA upgrades at key facilities
- ✓ Developed and implemented maintenance programs (motor, pumps, MCC, treatment process equipment)
- ✓ Created training modules for specialized operations (control valves, chemical feeds, Allen Bradley communication equipment)
- ✓ Procured on-call emergency construction services contracts
- ✓ Created 30 standard operating procedures (SOPs) on proper inspection, maintenance, and operation of critical infrastructure
- ✓ Completed Glenwood Forebay inspection and cleaning
- ✓ Inspected and serviced back-up generators
- ✓ 2020-2021 Maintenance Activities:
 - ✓ Sewer pipe cleaned: 106,700 feet
 - ✓ Sewer pipe inspected: 10,648 feet
 - ✓ Water services replaced: 126
 - ✓ Water meters replaced: 438
 - ✓ Water mains repaired: 7
 - ✓ Water hydrants replaced: 11
 - ✓ Water hydrants painted: 60
 - ✓ Water valves exercised: 825
 - ✓ Water valves replaced: 4
- ✓ 2020-2021 Completed CIP:
 - ✓ 1.5 miles of Pipeline Replacement
 - ✓ 8" Main Replacement on Brookhill
 - ✓ 8" Main Replacement on La Crescenta
 - ✓ 8" Main Replacement on Janet Lee
 - ✓ 8" Main Replacement on Rosemont
 - ✓ 10" Main Replacement on Encinal
 - ✓ 8" Main Replacement on El Caminito
 - ✓ 3 Reservoir Rehabilitations
 - ✓ Oak Creek Reservoir Rehabilitation
 - ✓ Markridge Reservoir Rehabilitation
 - ✓ Rosemont Reservoir Rehabilitation

GOAL 1 - RELIABLE WATER & WASTEWATER SERVICE *(continued)*



Ensure infrastructure reliability and performance

Strategic Plan Update New Goals



- Develop and implement preventative/predictive maintenance schedules for all assets
- Perform condition assessment on critical infrastructure
- Implement 2022-2024 Road Map CIP
- Develop and implement a progressive wastewater system maintenance and safety training program
- Standardize facility inspections and reports
- Continue development of SOPs on critical operations and maintenance
- Develop a scalable CIP with project prioritization capable of adapting to changing conditions
- Evaluate long-term water treatment needs and options
- Evaluate current and long-term specialized equipment needs to increase efficiency and safety during operations and maintenance activities



GOAL 1 - RELIABLE WATER & WASTEWATER SERVICE *(continued)*

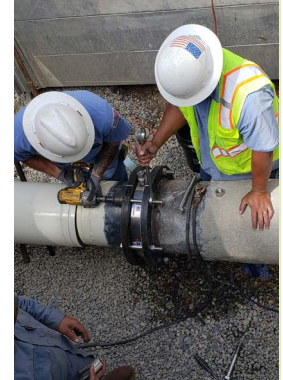


Develop long-term water supply reliability

2020 Strategic Plan Achieved Goals



- ✓ Maintained current level of water efficiency and conservation which exceeds current regulatory requirements
- ✓ Initiated program objectives to facilitate potential stormwater recharge in the Verdugo Basin
- ✓ Initiated a monthly meeting to strategize on local Water Supply Development and Management (WSDM)
- ✓ Implemented increasing conservation levels to support regional efforts to mitigate drought and climate change



Strategic Plan Update New Goals



- Continue pursuit of stormwater recharge project
- Evaluate and restructure contracts and agreements to maximize water supply reliability, cost-efficiency, and equity
- Evaluate alternative water supply options, including conjunctive use and indirect potable reuse (to maximize groundwater storage and production)
- Reconcile water rights to support conjunctive use programs and other beneficial use
- Evaluate wastewater treatment and recycled water options
- Prepare an Integrated Resources Plan (IRP)
- Establish working groups to facilitate regional water resource planning and development
- Analyze and develop an operational plan that meets the State Water Resources Control Board emergency curtailment regulation for meeting only "health and safety" water demands - which includes domestic supply, fire protection, and sanitation.

GOAL 2 - EXCEPTIONAL CUSTOMER & COMMUNITY SERVICE



Increase customer awareness

2020 Strategic Plan Achieved Goals



- ✓ Developed and implemented outreach plan to increase public awareness on water issues (e.g. Road Map, aging infrastructure, drought, climate change, state of the District)
- ✓ Developed and deployed customer survey to optimize communication strategy
- ✓ Established Community Advisory Committee to educate and solicit feedback from rate payers on key issues and policy development
- ✓ Deployed technology upgrades to automate communication (increase efficiency and enhance customer outreach)
- ✓ Assessed and upgraded usability and functionality of CVWD website
- ✓ Designed and began construction of the Water Education Center at the main office
- ✓ Created on-line bill calculator/estimator
- ✓ Attended public outreach events such as Crescenta Valley Hometown Country Fair
- ✓ Published monthly and quarterly ads in local newspaper to increase public awareness on District and regional water issues
- ✓ Developed a presence on social media, e.g. Facebook

Strategic Plan Update New Goals



- Host a CVWD Facilities Tour for the community
- Complete the Water Education Center
- Implement new District logo/rebranding
- Create welcome package for new customers
- Automate after-hours messages on email
- Develop and promote water and wastewater education videos that are accessible online
- Upgrade the weather-based irrigation controller (WBIC) program
- Increase water education outreach in schools
- Evaluate and deploy District's presence on other social media outlets
- Increase community awareness on CVWD services, mission, vision, and values
- Update FAQs and "cheat sheet" for staff to answer common questions from the public
- Develop and host a community emergency preparedness event, e.g "What happens after the Big One - Maintaining essential services during and after an emergency event"
- Develop a quarterly District newsletter for the community

GOAL 2 - EXCEPTIONAL CUSTOMER & COMMUNITY SERVICE

(continued)



Improve customer service

2020 Strategic Plan Achieved Goals



- ✓ Developed and implemented various online customer service features (e.g. payment, notification, new accounts)
- ✓ Developed webpage to improve consultant, contractor, and developer experience
- ✓ Assessed efficacy of third-party billing provider
- ✓ 2020-2021 Customer Service Activities:
 - ✓ New service requests: 2,148
 - ✓ Meter downloads: 1,104
 - ✓ Meter rereads: 3,056
 - ✓ Fire flow tests: 81



Strategic Plan Update New Goals



- Improve customer service delivery through professional development training programs, continued interagency idea-sharing, cross-training, and completing/implementing department SOPs
- Initiate WaterSmart AMI customer engagement



GOAL 2 - EXCEPTIONAL CUSTOMER & COMMUNITY SERVICE

(continued)



Improve emergency preparedness

2020 Strategic Plan Achieved Goals



- ✓ Conducted National Incident Management System (NIMS) and Incident Command System (ICS) Training
- ✓ Updated Employee IDs and badges for site access during emergencies
- ✓ Provided magnetic CVWD car decals for personal vehicles for site access during emergencies
- ✓ Implemented pandemic emergency procedures and policies
- ✓ Developed and implemented alternate work schedules during the pandemic
- ✓ Completed the District's Local Hazard Mitigation Plan (LHMP)
- ✓ Completed the District's Operational Contingency & Resiliency Plan

Strategic Plan Update New Goals



- Conduct emergency table-top exercise with regional stakeholders
- Establish and equip an Emergency Operations Center (EOC)/Incident Command Center (ICC)
- Prepare EOC/ICC operation manuals
- Prepare CVWD emergency plan
- Participate in the Community Emergency Response Team (CERT) program
- Conduct training and table-top simulation for sanitary sewer overflow (SSO) response



GOAL 2 - EXCEPTIONAL CUSTOMER & COMMUNITY SERVICE

(continued)



Improve community stewardship

2020 Strategic Plan Achieved Goals



- ✓ Hosted multiple regional blood drives
- ✓ Hosted multiple regional can food (and clothes) drives
- ✓ Implemented the High School Student Leadership and Scholarship Program

Strategic Plan Update New Goals



- Conduct Veterans Day fundraiser for VFW
- Participate in Wounded Warrior Project
- Partner with Woman's Club for "Woman in Water"- event highlighting the successful careers of women at CVWD
- Continue annual programs:
 - Blood Drive
 - Canned Food and Clothes Drives
 - High School Student Program

GOAL 3 - EFFICIENCY THROUGH TECHNOLOGY

Evaluate automated metering infrastructure (AMI)

2020 Strategic Plan Achieved Goals



- ✓ Developed and approved business case for AMI
- ✓ Completed backbone network and infrastructure for AMI
- ✓ Selected customer engagement platform for AMI

Strategic Plan Update New Goals



- Complete AMI deployment
- Evaluate options to accelerate AMI deployment
- Use smart meters to push important updates to customers (e.g. high water use, leak detection, emergency notification)



Develop energy efficiency measures

2020 Strategic Plan Achieved Goals



- ✓ Evaluated energy provider options (Southern California Edison and Clean Power Alliance)
- ✓ Evaluated Demand Response Program

Strategic Plan Update New Goals



- Perform energy audit to identify potential cost-savings
- Evaluate renewable energy options (e.g. solar)



GOAL 3 - EFFICIENCY THROUGH TECHNOLOGY *(continued)*

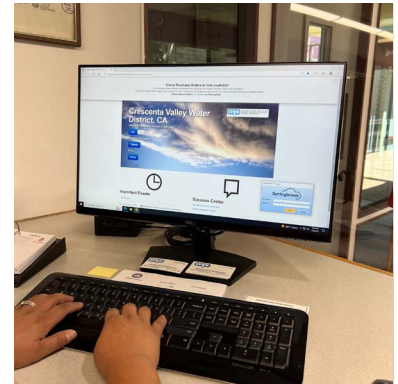
Optimize business software to maximize functionality

2020 Strategic Plan Achieved Goals

- ✓ Implemented updates to customer service and accounting information system (Springbrook)

Strategic Plan Update New Goals

- Implement modules to facilitate asset management and operational efficiency
- Automate and optimize Accounts Payable (AP)
- Automate payroll processing
- Evaluate project management software for interdepartmental use



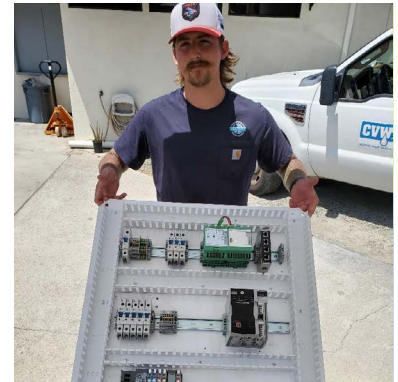
SCADA program

2020 Strategic Plan Achieved Goals

- ✓ Improved efficiency, reliability, and long-term management of SCADA hardware, programming, and integration
- ✓ Migrated to open-source SCADA platform

Strategic Plan Update New Goals

- Complete SCADA builds and upgrades



GOAL 3 - EFFICIENCY THROUGH TECHNOLOGY *(continued)*



Improve communication reliability

2020 Strategic Plan Achieved Goals



- ✓ Upgraded connectivity and reliability of District communication network
- ✓ Completed Information Technology (IT) Master Plan

Strategic Plan Update New Goals



- Fully implement voice over internet protocol (VOIP)
- Implement on-going IT security maintenance and upgrades
- Complete site-to-site communication upgrades
- Update HAM Radio System and participate in regional table-top exercises



Improve database management

2020 Strategic Plan Achieved Goals



- ✓ Streamlined data input and reporting
- ✓ Deployed use of handheld devices

Strategic Plan Update New Goals



- Streamline water quality data input and reporting
- Audit and reconcile customer account information
- Fully utilize handheld devices for data management

GOAL 3 - EFFICIENCY THROUGH TECHNOLOGY *(continued)*

Develop geographic information system (GIS)

2020
Strategic Plan
Achieved
Goals



- ✓ Developed and refined GIS system and database
- ✓ Partnered with FMWD for GIS tasking and staffing needs

Strategic
Plan Update
New Goals



- Deploy full implementation of GIS program
- Fully leverage GIS capability to assist all departments



Develop decision-support modeling tools

2020
Strategic Plan
Achieved
Goals



- ✓ Updated water system hydraulic model
- ✓ Developed water system optimization model

Strategic
Plan Update
New Goals



- Develop sewer system model and complete sewer master plan
- Leverage water system optimization model
- Update groundwater model
- Train staff to run hydraulic modeling software
- Refine demand forecast model to develop and track relationship between water demand, production, revenue, and other external factors (e.g. temperature and rainfall)
- Partner with the California Data Collaborative to compile and leverage available data sets to facilitate effective data management and data-driven decision-making and policy development

GOAL 4 - FISCAL RESPONSIBILITY



Improve financial stability

2020
Strategic Plan
Achieved
Goals

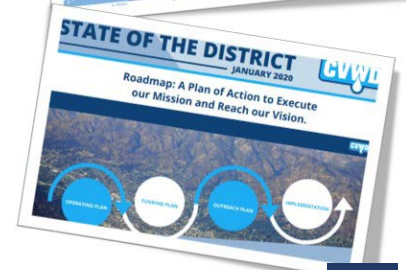


- ✓ Reduced District obligation for future Other Postemployment Benefits (OPEB)
- ✓ Reviewed and revised reserve target policies
- ✓ Obtained a higher credit rating with Standard and Poores
- ✓ Obtained a \$5M bond to fund infrastructure reliability projects
- ✓ Implemented a three-year rate increase to fund infrastructure reliability projects

Strategic
Plan Update
New Goals



- Evaluate and develop department budgets
- Evaluate and consider drought rate/surcharge
- Perform energy audit with SoCalRen to identify potential energy cost-saving measures
- Evaluate bond finance to keep pace with Road Map CIP (to mitigate lower revenues due to drought and increased conservation)
- Reevaluate the level of fixed-cost in rate structure



GOAL 4 - FISCAL RESPONSIBILITY *(continued)*



Ensure equitable cost of service

2020 Strategic Plan Achieved Goals



- ✓ Completed Cost-of-Service Study
- ✓ Updated development fees for cost recovery

Strategic Plan Update New Goals



- Evaluate water-budget based rate structure
- Determine non-rate sources of revenue for low-income and other "affordability" programs

Crescenta Valley Water District

Water and Wastewater Rate Study



Implement asset management

2020 Strategic Plan Achieved Goals



- ✓ Evaluated fleet-lease option
- ✓ Implemented vehicle purchase schedule based on life-cycle cost analysis
- ✓ Completed first phase of Facility Site Inventory

Strategic Plan Update New Goals



- Develop Asset Management Plan for water and wastewater facilities
- Develop tools to maximize the useful life and benefit of all District assets
- Develop and implement preventative/predictive maintenance and replacement programs
- Evaluate equipment and parts inventory to optimize storage space
- Develop and implement an effective strategy to optimize real estate assets
- Evaluate and update competitive maintenance contracts on a periodic basis

GOAL 4 - FISCAL RESPONSIBILITY *(continued)*



Enhance financial reporting

2020 Strategic Plan Achieved Goals



- ✓ Improved job costing, tracking, and analytics
- ✓ Increased transparency, frequency, and accessibility of financial reporting (e.g. monthly dashboard, quarterly updates)

Strategic Plan Update New Goals



- Create an Investment Dashboard
- Update CIP Dashboard to facilitate project tracking
- Implement asset and project costing refinements

GOAL 4 - FISCAL RESPONSIBILITY *(continued)*



Identify cost-recovery or cost-saving measures

2020 Strategic Plan Achieved Goals



- ✓ Repurposed Mills Property for lease
- ✓ Reduced operating costs by \$850,000 per year through reorganization and FTE reduction
- ✓ Obtained federal grant for \$125,000 to prepare Local Hazard Mitigation Plan
- ✓ Obtained ACWA JPIA Wellness Grant for \$1,200
- ✓ Obtained \$75,000 grant for AMI meters
- ✓ Revised trench backfill requirement with LA County, lowering pipeline construction costs
- ✓ Evaluated and renegotiated contracts with suppliers, vendors, and service providers (including financial institutions)
- ✓ Reduced total uncollected revenue from delinquent accounts
- ✓ Recovered cost-of-water fee from LA County for street-cleaning activities
- ✓ Reduced the number of water quality compliance points with Division of Drinking Water
- ✓ Implemented a Meter Download Fee

Strategic Plan Update New Goals



- Evaluate current Engineering Design Standards & Approved Materials for potential cost-savings
- Ensure appropriate level of risk transfer with contractors and consultants by centralizing and updating professional services contracts
- Reduce banking charges
- Continue pursuit of grant funding
- Implement water system optimization
- Evaluate, develop, and implement procurement and contracting BMPs
- Implement business case analyses/processes throughout all departments
- Evaluate and implement annexation of 15 water services into City of Glendale
- Develop and deploy near-term action plan to reduce operating costs; mitigate revenue loss due to drought and increased conservation
- Pursue Arrearage Program funding for delinquent accounts
- Evaluate cell tower site leasing for passive income

GOAL 5 - PROTECTION OF PUBLIC & ENVIRONMENTAL HEALTH



Ensure water quality compliance

2020 Strategic Plan Achieved Goals



- ✓ Improved efficiency of samples required by Division of Drinking Water (DDW)
- ✓ Developed facilities to convert water system to chloramination
- ✓ Developed facilities to treat nitrate with bio-remediation technology
- ✓ Installed equipment to improve water circulation in reservoirs
- ✓ Implemented zero-waste hydrant flushing program
- ✓ Completed Division of Drinking Water Annual Water Facility Inspections
- ✓ 2020-2021 Compliance Activities:
 - ✓ Water quality samples taken: 2,148
 - ✓ Backflow connection tests: 248

Strategic Plan Update New Goals



- Update backflow software and training
- Update the District's hydrant flushing program
- Continue to monitor TTHM levels
- Convert water system to chloramination



GOAL 5 - PROTECTION OF PUBLIC & ENVIRONMENTAL HEALTH

(continued)



Ensure district-wide regulatory compliance

Strategic Plan Update
New Goals



- Establish clearinghouse of all permits
- Create and implement a master schedule for all permits
- Establish and maintain clearinghouse to track employee certificates and licensure
- Cross-train staff in regulatory compliance
- Create SOPs for regulatory compliance processes
- Implement cloud-based LIMS (water quality database)
- Develop water quality dashboard for Operators



Evaluate green power alternatives

2020 Strategic Plan
Achieved Goals



- ✓ Determined policy for level of green energy sourcing

Strategic Plan Update
New Goals



- Evaluate renewable energy options (e.g. solar)



GOAL 6 - REGIONAL COLLABORATION & SYNERGY

 Develop and participate in programs to maximize regional collaboration

2020 Strategic Plan Achieved Goals



- ✓ Participated in regional multi-agency stakeholder meetings
- ✓ Established mutual aid agreements with regional stakeholders

Strategic Plan Update New Goals



- Create partnerships to optimize regional assets (supply, conveyance, and storage) and develop equitable contracts for cost recovery
- Create partnerships to realize economies of scale for procurement and construction projects
- Conduct field trips and meet with operational counterparts at other water agencies
- Develop interagency mixers and events for regional team-building (e.g. softball games)

GOAL 7 - EMPLOYER & WORKFORCE EXCELLENCE



Develop best-in-class culture

2020 Strategic Plan Achieved Goals



- ✓ Developed, adopted, and integrated organizational core values
- ✓ Implemented monthly All-Hands meetings
- ✓ Implemented annual 1-on-1 meetings with GM
- ✓ Implemented HR & Admin "tailgate" weekly meetings with Operations staff
- ✓ Established morale & team-building events (Chili Cook-off, Pancake Breakfast, Shelter-at-Home CVWD Cookbook, and Time Capsule)
- ✓ Revamped performance evaluation process to facilitate transparency and accountability using 360-feedback
- ✓ Encouraged outreach to qualified women and minorities in the workplace
- ✓ Conducted Diversity Awareness training through "Gumbo Event"
- ✓ Participated in 21-day Racial Equity & Social Justice Challenge
- ✓ Conducted 7-Day Effective Communications Challenge
- ✓ Implemented Wellness Program (weight-loss challenge, mind & soul forum, yoga in the park)
- ✓ Implemented Employee Spotlight of the Month

Strategic Plan Update New Goals



- Develop and implement a Diversity Equity and Inclusion (DEI) strategy
- Identify and develop employee recognition programs
- Develop District Employee Intranet
- Conduct HR Open House
- Conduct Wellness Webinars
- Establish team-building goals and programming
- Train all managers in HR fundamentals
- Develop and implement culture and morale assessment
- Improve communication and collaboration across organizational levels
- Create a committee made up of employees to develop programming to reach best-in-class culture

GOAL 7 - EMPLOYER & WORKFORCE EXCELLENCE *(continued)*



Develop safety-oriented workforce

2020
Strategic Plan
Achieved
Goals



✓ Performed on-going safety training

Strategic
Plan Update
New Goals



- Review and update safety program
- Assign safety program administrator
- Update safety program SOPs
- Identify needs for heavy equipment training as required by ACWA JPIA

- Digitize SDS (Safety Data Sheets)
- Review and update the Injury and Illness Prevention Program in partnership with JPIA
- Pursue JPIA Commitment to Excellence grant to fund best-in-class safety program initiatives

GOAL 7 - EMPLOYER & WORKFORCE EXCELLENCE *(continued)*



Productivity and mission efficacy

2020 Strategic Plan Achieved Goals



- ✓ Conducted organizational assessment required to implement Strategic Plan
- ✓ Successfully negotiated and approved the MOU between union employees and the District
- ✓ Successfully negotiated and approved the Terms of Employment with the Management group and the District
- ✓ Updated HR department processes, procedures, and programs to align with BMPs
- ✓ Implemented a 9/80 work schedule to increase efficiency and work-life balance
- ✓ Cross-trained staff to accelerate professional development and improve operational resilience
- ✓ Developed SOPs across all departments

Strategic Plan Update New Goals



- Assess department processes and compare with industry best practices
- Evaluate project management software for interdepartmental use
- Continue to implement succession planning in critical areas
- Update job descriptions consistent with mission and vision efficacy
- Develop and conduct resource needs assessment for each department to accomplish Strategic Plan
- Identify and implement computer training courses across all departments
- Develop and establish clearinghouse for District-wide SOPs
- Update HR department processes, procedures, and programs to be best-in-class
- Evaluate, update, and implement records retention policy
- Standardize record keeping
- Fully deploy Employee and Leadership Development Program
 - Create individualized leadership and career development training programs (for all employees)
 - Continue to develop and implement training that increases organizational awareness, collaboration, and communication
 - Set organization-wide goals in the number and types of certifications, licenses, and specialized training
 - Continue to develop and implement interdepartmental mentorship/cross-training programs to increase operational resilience and to heighten awareness of customer-service potential across departments
 - Implement career advancement ladders when feasible based on objective metrics/requirements and District need
 - Implement an on-boarding program for new employees that includes training in core competencies and administrative tasks to accelerate job efficacy
 - Continue to encourage extended learning and degree attainment in water related fields through CVWD's Tuition Reimbursement Program



CONCLUSION

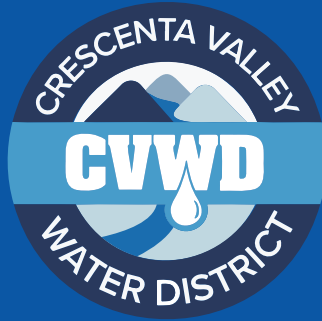
Conclusion

As CVWD looks ahead to its next Strategic Plan, to be developed in 2025, this update provides a platform and guide to continue the District's trajectory in meeting its mission and realizing its vision. Inspired by Effective Utility Management (EUM) planning principles, CVWD has prioritized and reaffirmed the following overarching goals:



The District is committed to the execution of these goals and will continue to evaluate and adjust as needed to ensure the success and effectiveness of providing water and wastewater service.





2700 Foothill Boulevard, La Crescenta, CA 91214
818.248.3925 | www.cvwd.com