

CRESCENTA VALLEY WATER DISTRICT

2700 Foothill Boulevard
La Crescenta, California

Agenda for the
Regular Meeting of the Board of Directors of the
Crescenta Valley Water District
to be held on Tuesday, April 13, 2021 at 7:00 p.m.

Posted: Thursday, April 8, 2021 at 4:30 p.m.

AUDIO & VIDEO CONFERENCING NOTICE

[This meeting will be held by audio & video conference only.]

Pursuant to the provisions of Executive Order N-29-20 issued by Governor Gavin Newsom on March 18, 2020, the public may not attend the meeting in person.

Any member of the public may participate using a touchtone phone. You may select any of the following phone numbers (there are more than one for increased reliability during this time of increased phone traffic)

(669) 900-6833

(346) 248-7799

(929) 205-6099

(253) 215-8782

(301) 715-8592

(312) 626-6799

Then, enter Access Code: 876-3266-6580

Those members of the public who are able to and would like to additionally participate through computer may access the Zoom audio & video conferencing tool available at the following link –

<https://us02web.zoom.us/j/87632666580>

Public comment may be made either by emailing comments ahead of the meeting or by speaking over the phone. Emailed comments will be sent to the Board of Directors prior to the meeting and posted on the District's website. Comments may be sent to Christy Colby, Regulatory and Public Affairs Manager, at (818) 248-3925 or customerservice@cvwd.com by 3pm on April 13, 2021.

Any person may make a request for a disability-related modification or accommodation needed for that person to be able to participate in the public meeting by contacting the District by phone or in writing at the above email address. Requests must specify the nature of the disability and the type of accommodation requested. A telephone number or other contact information should be included so that District staff may discuss appropriate arrangements. Persons requesting a disability-related accommodation should make the request with adequate time before the meeting for the District to provide the requested accommodation.

Any written materials distributed to the Board in connection with this agenda will be made available at the same time for public inspection at the District office located at the above address and posted on the District's website.

Call to Order and Determination of Quorum

Pledge of Allegiance

Adoption of Agenda

Public Comments

At this time, the public shall have an opportunity to comment on any non-agenda item relevant to the subject matter jurisdiction of the Board. This opportunity is non-transferable, and speakers are limited to one three-minute (3) comment. Under the provisions of the Brown Act, the Board is prohibited from taking action on items not listed on the agenda, except under certain circumstances.

Foothill Municipal Water District Report

1. Report on activities at Foothill Municipal Water District.

Community Advisory Committee

1. Placeholder for the Community Advisory Committee to report input on budgets, rates, bonds, and other items (no CAC meeting since the last Regular Board Meeting on March 23, 2021).

Consent Calendar

1. Consideration and approval of the Minutes of the Adjourned Regular Board Meeting on March 23, 2021.

Action Calendar

The public shall have an opportunity to comment on any action item as each item is considered by the Board. This opportunity is non-transferable, and speakers are limited to one two-minute (2) comment.

1. **Surplus Property** – Consideration and motion to determine that certain personal property is no longer necessary for District purposes and authorize the General Manager to dispose in a manner most beneficial to the District.
2. **Operator Planning and Staff Development Consulting Services** – Consideration and motion to authorize the General Manager to enter into an agreement with Bridgemore (consulting) to provide services for operations planning and staff and program development at a cost of \$53,250 and establish a contingency amount of \$5,325 (10% of contract) to cover any additional work.
3. **Long-Term Planning Considerations for the Budget, Rate Development, and Deferred Infrastructure** – Discussion and possible action for considerations for multi-year rate planning, a CIP component of rates, and peer agencies' plans for deferred infrastructure as they relate to a long-term plan to address deferred infrastructure; present 10-year plan scenarios based on PayGo and bond financing.
4. **Budget & Proposition 218 Process** – Placeholder for discussion and possible action for schedule, timing, and other considerations related to completing the budget and Proposition 218 process, including the Water and Wastewater Rate Study.

Information Items

Written Communications to District/Board of Directors

General Manager's Report

Attorney Report

Reports of Committees

- Engineering Committee
- Finance Committee
- Employee Relations Committee
- Policy Committee
- Community Relations/Water Conservation Committee
- Emergency Planning Committee
- Technology Committee

Directors' Oral Reports – Reports on issues, meetings, or activities attended by Directors.

Board Members' Request for Future Agenda Items

Closed Session - None

Adjournment

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CRESCENTA VALLEY WATER DISTRICT
ADJOURNED REGULAR MEETING, BOARD OF DIRECTORS

March 23, 2021

Pursuant to the order of the Board of Directors of the Crescenta Valley Water District made at the Regular Meeting on March 9, 2021, an Adjourned Regular Meeting was held on March 23, 2021, at 7:00 p.m. through audio and video conference. A call-in number was clearly noted on the meeting Agenda, posted in accordance with the Brown Act, due to the COVID-19 pandemic, with President Sharon S. Raghavachary presiding.

At roll call, the following Directors and staff members were online:

Directors:	Sharon S. Raghavachary James D. Bodnar Kerry D. Erickson Ken R. Putnam (absent) Judy L. Tejeda
Attorney:	Thomas Bunn
General Manager:	Nem Ochoa (absent)
Director of Finance & Administration:	James Lee
Director of Engineering:	David Gould
Staff Members:	Dennis Maxwell, Director of Operations Brook Yared, Engineering Manager Arturo Montes, Finance & Administration Manager Wendy Holloway, Customer Service Manager Pam Leddy, Administrative Assistant
Guests:	None
Public Participation:	Frank Colcord Marilyn Tyler David Weeshoff

PLEDGE OF ALLEGIANCE

Director Bodnar opened the meeting by leading the Directors and staff in reciting the Pledge of Allegiance.

ADOPTION OF AGENDA

It was moved by Director Erickson, seconded by Director Bodnar, and carried by a 4-0 roll call vote that the Agenda for the Adjourned Regular Meeting of March 23, 2021 be adopted as presented.

AYES:	Director Raghavachary
	Director Bodnar
	Director Erickson
	Director Tejeda

NOES: None

ABSENT: Director Putnam

PUBLIC COMMENTS – None

FOOTHILL MUNICIPAL WATER DISTRICT REPORT – Mr. Colcord shared information issued by the State Water Resources Control Board (SWRCB) stating that after two (2) years of low precipitation 95% of California is listed as being in a moderate to exceptional drought. The Sierra snowpack measurement is currently 58% of average as of March 10, 2021. Mr. Colcord reported that the Metropolitan Water District (MWD) will be capable of providing water to consumers through the summer of 2021, despite the fact that the State has reduced the allocation of water from 10% to 5%, due to planning and reservoir management.

COMMUNITY ADVISORY COMMITTEE REPORT – Mr. Colcord thanked staff for a great presentation on the Capital Improvement Plan (CIP) and information provided on the pros and cons of using bonds. Mr. Colcord suggested the possibility of adding a CIP component to the District's reserve fund policy. Mr. Weeshoff stated his agreement with Mr. Colcord's remarks. Ms. Tyler voiced concern regarding the issuance of potential bonds as a solution to pipeline replacement costs.

CONSENT CALENDAR

It was moved by Director Bodnar, seconded by Director Tejeda, and carried by a 4-0 roll call vote to approve the Minutes of the Regular Board Meeting held on March 9, 2021 through audio and video conference and to ratify the disbursements for February 2021 as presented.

Payment of demands against the Crescenta Valley Water District on or before February 2021, the same having been approved by the General Manager, and heretofore paid, are to be ratified and approved subject to audit, in the aggregate sum of One-Million, One-Hundred Forty-Nine Thousand, Three Hundred Forty-Eight Dollars and Ninety Cents (1,149,348.90), which is composed of the individual items set forth herein.

**AYES: Director Raghavachary
 Director Bodnar
 Director Erickson
 Director Tejeda**

NOES: None

ABSENT: Director Putnam

ACTION CALENDAR

Office Remodel – Project C-1030 – Mr. Gould stated the need to improve the overall efficiency of the office as part of CVWD’s recent staff re-organization. Mr. Gould provided a proposed project schedule and project costs needed to upgrade the Engineering Department building with new office furniture, painting, carpeting, lighting, cabling, and new cabinets. The Board room and Customer Service building will be updated with new flooring and lighting fixtures.

Following discussion:

It was moved by Director Tejeda, seconded by Director Bodnar, and carried by 4-0 roll call vote to approve the General Manager to waive the Procurement Policy to select and negotiate with various contractors for the remodeling of the Engineering Department, Board room and Customer Service Department at an estimated cost of \$55,000.

AYES: **Director Raghavachary
Director Bodnar
Director Erickson
Director Tejeda**

NOES: **None**

ABSENT: **Director Putnam**

Discuss Short and Long-Term CIP Needs and the Risks and Benefits of Issuing Bonds – Mr. Lee led a group discussion regarding the various considerations with respect to the FY 2022 budget, the rate study and continuation of the Long-Term Infrastructure and Funding Roadmap. Mr. Gould presented four (4) graphs representing: 1) the age of CVWD’s existing pipeline; 2) the existing age of pipeline per year installed; 3) annual pipeline replacement in linear feet – 1994 to 2020; and 4) annual pipeline replacement per year for the next 20 years based on a 75-year schedule scenario requiring a 5.2M (present day dollars) investment per year. Based on discussion, staff will provide: 1) further discussion on multi-year rate planning; 2) research on neighboring or similar agencies’ plans with respect to replacing aging infrastructure; 3) further discussion on implementing a CIP component to rates to promote public outreach; and 4) a 10-year financial plan beginning with an initial 5-year plan, with scenarios incorporating both PayGo and bonds options.

INFORMATION ITEMS – None

WRITTEN COMMUNICATIONS TO DISTRICT – None

REPORTS OF PERSONNEL – No report

GENERAL MANAGER – Mr. Gould reported that the United States Bureau of Reclamation (USBR) has received the grant application for funds to replace large meters with AMI meters in the CVWD service area. Mr. Lee reported that CVWD employees are categorized as Emergency Services Employees and have been

provided the opportunity to receive COVID vaccinations. Mr. Lee provided highlights of the Finance, Administration & Public Outreach Dashboard Report for February 2021.

ATTORNEY – No report

REPORTS OF PERSONNEL – None

REPORTS OF COMMITTEES

Engineering Committee – Director Raghavachary reported that the Committee had met on March 16, 2021. An audio/video conference meeting is scheduled for April 20, 2021.

Finance Committee – Director Raghavachary reported that the Committee had met on March 17, 2021. An audio/video conference meeting will be scheduled as needed.

Employee Relations Committee – Director Bodnar reported that the Committee had not met; however, an audio/video conference meeting will be scheduled as needed.

Policy Committee – Director Putnam reported that the Committee had not met; however, an audio/video conference meeting will be scheduled as needed.

Community Relations/Water Conservation Committee – Director Erickson reported that the Committee had not met. An audio/video conference meeting is scheduled for March 31, 2021.

Emergency Planning Committee – Director Tejeda reported that the Committee had not met; however, an audio/video conference meeting will be scheduled as needed.

Technology Committee – Director Erickson reported that the Committee had not met. An audio/video conference meeting is scheduled for March 31, 2021.

Executive Committee – Director Raghavachary reported that the Committee had not met; however, an audio/video conference meeting will be scheduled as needed.

DIRECTORS' ORAL REPORTS

Director Raghavachary – Stated that she had electronically filed the Annual Statement of Economic Interest, Calendar Year 2020 - Form 700 with the County of Los Angeles.

Director Bodnar – Stated that he had electronically filed the Annual Statement of Economic Interest, Calendar Year 2020 - Form 700 with the County of Los Angeles.

Director Erickson – Stated that he had electronically filed the Annual Statement of Economic Interest, Calendar Year 2020 - Form 700 with the County of Los Angeles.

Director Putnam – Absent

Director Tejeda – Stated that she had filed the Annual Statement of Economic Interest, Calendar Year 2020 - Form 700 with the County of Los Angeles.

CLOSED SESSION – None

BOARD MEMBERS' REQUESTS FOR FUTURE AGENDA ITEMS – None

ADJOURNMENT

There being no other business to come before the Board, at 9:02 p.m., the meeting was adjourned to April 13, 2021, at 7:00 p.m.

APPROVED

Sharon S. Raghavachary
President

James Lee
Director of Finance & Administration

CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS - STAFF REPORT

Action Item No. 1
April 13, 2021

To: Honorable President and Members of the Board of Directors
From: James Lee – Director of Finance and Administration
Subject: Surplus Property

ACTION ITEM:

Consideration and motion to determine certain person property is no longer necessary for District purposes per Section 12.04 of the Rules & Regulations and authorize the General Manager to dispose in a manner most beneficial to the District.

BACKGROUND:

The District must dispose of various surplus property such as old furniture, obsolete equipment, and vehicles from the District fleet that are beyond their useful life and/or are not appropriate to continue maintaining per the District's fleet asset management plan.

Section 12.04 of the District's Rules & Regulations states that for such property, the General Manager shall advise the Board of the property, its condition, and approximate value, and that upon the Board determining that the property is no longer necessary, the District will conduct a bid process to sell the property.

Staff has prepared the attached list of property expected to be considered surplus within the next 12 months, its condition, and its approximate value.

RECOMMENDATION

It is staff's recommendation that the Board determine that the listed property is no longer necessary for District purposes per Section 12.04 of the Rules & Regulations and authorize the General Manager to dispose in a manner most beneficial to the District.

Submitted by:



James Lee
Director of Finance & Administration

Attachment(s): 1) Surplus Property List

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Crescenta Valley Water District
Surplus Property List
as of April 2021

	Quantity	Estimated Value/Unit	Total Estimated Value
Tall Book Shelves (particle board)	2	\$ 40	\$ 80
Medium Book Shelves (particle board)	2	30	60
Short Book Shelves (particle board)	6	20	120
Metal Desk	3	700	2,100
Table Type 1	2	10	20
Table Type 2	1	40	40
Credenza	1	60	60
Draft Table	1	800	800
Draft Arm - Vintage Vemvo 612	1	100	100
Short Book Shelves (metal)	1	50	50
Desk	4	60	240
Book Cases	4	50	200
Plotter	1	3,500	3,500
Small Refrigerator	1	40	40
File Cabinets	3	40	120
Fleet Unit #38 - 2011 Ford Ranger	1	1,800	1,800
Fleet Unit #36 - 2008 Ford 350	1	3,800	3,800
Fleet Unit #8 - 2003 Ford F150	1	2,200	2,200
Fleet Unit #25 - 2000 Ford F650 ¹	1	\$ 3,500	\$ 3,500
	Total:	\$	18,830

1 - This vehicle cannot be sold in California due to emissions restrictions.

CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS - STAFF REPORT

Action Item No. 2

April 13, 2021

To: Honorable President and Members of the Board of Directors
From: Nem Ochoa, P.E. – General Manager
Subject: Award of Contract –Operation Planning and Staff Development Consulting Services

INFORMATION ITEM:

Operation Planning and Staff Development Consulting Services - Consideration and motion to authorize the General Manager to enter into an agreement with Bridgemore (consulting) to provide services for operations planning and staff and program development at a cost of \$53,250 and establish a contingency amount of \$5,325 (10% of contract) to cover any additional work.

BACKGROUND:

Over the past three years, the District has undergone organizational changes to increase efficiency, promote cross-training, and facilitate succession planning. The third year of the organizational plan includes: 1) Succession of a supervisor position in the system operations department, 2) An opportunity to build upon planning and documentation for the System Operation department (e.g. strategic plan, contingency and resiliency plan, operating plan, SOP's, and water supply/system optimization plan), 3) An opportunity for cross-training between maintenance and system operation, 4) Consolidation of (and the building upon) knowledge-base and skill-sets required to manage the District's water system in order to facilitate an ideal succession of the retiring supervisor.

Because the current operations supervisor will be retiring in May, the tasks outlined above have already been set in motion. These steps, in their entirety, need to be implemented in a timely and deliberate manner to ensure an effective succession, in continuity with our mission of providing safe drinking water.

DISCUSSION:

In order to accomplish the steps for a successful succession impacting water delivery and water quality (critical functions of the District), staff solicited a proposal for Operation Planning and Staff Development Consulting services. Recipients of the RFP were narrowed down to consultants that have obtained a D5 and T5 (distribution and treatment) certification - the highest level of achievement for these types of certifications in the state of California, have at least 10 years of managerial experience in operations, and have served as a Chief System Operator (or equivalent position) at a water district. Interviews were conducted with two potential consultants that fulfilled these requirements. Bridgemore (consulting) was the most qualified consultant based on the above-mentioned criteria, and they also submitted the lowest cost proposal.

The two-person team assembled at Bridgemore have a combined 70 years of operations experience, 40 years in the capacity of Chief Operator and Production Manager, and D5 and T5 certifications. Both individuals have worked at progressive, well-respected mid-size to large-size water agencies in Southern California.

In order to accomplish all facets of the succession plan, the consultant's scope of work is expected to span six months. The consultant will complete the following deliverables and tasks within the specified time frames:

- Near-term Strategic Plan with Goals and Objectives
 - Specific goals and objectives related to system operation, water quality, reliability, and cost-efficiency
 - Plan implementation, schedule, and metrics to evaluate plan performance
- Contingency and Resiliency Plan
 - Establish list of personnel in-charge, including responsibilities and contact information
 - Establish list of personnel back-up including protocol for engagement
 - Include normal operation, unplanned emergencies
 - Assume 100% reliability at all times (e.g. plan should include several layers of redundancy and back-up with staff and contracted services)

- Water System Operation Optimization Plan
 - Utilize Optimization model results (performed by others)
 - Establish seasonal operational regimes and targets
- Standard Operating Procedures for:
 - Operation of district assets (facility-type specific)
 - Operational facility settings
 - Incident response (e.g water quality complaint, non-compliant water quality sample, or low residual, etc.)
 - SCADA alarm response (e.g. steps required to investigate and correct the issue)
- Operating Plan & Manual
 - Inclusion, organization, and finalization of above deliverables
- On-going Leadership Training and Mentorship

On a regular basis, the consultant may be relied on to:

- Evaluate and oversee the work of the Water Production Operators
- Oversee the completion of assigned duties for appropriate quality and timeliness
- Ensure that records are being prepared and maintained in a timely and effective manner
- Oversee the development and implementation of preventative maintenance programs (e.g. servicing equipment including pumps, valves, motors, meters, tank appurtenances)
- Plan, prioritize and establish schedules and methods for effective and efficient water pumping and production
- Oversee the gathering and reporting of data for weekly and monthly water production and water blending reports
- Oversee regulatory compliance activities under the purview of the Operators
- Provide coaching on leadership and professional development
- Coordinate and provide updates to Director of Operations on program development
- Attend a weekly Operations Meeting
- Coordinate with Engineering Department CIP and other new projects
- Assist with upgrades to SCADA and radio communication
- Assist with planning of and operation during well & reservoir rehabilitation projects
- Assist with planning of and implementation of chloramine conversion
- Assist in the operation of Nitrate removal treatment plants

Deliverables:

Expected Engagement:

Duration: 6 months

Meetings: 3 days a week with Operators

1 day a week with Director of Operations

Schedule of Deliverables:

Within 1 month:	Near-term Strategic Plan with Goals and Objectives
Within 2 months:	Contingency and Resiliency Plan
Within 3 months:	Water System Operation Optimization Plan
Within 4 months:	Standard Operating Procedures
Within 6 months:	Operating Plan & Manual
On-going:	Leadership and Mentorship Training

RECOMMENDATION:

Authorize the General Manager to enter into an agreement with Bridgemore Consulting for operation planning, staff and program development at a cost of \$53,250 and establish a contingency amount of \$5,325 (10% of contract) to cover the cost of additional work.

ENVIRONMENTAL REVIEW:

N/A

FUNDING AVAILABILITY:

There are sufficient funds available in the Administrative Consultants account for these services.

Submitted by:



Nem Ochoa
General Manager

Attachments:

1. Request for proposal
2. Bridgemore proposal

**REQUEST FOR PROPOSAL
SYSTEM OPERATOR PROGRAM &
STAFF DEVELOPMENT**

2700 Foothill Boulevard
La Crescenta, CA 91214
T: 818.248.3925 | F: 818.248.1659
customerservice@cvwd.com

REQUEST FOR PROPOSAL

SYSTEM OPERATOR PROGRAM & STAFF DEVELOPMENT

General

Crescenta Valley Water District (CVWD) is seeking the services of a consultant to provide program development, leadership and guidance to operation staff in its Water Production department for a short-term engagement. Appendix A includes an organizational chart identifying the water production staff (1 System Operator Supervisor, 2 System Operators). The System Operator Supervisor will be retiring in the near future. The consultant will assist in department program development and help mentor the System Operators for potential succession of the retiring supervisor.

CVWD is located in the Crescenta Valley area of Los Angeles County in the foothills of the San Gabriel Mountains. The District provides water distribution and sewage collection within its boundaries to the unincorporated communities of La Crescenta, Montrose and Verdugo City, as well as small areas within the City of La Canada Flintridge and the City of Glendale. The District completed a 2020 Strategic Plan, which provides important information regarding the District's Mission, Vision, and strategic goals (see Appendix B).

Qualifications

The consultant will need to be highly experienced and knowledgeable in water distribution system operation; maintenance and water treatment; DDW regulation protocol, SCADA and SCADA communication equipment, provide guidance on best-management practices; and lead in the development of department programming that includes the creation of strategic goals, daily-, weekly-, monthly-, and annual tasks/milestones, protocols and standard operating procedures (SOP's). The consultant should also be knowledgeable in chloramination, as the District will be undergoing a system-wide conversion to this disinfection method.

The District is open to retaining a "team" of highly-skilled individuals to meet the needs of the engagement and the minimum requirements of deliverables listed herein. The "team" must be capable of operating in a highly collaborative and communicative manner.

The following qualifications are highly desirable:

- At least 5 years of experience operating a water system
- At least 10 years of managerial experience in operations
- Reached a T5/D5 Treatment/Distribution Certification with California State Water Resources Control Board
- Served as Chief System Operator (or equivalent position)

The consultant should be highly skilled at organizational awareness and planning and capable of operating effectively with a unionized workforce.

Because of the nature of this engagement, it is critical that the consultant comply with the District's organizational values while working with staff (see Value Statement in Appendix C).

Description

Through the course of the short-term engagement, at a minimum, the following deliverables will be required:

- Near-term Strategic Plan with Goals and Objectives

- o Specific goals and objectives related to system operation, water quality, reliability, and cost-efficiency
 - o Plan implementation, schedule, metrics to evaluate plan performance
 - o Utilize recent SWOT analysis (Appendix D)
- Contingency and Resiliency Plan
 - o Establish list of personnel in-charge, including responsibilities and contact information
 - o Establish list of personnel back-up including protocol for engagement
 - o Include normal operation, unplanned emergencies
 - o Assume 100% reliability at all times (e.g. plan should include several layers of redundancy and back-up with staff and contracted services)
- Water System Operation Optimization Plan
 - o Utilize Optimization model results (performed by others)
 - o Establish seasonal operational regimes and targets
- Standard Operating Procedures for:
 - o Operation of district assets (facility-type specific)
 - o Operational facility settings
 - o Incident response (e.g. water quality complaint, non-compliant water quality sample, or low residual, etc.)
 - o SCADA alarm response (e.g. steps required to investigate and correct the issue)
- Operating Plan & Manual
 - o Inclusion, organization, and finalization of above deliverables
- On-going Leadership Training and Mentorship

The consultant is expected to utilize their own knowledge and experience, in addition to referencing best-management practices and resources, including but not limited to:

- AWWA's Water Distribution System Operation and Maintenance,
- AwwaRF's Development of Distribution System Water Quality Optimization Plans
- AWWA's M56: Nitrification Control and Prevention
- AWWA's M44: Valve Selection and Maintenance
- AWWA's M20: Water Chlorination and Chloramination

On a regular basis, the consultant may be relied on to:

- Evaluate and oversee the work of the Water Production Operators
- Oversee the completion of assigned duties for appropriate quality and timeliness
- Ensure that records are being prepared and maintained in a timely and effective manner
- Oversee the development and implementation of preventative maintenance programs (e.g. servicing equipment including pumps, valves, motors, meters, tank appurtenances)
- Plans, prioritizes and establishes schedules and methods for effective and efficient water pumping and production
- Oversee the gathering and reporting of data for weekly and monthly water production and water blending reports
- Oversee regulatory compliance activities under the purview of the Operators
- Provide coaching on leadership and professional development
- Coordinate and provide updates to Director of Operations on program development
- Attend a weekly Operations Meeting
- Coordinate with Engineering Department CIP and other new projects.

- Assist with upgrades to SCADA and radio communication
- Assist with planning of and operation during well & reservoir rehabilitation projects
- Assist in the operation of Nitrate removal treatment plants

Deliverables

Expected Engagement:

Duration: 6 months

Meetings: 3 days a week with Operators
1 day a week with Director of Operations

Schedule of Deliverables:

Within 1 month:	Near-term Strategic Plan with Goals and Objectives
Within 2 months:	Contingency and Resiliency Plan
Within 3 months:	Water System Operation Optimization Plan
Within 4 months:	Standard Operating Procedures
Within 6 months:	Operating Plan & Manual
On-going:	Leadership and Mentorship Training

Proposal Criteria

To be considered for this engagement, the consultant must provide a letter proposal that includes the following components:

- Value Proposition – Briefly describe why you (or team) are uniquely qualified and how you will add value to the District during this engagement.
- Project Team - List the team with individual qualifications
- Not-to-Exceed Fee Estimate - Provide a not-to-exceed fee to complete this engagement, including deliverables, staff meetings, mentorship and coaching.

The letter proposal must be received on or before March 1, 2021 @ 5:00 p.m. Address the proposal to Nem Ochoa, CVWD General Manager. Submit one (1) PDF copy via email to nochoa@cvwd.com.

Appendix A. CVWD Organizational Chart

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Appendix B. CVWD 2020 Strategic Plan

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Appendix C. CVWD Values Statement

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Appendix D. Recent SWOT for Water Production Dept

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Management Consulting Proposal

John Vega

Bridgemore

15218 Summit – suite #300-707

Fontana, CA 92336

Nem,

Thank you for the opportunity to have Bridgemore propose on your System Operator Program & Staff Development Project. As we see this opportunity, this is a specific needs operations development project that will support your recently completed 2020 Strategic Plan.

Summary:

Crescenta Valley Water District (CVWD) is clearly taking the next steps to further develop its staff. The System Operator Program & Staff Development Project will not only support the 2020 Strategic Plan but will also provide the guidance and development during a time of organizational transition. We can see that the timing of this project is critical as a key member of the management team prepares to retire and the timely and successful development of the operations team becomes critical. We are confident that we will meet your goals and your needs within the 6-month project timeline you expect.

Qualifications:

Bridgemore is prepared to dedicate 2 highly qualified water utility professionals to your project. As you will see by our qualifications below, this is exactly the type of project that Bridgemore is uniquely qualified to perform.

Ed Diggs

- Retired in 2015 after a 35-year career in Water Operations with the Cucamonga Valley Water District (CVWD)
- Served 15 of those years as the CVWD Water Production Manager where he was responsible for distribution of production activities & SCADA operations.
- Retired as a California State Operator D5 & T2 serving as Chief Operator for the District
- Ed is currently the President of Diggs Organization Inc. where he provides consulting services for energy efficiency, automation and controls for the water/wastewater industry.

John Vega

- Retired in 2019 after a 35-year career in the Water Utility industry
- Retired from the Elsinore Valley Municipal Water District as their General Manager.
- Served a total of 24 years as a Manager of Production, Distribution and Water Treatment
- Retired as a California State Operator D5 & T5
- Currently the President of Bridgemore where I conduct organizational needs assessments as well as coach and develop management teams.

Project Objectives & Deliverables:

The System Operator Program & Staff Development Project consists of 6 specific tasks and a project timeline of 6 months.

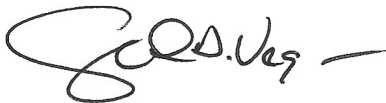
- | | |
|---|-------------------|
| 1. Near Term Strategic Plan with Goals and Objectives | (within 1 month) |
| 2. Contingency and Resiliency Plan | (within 2 months) |
| 3. Water System Operation Optimization Plan | (within 3 months) |
| 4. Standard Operating Procedures | (within 4 months) |
| 5. Operating Plan and Manual | (within 5 months) |
| 6. On-going Leadership Training and Mentorship | (On-going) |

Consultants are expected to provide the guidance, leadership and training to evaluate and oversee the work of the Water Production Operators and Director of Operations. More specifically, the consultants will interact with production staff, either onsite and/or via telecommunication, to provide guidance on best-management practices, lead in the development of department programming that includes the creation of strategic goals and standard operating procedures (SOP's). Additionally, consultants will provide oversight of the current SCADA & Chloramination Projects as well as provide ongoing coaching, leadership and mentorship training to coach up the operators and management staff.

Project Cost:

Bridgemore anticipates completing each task of the System Operator Program & Staff Development Project, including the on-going coaching and mentorship, in approximately 255 hours for a total project cost of **\$53,250.**

Thank You

A handwritten signature in black ink, appearing to read "J. Vega" with a stylized flourish at the end.

John Vega

President Bridgemore

CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS - STAFF REPORT

Action Item No. 3
April 13, 2021

To: Honorable President and Members of the Board of Directors
From: James Lee – Director of Finance and Administration
Subject: **Long-Term Planning Considerations for the Budget, Rate Development, and Deferred Infrastructure**

ACTION ITEM:

Discussion and possible action on multi-year rate planning, a CIP component of rates, and peer agencies' plans for deferred infrastructure as they relate to a long-term plan to address deferred infrastructure; present 10-year plan scenarios based on PayGo and bond financing.

BACKGROUND:

The District has weighed long-term consideration for how to address significantly deferred infrastructure and additional infrastructure needs on the horizon since introducing the Long-Term Infrastructure and Funding Roadmap over a year ago. Participants of the Roadmap campaign became acutely aware of a significant issue the District is facing and the estimated cost to address it, and the District moved forward with a \$5M bond to initiate a first step towards infrastructure reliability.

Over the past several months, the District has continued to update and add critical information on this topic to enrich the decision-making process and ultimately bring these discussions to a conclusion, including: 1) an analysis of escalation for pipeline replacement costs over the past 20-years; 2) an analysis of pipeline replacement over time and associated pipeline age; 3) future non-pipeline CIP needs – e.g., replacement of groundwater wells and rehabilitation of booster pump stations; 4) an analysis of the rates needed to support bonds, including the various financial and non-financial risks and benefits of issuing bonds.

During the March 23, 2021 Board meeting, the Board directed staff to provide additional information such as:

- 1) *Multi-Year Rate Increases* – Multi-Year rate represent the vast majority of rate increase schedules amongst agencies, and increases are typically in increments of three (3) and five (5) years. The ability to issue a multi-year increase creates significant cost efficiencies from multi-year planning and gains support from the community.
- 2) *Peer Agency Deferred Infrastructure: Lessons Learned* – Based on the rate of development in the late 1940s through early 1960s nationwide, severely deferred infrastructure is not an issue unique to the District, and there are lessons to be learned from peer agencies. For example the City of Pasadena deferred pipeline replacement over the last 20 years, and with 108 miles of pipe now over 80 years old, the City faces the need for immediate replacement.
- 3) *CIP Component for Rates* – Increasingly, agencies are incorporating various forms of a CIP component in their rate schedules. While the total revenue collected remains constant, listing the component of rates for CIP separately promotes the customer's understanding of the need to replace the infrastructure that will preserve the future ability to deliver water and collect wastewater.
- 4) *10-Year Budget Plan* – The need for a long-term plan has already been recognized, as reflected by the \$5M bond meant to represent the first step toward infrastructure reliability. A multi-year

rate increase plan and a consideration for a CIP rate component to provide better understanding for the rates opens the discussion for planning with more than the subsequent year in mind. A 10-year budget plan would consist of two five-year rate increase schedules.

Staff is prepared to discuss these topics. There are policy considerations for adding a CIP component to customer bills, and a Finance Committee meeting will subsequently be scheduled for Raftelis to walk through several case studies and the various alternatives each case study represents.

Staff will also present several funding scenarios utilizing PayGo or bonds, addressing deferred CIP using a “level” plan or one that inclines and declines gradually. All of the scenarios share the following goals:

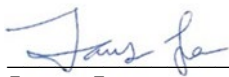
- Goal 1: Moderate rate impacts to the extent possible;
- Goal 2: Address the first “spike” of pipeline installed during the 1940s through 1960s that will be at the end of their useful life within the next 20 years;
- Goal 3: Work toward a future where existing infrastructure – both pipeline and non-pipeline can appropriately be expensed as “R&R” (repair and replacement).

Four scenarios are enclosed. They are meant to provide a basis for discussion and are not recommendations.

RECOMMENDATION

Discuss considerations for multi-year rate planning, a CIP component of rates, and peer agencies’ plans for deferred infrastructure as they relate to a long-term plan to address deferred infrastructure; present 10-year plan scenarios based on PayGo and bond financing.

Submitted by:



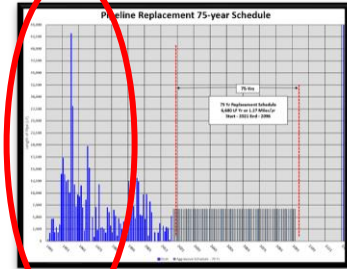
James Lee
Director of Finance & Administration

Attachment(s): 1) Four (4) 10-Year Budget Plan Scenarios

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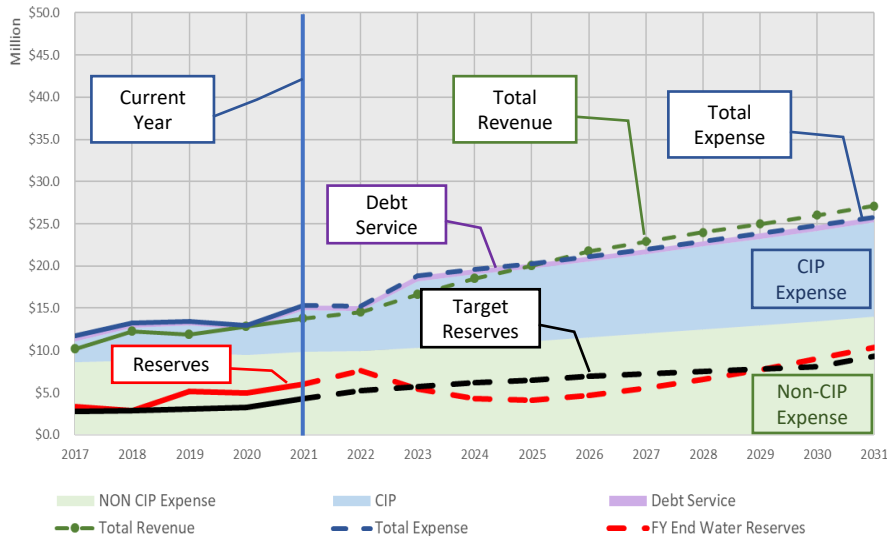
Level CIP - Paygo

- \$5.6M (11,200 LF) in pipeline for 20 years
- No Increase to Bond Debt
- Lower rate increases in future years
- Ability to take on debt in case of emergency
- Reserves return to target level by 2029 – return to “75-Year” program by 2042



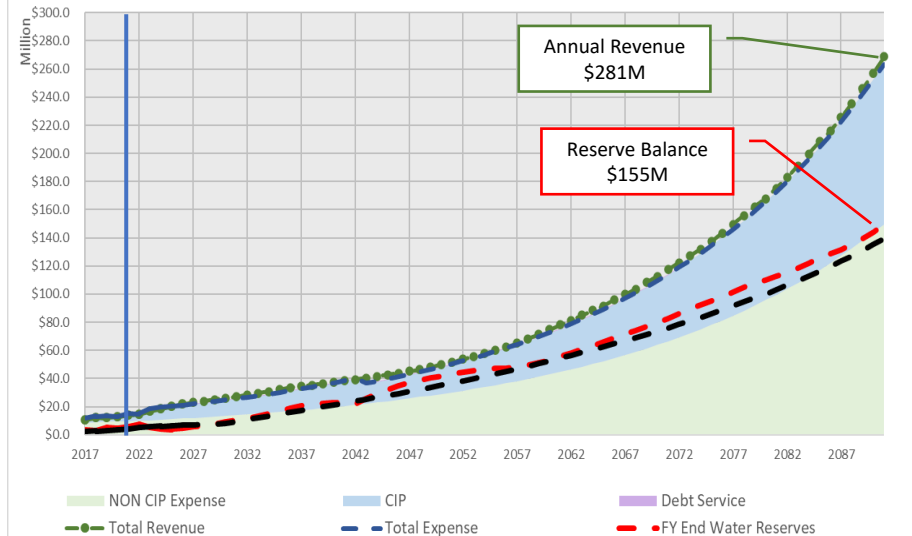
10 - Year

Crescenta Valley Water District
Expenses, Revenues & Reserves - Historical Summary



70 - Year

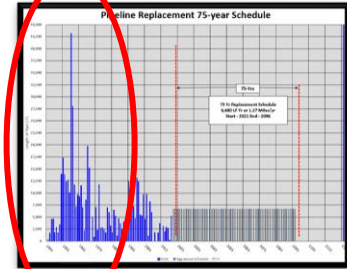
Crescenta Valley Water District
Expenses, Revenues & Reserves - Historical Summary



	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
O&M Inflation Bill Impact	3.8%	3.9%	3.9%	3.9%	3.9%	4.1%	3.9%	3.9%	3.9%	3.9%
	\$ 6.28	\$ 6.98	\$ 7.76	\$ 8.62	\$ 9.32	\$ 10.73	\$ 10.60	\$ 11.04	\$ 11.44	\$ 11.86
CIP Charge Bill Impact	7.2%	7.1%	7.1%	4.1%	4.1%	0.9%	0.1%	-0.4%	-0.4%	-0.4%
	\$ 11.67	\$ 12.95	\$ 14.36	\$ 9.23	\$ 9.96	\$ 2.29	\$ 0.34	\$ (1.09)	\$ (1.14)	\$ (1.20)
Rate Increase Bill Impact	11.0%	11.0%	11.0%	8.0%	8.0%	5.0%	4.0%	3.5%	3.5%	3.5%
	\$ 17.95	\$ 19.92	\$ 22.12	\$ 17.85	\$ 19.28	\$ 13.02	\$ 10.93	\$ 9.95	\$ 10.30	\$ 10.66
Average Bill	\$ 181.13	\$ 201.05	\$ 223.17	\$ 241.02	\$ 260.31	\$ 273.32	\$ 284.25	\$ 294.20	\$ 304.50	\$ 315.16

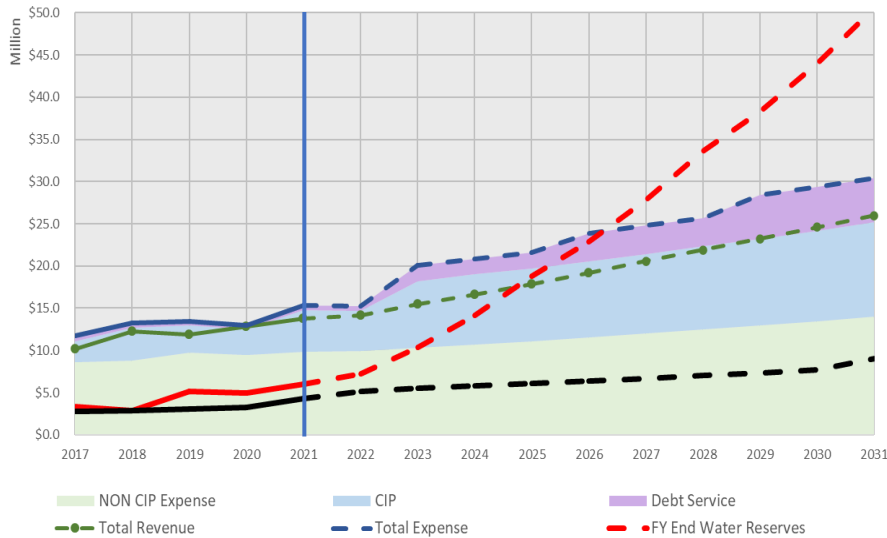
Level CIP - Bonds

- \$5.6M (11,200 LF) in pipeline for 20 years
- 3 Bond issuances (\$25M in 2023, \$30M in 2026, \$35M in 2029)
- Allows for lower and smoother rates
- Debt coverage ratio remains above 1.25x
- Reserves remain above target level, preserving financial flexibility
- "75-Year" program by 2042



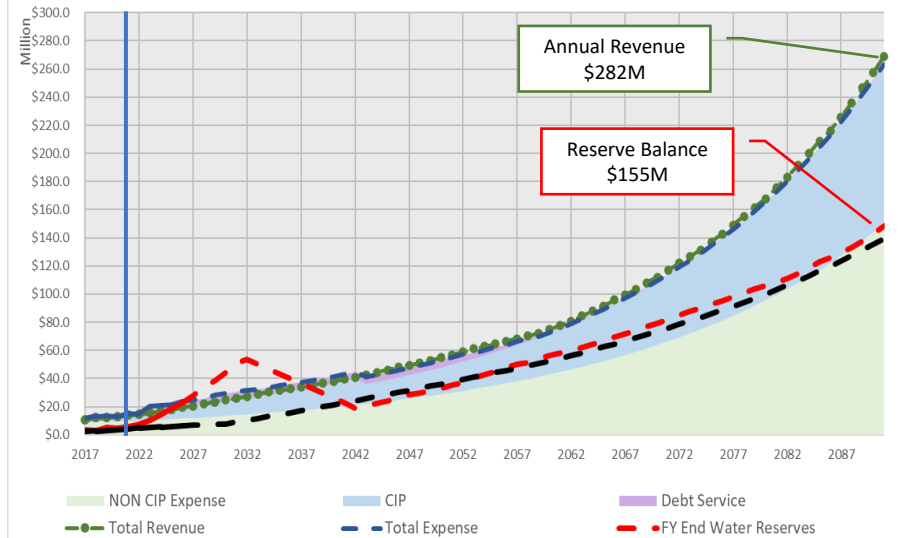
10 - Year

Crescenta Valley Water District
Expenses, Revenues & Reserves - Historical Summary



70 - Year

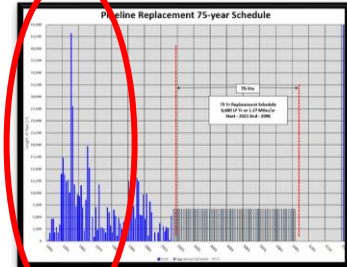
Crescenta Valley Water District
Expenses, Revenues & Reserves - Historical Summary



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O&M Inflation Bill Impact	3.8%	3.9%	3.9%	3.9%	3.9%	4.1%	3.9%	3.9%	3.9%	3.9%
	\$ 6.28	\$ 6.73	\$ 7.21	\$ 7.72	\$ 8.24	\$ 9.34	\$ 9.32	\$ 9.85	\$ 10.35	\$ 10.88
CIP Charge Bill Impact	3.2%	3.1%	3.1%	2.6%	2.6%	1.9%	1.6%	1.1%	1.1%	0.6%
	\$ 5.15	\$ 5.50	\$ 5.87	\$ 5.27	\$ 5.60	\$ 4.26	\$ 3.90	\$ 2.83	\$ 2.96	\$ 1.70
Rate Increase Bill Impact	7.0%	7.0%	7.0%	6.5%	6.5%	6.0%	5.5%	5.0%	5.0%	4.5%
	\$ 11.42	\$ 12.22	\$ 13.08	\$ 12.99	\$ 13.84	\$ 13.60	\$ 13.22	\$ 12.68	\$ 13.31	\$ 12.58
Average Bill	\$ 174.60	\$ 186.82	\$ 199.90	\$ 212.90	\$ 226.73	\$ 240.34	\$ 253.56	\$ 266.23	\$ 279.55	\$ 292.13

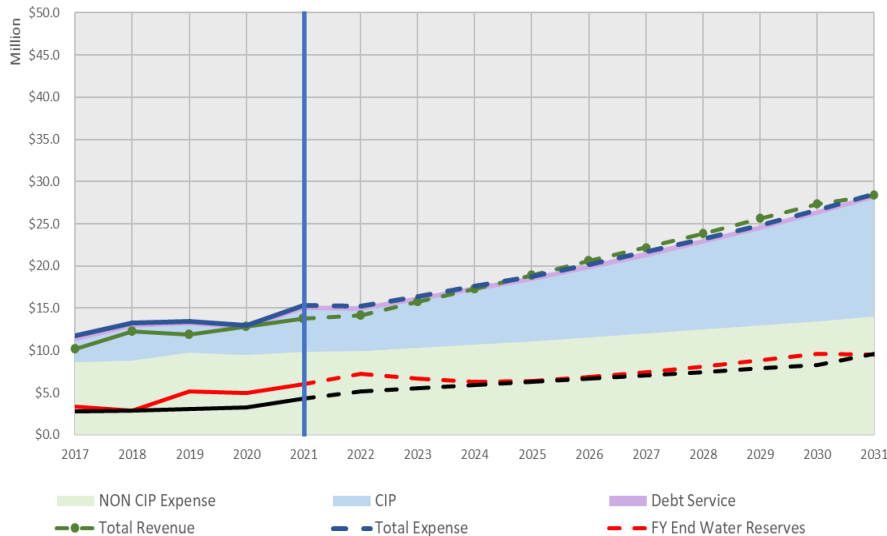
"Pyramid" CIP - Paygo

- CIP "ramps up" to a peak and "ramps down" – Starting at 6,300 LF (\$3.1M) → 15,467LF → 8,104 LF)
- Allows for smoother rate increases
- Ability to build reserves for additional CIP
- Reserves remain above \$7M after 2028
- "75-Year" program by 2042



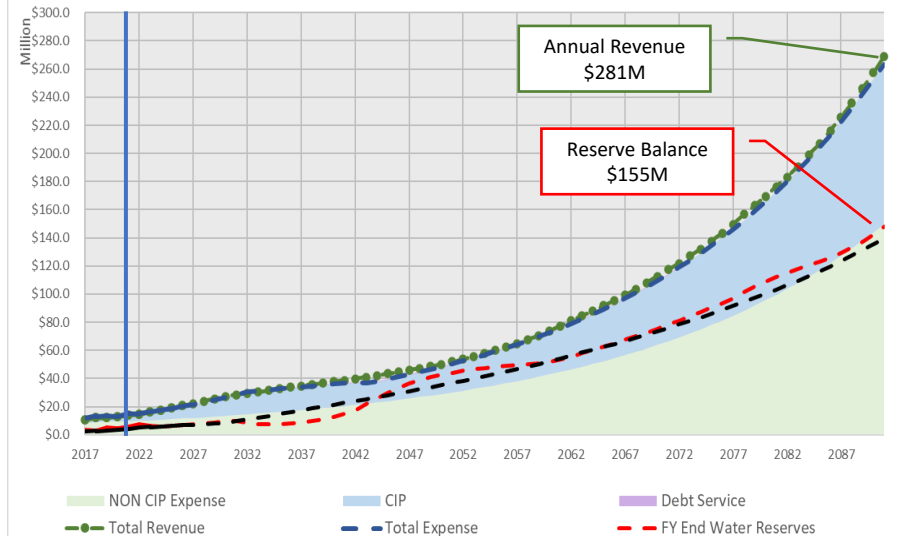
10 - Year

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Expenses, Revenues & Reserves - Historical Summary



70 - Year

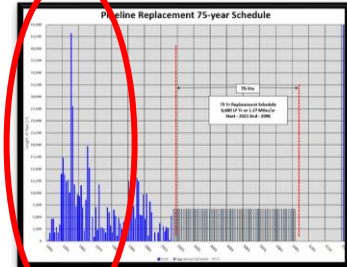
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O&M Inflation	3.8%	3.9%	3.9%	3.9%	3.9%	4.1%	3.9%	3.9%	3.9%	3.9%
Bill Impact	\$ 6.28	\$ 6.73	\$ 7.34	\$ 8.01	\$ 8.75	\$ 10.16	\$ 10.23	\$ 10.96	\$ 11.74	\$ 12.46
CIP Charge	3.2%	5.1%	5.1%	5.1%	5.1%	2.9%	3.1%	3.1%	2.1%	-0.9%
Bill Impact	\$ 5.15	\$ 8.99	\$ 9.79	\$ 10.66	\$ 11.60	\$ 7.10	\$ 8.23	\$ 8.80	\$ 6.38	\$ (2.86)
Rate Increase	7.0%	9.0%	9.0%	9.0%	9.0%	7.0%	7.0%	7.0%	6.0%	3.0%
	\$ 11.42	\$ 15.71	\$ 17.13	\$ 18.67	\$ 20.35	\$ 17.25	\$ 18.46	\$ 19.75	\$ 18.12	\$ 9.60
Average Bill	\$ 174.60	\$ 190.32	\$ 207.45	\$ 226.12	\$ 246.47	\$ 263.72	\$ 282.18	\$ 301.93	\$ 320.05	\$ 329.65

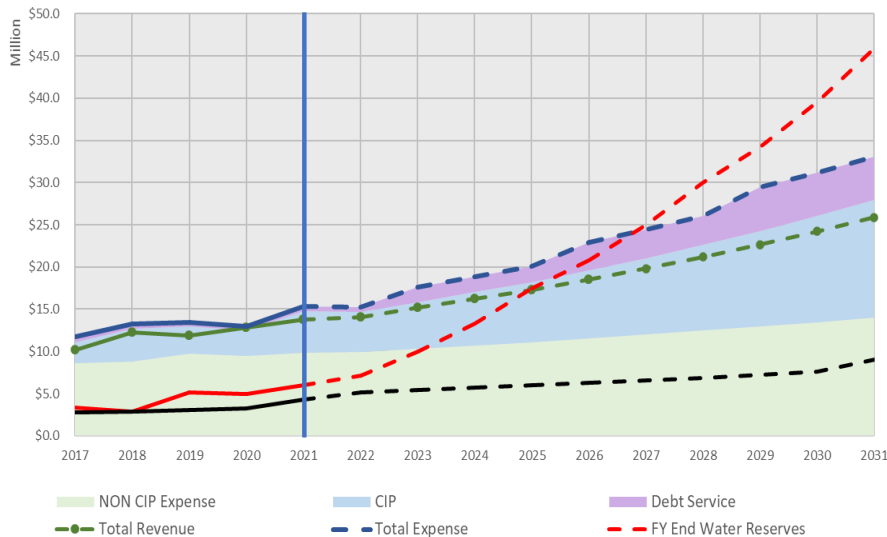
“Pyramid” CIP - Bond

- CIP “ramps up” to a peak and “ramps down” –
Starting at 6,300 LF (\$3.1M) → 15,467LF → 8,104 LF)
- Allows for a level rate increase of 6% or less
- Ability to build reserves for additional CIP
- Reserves remain above target
- Debt coverage ratio remains above 1.25x
- “75-Year” program by 2042



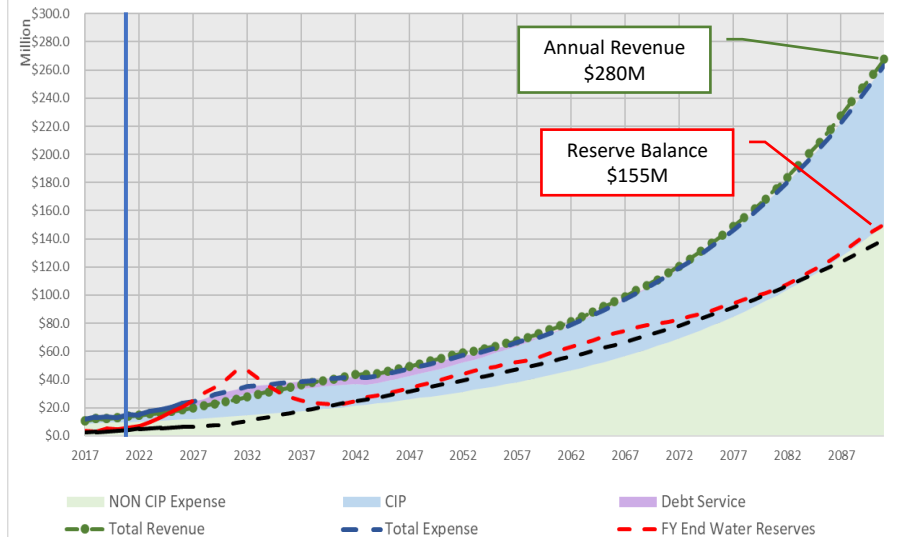
10 - Year

Crescenta Valley Water District
Expenses, Revenues & Reserves - Historical Summary



70 - Year

Crescenta Valley Water District
Expenses, Revenues & Reserves - Historical Summary



	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
O&M Inflation	3.8%	3.9%	3.9%	3.9%	3.9%	4.1%	3.9%	3.9%	3.9%	3.9%
Bill Impact	\$ 6.28	\$ 6.66	\$ 7.07	\$ 7.51	\$ 7.97	\$ 9.00	\$ 8.98	\$ 9.53	\$ 10.11	\$ 10.73
CIP Charge	2.2%	2.1%	2.1%	2.1%	2.1%	1.9%	2.1%	2.1%	2.1%	2.1%
Bill Impact	\$ 3.51	\$ 3.72	\$ 3.93	\$ 4.15	\$ 4.39	\$ 4.10	\$ 4.91	\$ 5.19	\$ 5.49	\$ 5.81
Rate Increase	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
	\$ 9.79	\$ 10.38	\$ 11.00	\$ 11.66	\$ 12.36	\$ 13.10	\$ 13.89	\$ 14.72	\$ 15.61	\$ 16.54
Average Bill	\$ 172.97	\$ 183.35	\$ 194.35	\$ 206.01	\$ 218.37	\$ 231.47	\$ 245.36	\$ 260.08	\$ 275.69	\$ 292.23

CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS - STAFF REPORT

Action Item No. 4
April 13, 2021

To: Honorable President and Members of the Board of Directors
From: James Lee – Director of Finance and Administration
Subject: **Budget & Proposition 218 Process**

ACTION ITEM:

Placeholder for discussion and possible action for schedule, timing, and other considerations related to completing the budget and Proposition 218 process, including the Water and Wastewater Rate Study.

DISCUSSION:

This action item serves as a placeholder for any discussion related to the schedule and timing for completing the budget, Prop 218 process, and related considerations. A schedule of meetings and tasks is updated on an ongoing basis and included with each placeholder.

RECOMMENDATION

NA.

Submitted by:



James Lee
Director of Finance & Administration

Attachment(s): 1) CVWD Meeting Schedule (ongoing updates)

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FY 2021/22 - CVWD Meeting Schedule <i>(ongoing updates)</i>		
Date	Agenda	Status
Week of 3/15	Finance Committee Meeting (CIP & Budget Discussion) * Engineering Committee Meeting *	✓
Week of 3/15	Community Advisory Committee Meeting *	✓
3/23	Board Meeting - Budget Discussion	✓
Week of 3/29	Finance Committee Meeting (Cost of Service & Rate Design / Budget) * Engineering Committee Meeting *	✓
Week of 3/29	Community Advisory Committee Meeting *	✓
4/13	Board Meeting - Budget Discussion	
Week of 4/19	Finance Committee Meeting * Engineering Committee Meeting *	
Week of 4/19	Community Advisory Committee Meeting *	
4/27	Board Meeting - Budget Discussion	
5/11	Board Meeting - Budget Draft	
Week of 5/17	Finance Committee Meeting (Cost of Service & Rate Design / Budget) * Engineering Committee Meeting *	
Week of 5/17	Community Advisory Committee Meeting *	
5/25	Board Meeting -(Cost of Service & Rate Design / Budget) Review/Approve 218	
6/8	Board Meeting - Review/Approve 218 Approve FY 2022 Budget	
Week of 6/14	Send 218 Notice to Printer	
Week of 6/14	Send out Prop 218	
6/22	Board Meeting	
7/13	Board Meeting	
7/26	Board Meeting	
Week of 8/2	Prop 218 Letters - 45 days	
8/10	Public Hearing - Last Day for 218 protest letters - Water Rates Board Meeting	
8/24	Board Meeting - Adopt Rates & Budget	
9/1	Implement Adopted Rates	

* Subsequent meetings will be scheduled as needed.

CRESCENTA VALLEY WATER DISTRICT

General Manager Report

To: Honorable President and Members of the Board of Directors
From: Nem Ochoa, General Manager
Subject: **General Manager Report**

GM Report
April 13, 2021

General Managers Report Topics:

- GM Activities

The following are some highlights in this month's report:

- Re-opening of CVWD lobby
- CWEA Award Presentation & Interview
- Operational Activities
- Water Production, Hydrology, Engineering Projects

STAFFING

One (1) employee has a work anniversary in April. Arturo Montes – 3 years

As of April 8th the District has gone 506 days without a lost time accident.

GENERAL MANAGER ACTIVITIES

Meetings:

FMWD Retail Managers Meeting (Budget)	- March 29 th
Technology Committee Meeting	- March 31 th
CVWD Staff Events Planning Meeting	- March 31 th
CWEA Award Presentation & Interview	- April 2 nd
Management Staff Meetings	- April 5 th , April 12 th

Submitted by:



Nem Ochoa
General Manager



Jake Whittaker

Darlene Telles

Jaysen Ortega

Rob Wood



Dennis Maxwell

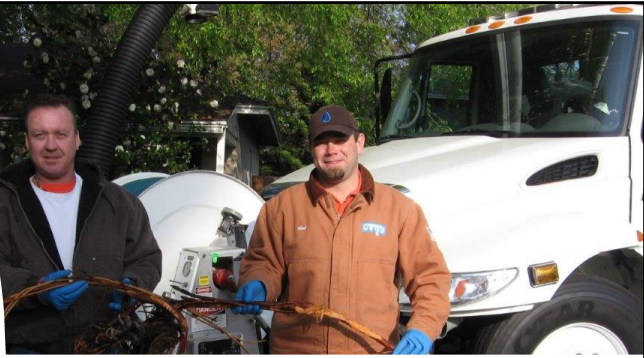
Meet our CVWD Team!

- Director of Operations: Dennis Maxwell (16 years)
- Crew Leader: Rob Wood (16 years)
- Maintenance Worker II: Jaysen Ortega (7 years)
- Crew Leader: Jake Whittaker (7 years)
- Operations Coordinator: Darlene Telles (8 years)

3

Evolution of the Wastewater Maintenance Crew

- 1986 to 1999 - Outsource annual inspection and cleaning services
 - Cleaning & CCTV entire sewer collection system every 4-years
 - Emergency response for sewer overflow – 1 hour responds time
- 2005 - Created a Sewer Department for annual maintenance and emergency response with a 3-person crew
 - Cleaning system – Tri-Annually
 - Sewer Overflow Response time
 - 15-minutes or less during work hours
 - 30-minutes or less during off hours
 - CCTV – Every 10-years with CVWD's crew
 - Dennis Maxwell – First Wastewater Crew Supervisor, Promoted to Director of Water and Sewer Operations
- Purchased New Equipment
 - Sewer Vactor Truck (replaced in 2018)
 - CCTV Inspection Van (updated in 2020)
- CWEA Certifications
- Cross Training
 - All utility workers trained to operate and maintain sewer system




4

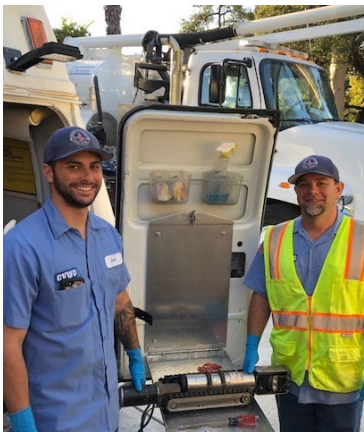
Implementation of Core Company Values

- Teamwork
- Integrity
- Professionalism
- Innovation
- Safety
- Diversity



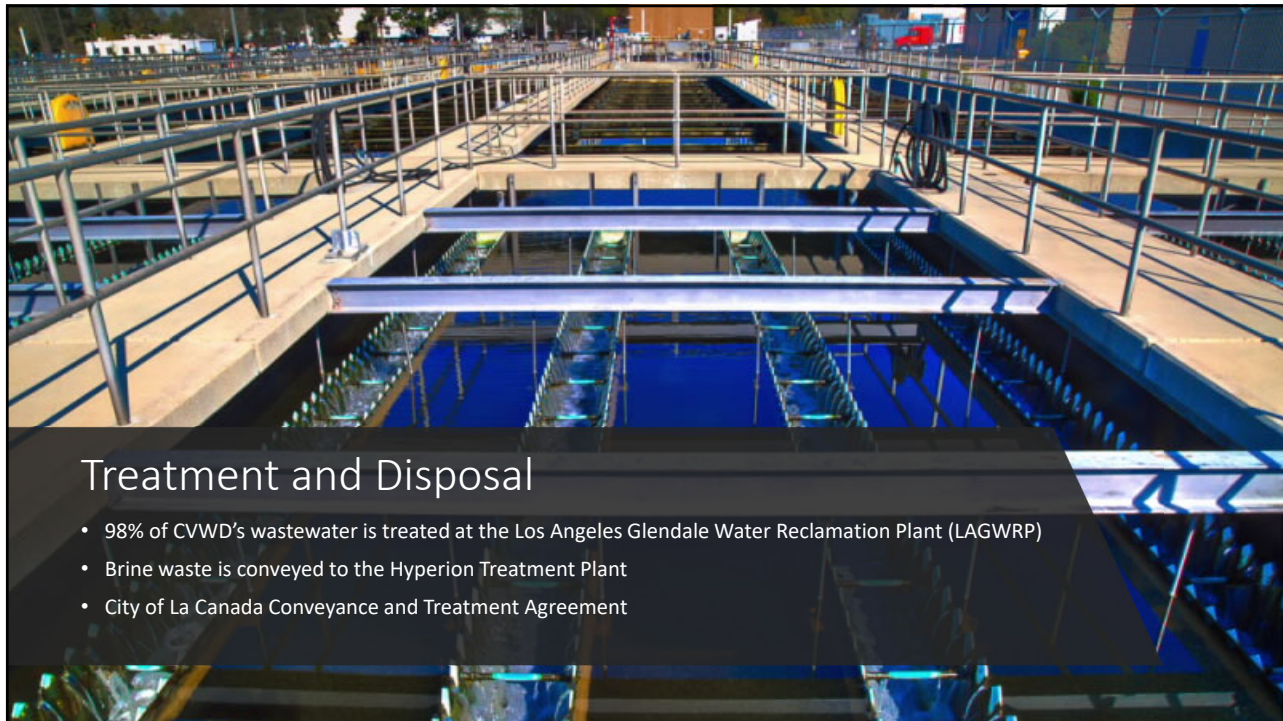
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Collection System Overview



- 66 miles of residential sewer main built between 1965-1986
 - 8" - 18" diameter VCP sewer main
- 6-7 miles of Wastewater Transmission Main (Interceptor Line)
 - 21" - 24" diameter VCP sewer main
- 1271 Maintenance holes and 59 Cleanouts
- 1 Lift Station

6



Treatment and Disposal

- 98% of CVWD's wastewater is treated at the Los Angeles Glendale Water Reclamation Plant (LAGWRP)
- Brine waste is conveyed to the Hyperion Treatment Plant
- City of La Canada Conveyance and Treatment Agreement

7

SSMP Development and SSO Response



- SSMP was developed in 2009
 - Averaged 3-4 SSOs annually prior to establishing Wastewater Department
 - Self Audits bi-annually
- No Public sewer spills since 2014

8

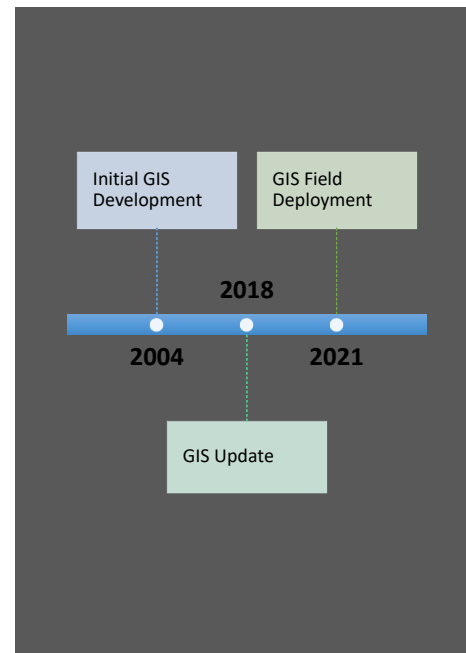
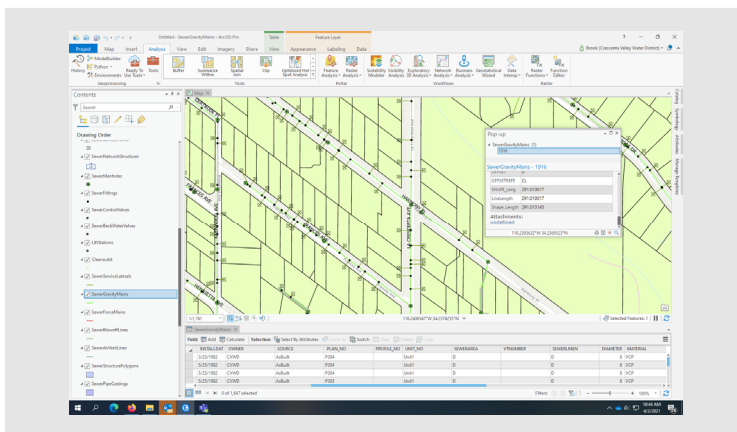
Employee Training Program

- In-house equipment cross training
 - Cycle crews for cleaning and inspection work
- 40 hours annual training
- Incentives for completing wastewater certifications
- JPIA training including:
 - Hazwoper
 - Lock out/tag out
 - confined space entry
 - Blood Borne Pathogens
 - And more!
- Cross Training Program
 - Increased Emergency Response Capacity
 - Scheduling Flexibility
- Permitting and Inspection



9

GIS Development and Implementation



10



Customer Engagement

- Everbridge Survey's
- Local Newspaper Articles
- SSO prevention tips online
- Private Lateral Spill Response and Assistance
- Lateral Impaction Letters to Residents
- Dye Testing on an As-needed basis

11



Emergency Response

12

COVID-19 Response

- Distributed PPE
- Implemented Physical Distancing, Temperature Screening, and Mask Protocols
 - Supplied PPE to all employees in Vehicles and common areas
- Split Crews into Separate Shifts
 - Isolate COVID outbreaks
 - Maintain steady normal and emergency operations



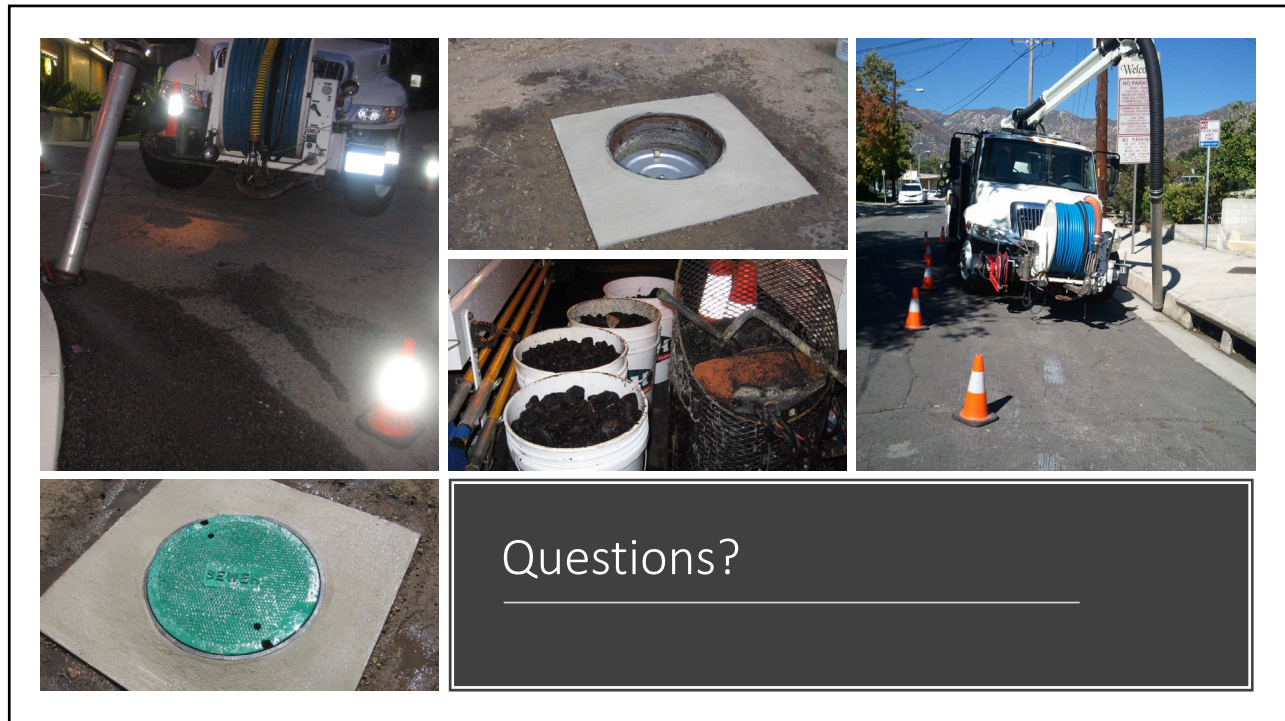
13

Staying Ready

- Tabletop Exercises
- Mutual Aide Agreements
- Regular Training and Equipment Maintenance
- Networking Lunches with Neighboring Agencies
- Maintenance Hole and Sewer Main Upkeep
 - Inspection and Cleaning (3 years/10 years)
 - Vector Spraying
 - Maintenance Hole Relining



14



Field Maintenance and Operations Report

March 2021

2

Water Main Repairs

10

Water Service
Repairs/Replacements

37

$\frac{3}{4}$ " & 1" Meters Replaced

37

Meter Boxes Cleaned

13,677

Sewer Pipe Cleaned (ft)

- **Field Maintenance Projects**

- * Developer Jobs: 2834 & 28346 Altura – 2 new 1" services

- **Operations Report**

- * Disinfection/Treatment Maintenance:

- Edmund 2 – Installed Ph probe

- * Booster Pump Maintenance:

- Well #14 & Paschall – Rebuild control valve

- Well #5 & Well #12 – Oil change

- **Electrical/Telemetry**

- * VFD Maintenance and upgrades at Mills & Glenwood

- * Well #11 - Installed $\frac{1}{2}$ " drain line & feed water for CL2 analyzer

- * Rosemont – Removed & reprogrammed TESCO PLC

- **Wastewater Lift Station**

- * De-ragged pumps, check valves & added degreaser as needed

Field Maintenance and Operations Report

March 2021

Days without a lost-time incident: 505

1

After Hours Leaks/Repairs

9

Fire Hydrant Maintenance
Program: 0 Rebuild, 1 Replaced, 8 painted

179

Water Quality Samples

81

Valves Exercised

0

Valve Replacements

- **Training/Cross Training**

- * Vactor/Sewer: Wayne B.
- * Valve Truck: Siaki M.
- * Glenwood Plant:
 - Sexual Harassment Class (Online)
 - Communications Challenge
 - AWWA Operations Symposium (4 employees)

- **New Certification**

- * None to report

- **Safety**

- * COVID protocols: Continued cleaning
 - Vaccinations: 7 field employees received Round 1 or Johnson & Johnson (single dose)
- * Monthly Safety Meeting: Proper Lifting Techniques

Engineering Report

April 13, 2021
Staff Report

To: Honorable President and Members of the Board of Directors
From: David S. Gould, P.E. – Director of Engineering
Subject: **Engineering Report – March 2021**

1. Water Production Report

- March 1 – 31 – Water production – 62%/38% split – 99.0 MG for the month
- Average use – 16.2% greater than 2020 and 19.5% greater than 5-yr average

2. Rainfall Update

- 1.51” for March 2021
- Rainfall Total for Rainfall Year 2020/21 – 7.17”

3. Report on Engineering

- **CIP Projects**

- Rosemont Reservoir Rehabilitation
 - Recoating interior shell
 - Estimated completion date – Early May 2021
- Pipeline Replacement – Project 1 & 2 – 2400 & 2500 Blocks of Janet Lee & 4300 Block of Rosemont.
 - Janet Lee – Main line complete, working on water services.
 - Rosemont – Starting 4/12/21
 - Completion date: End of May 2021
- Pipeline Replacement – Project 3 – 3300 & 3400 Blocks of Encinal
 - Mainline complete, working on water services.
 - Completion date: End of April 2021.
- Pipeline Replacement – Project 4 – El Caminito, Dryer, etc.
 - Pre-construction mtg – 5/20/2021
 - Construction to start in June 2021.
- Emergency Generator at Sewer Lift Station
 - Shop drawing review – Under Review
 - AQMD Permit – Submitted to AQMD
 - Delivery of electrical generator – Estimated June 2021.
 - Estimated completion date – August 2021
- Rehabilitation of Well 12
 - Construction starting April 12, 2021.
 - Estimated completion date – end of May 2021
- SCADA Radio Communications Network
 - Draft report under review by Staff
 - Review at next Engineering Committee for next step
- SCADA System Upgrades
 - Working on draft Scope of Work
 - Review at next Engineering Committee
- Ramsdell Mixing Station/Pressure Reducing Station
 - Request for Proposal sent to consultants
 - Preproposal Meeting – 4/21/21
 - Review at next Engineering Committee

- **Grant Program**

- Local Hazard Mitigation Plan – Public Zoom Mtg – 4/21/21
- USBR WaterSmart Grant – Application received on 3/18/21.
- Stormwater Capture Project at Crescenta Valley County Park
 - Finalizing request letter to LADWP for Stormwater Rights

- **AMI Communication Network**

- Installation of Base Stations – Complete
- Installation of 100 water meter lids & SmartPoints – Complete
- Next steps – Verifying data.
- Review criteria for Customer Engagement Portal software

4. **Developer Projects**

- 4520 Rosemont – New 6 Units – Reconciliation
- 2314 Montrose – New 5 Units – Developer obtaining construction permit.
- 2341 Mira Vista – New 4 Units – Plan Check
- Waiting on Developer
 - 3037/3043 Foothill – New 38 Units and mixed commercial
 - 4521 Briggs/2413 Foothill – New 70 Units
 - 3900 Park Place – New 28 Units
 - 2345 Mira Vista – New 4 Units
 - 1961 Waltonia – New 6 Units

5. **FMWD** – No Report

6. **Street Projects** – No Report

CRESCENTA VALLEY WATER DISTRICT

WATER PRODUCTION REPORT

March 1 - March 31, 2021

Well Production:	54,342,900	Gals		
GWP Production:	5,510,000	Gals		
Gravity Production:	1,288,500	Gals	% GW	62%
Purchased Water:				
FMWD:	37,845,935	Gals		
City of Glendale:	0	Gals	% Import	38%
TOTAL:	98,987,335	Gals		
	303.78	ac-ft		

Glenwood Nitrate Water

Reclamation Plant:*

0

*Included in Well Production

WATER DEMAND COMPARISON

Time Period	Average Daily Usage (gals)	Current Period Change
March 1 - March 31, 2021	3,184,127	
March 1 - March 31, 2020	2,740,631	16.2%
5-yr Average - February 2016 - 2020	2,663,991	19.5%

RAINFALL: March 1 - March 31, 2021

1.51"

Season-To-Date:

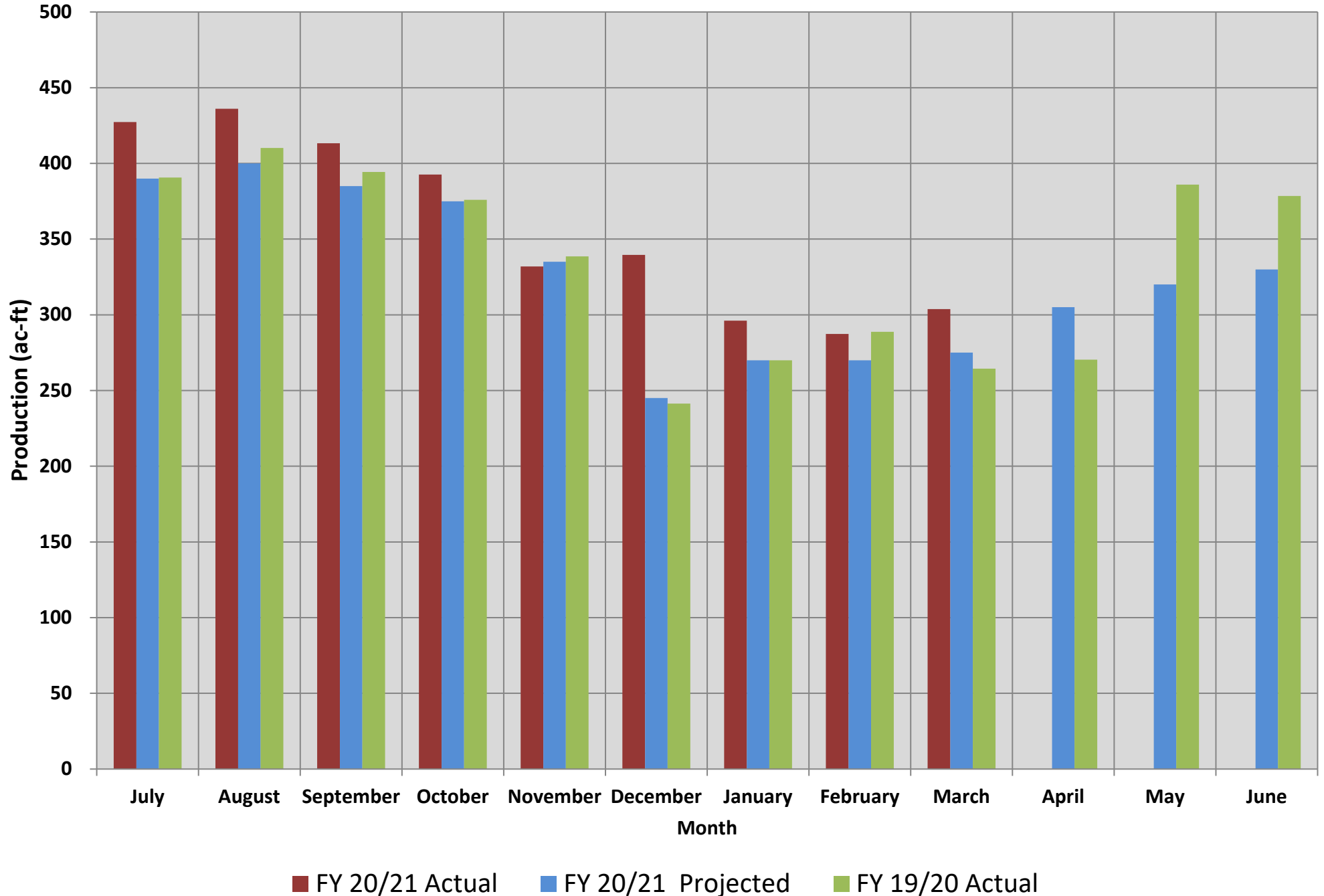
7.17"

2020/21 Fiscal Year Water Production			WY 20/21 - Groundwater Production Water Rights		GWP (Well 16) Water Production - 2021		Purchased Water Production Tier 2 Allocation - 2021	
Month	Actual Total Water Production (ac-ft)	Projected Total Water Production (ac-ft)	Month	Month	Month	Well Production (ac-ft)	Month	Imported Water Production (ac-ft)
July	427	390	October	160	January	17	January	143
August	436	400	November	130	February	15	February	120
September	413	385	December	151	March	17	March	116
October	393	375	January	136	April		April	
November	332	335	February	152	May		May	
December	340	245	March	171	June		June	
January	296	270	April		July		July	
February	287	270	May		August		August	
March	304	275	June		September		September	
April		305	July		October		October	
May		320	August		November		November	
June		330	September		December		December	
Total to Date	3,228	2,945	Total to Date	899	Total to Date	50	Total to Date	379
Projected	4,183	3,900	Water Rights	3,294			Tier 2	2,154
% of Projected	82.8%	75.5%	% of Rights	27%			% of Allocation	18%
Remaining	672	955	Remaining	2,395			Remaining	1,775

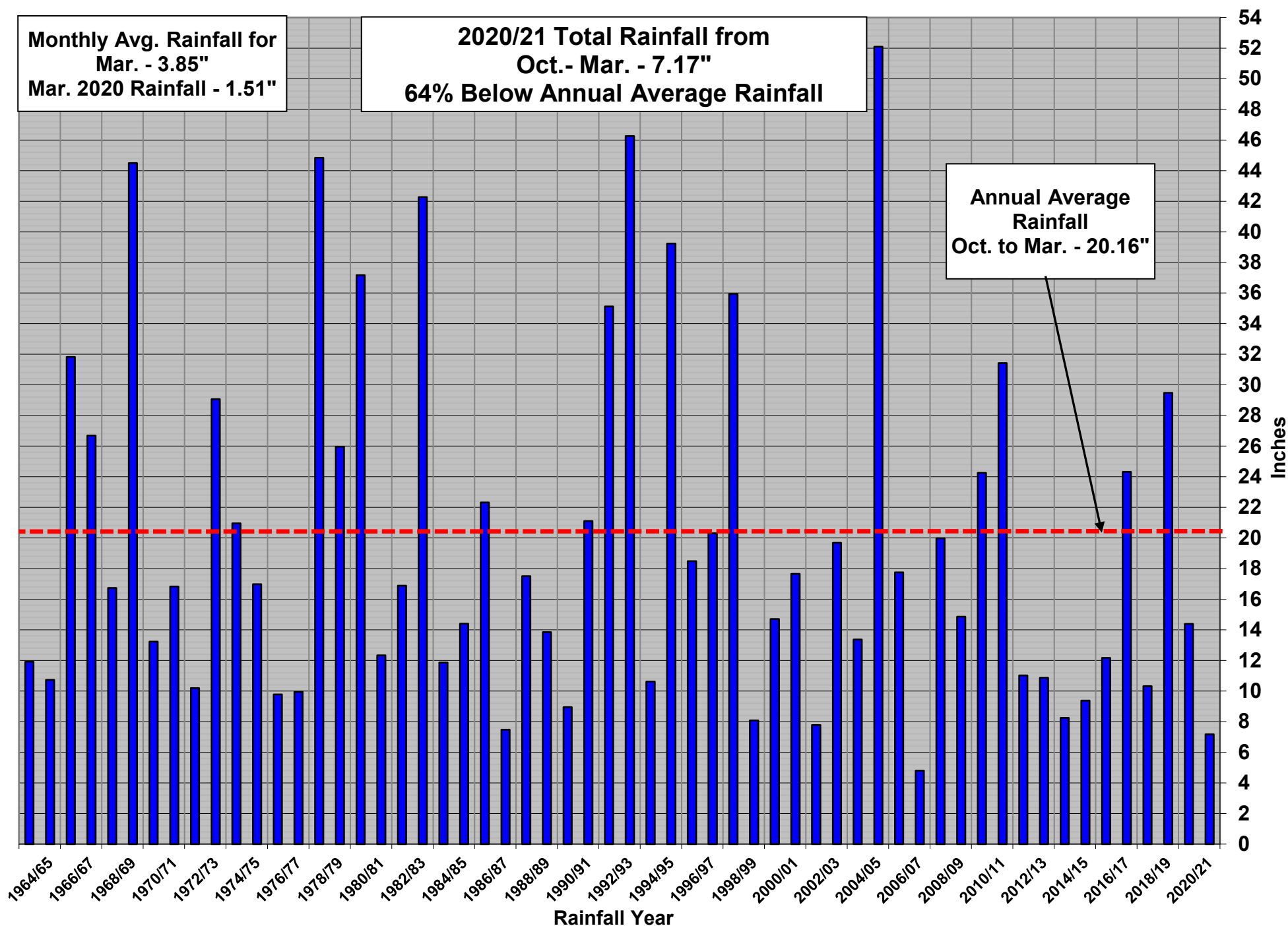
NOTE:

1) Blue Numbers = Estimated Water Production

Monthly Water Production: FY 20/21 Actual, FY 20/21 Projected & FY 19/20 Actual



Monthly Rainfall - 1963/64 - 2020/21 (Oct.- Mar.)



CRESCENTA VALLEY WATER DISTRICT

2700 FOOTHILL BOULEVARD
LA CRESCENTA, CALIFORNIA

To be held on
March 31, 2021 at 2:30 PM

Agenda for the Meeting of the Technology Committee
of the Crescenta Valley Water District

Posted March 30, 2021 at 2:30 PM

TELECONFERENCING NOTICE

[This meeting will be held by teleconference only.]

Pursuant to the provisions of Executive Order N-29-20 issued by Governor Gavin Newsom on March 18, 2020, the public may not attend the meeting in person.

Any member of the public may participate using a touchtone phone. You may select any of the following phone numbers (there are more than one for increased reliability during this time of increased phone traffic)

(669) 900-6833

(346) 248-7799

(929) 205-6099

(253) 215-8782

(301) 715-8592

(312) 626-6799

Then, enter Access Code: 839 4506 8537

[Pursuant to the above Executive Order, the public may not attend the meeting in person]

Those members of the public who are able to and would like to additionally participate with a computer through videoconference may access the Zoom videoconferencing tool available at the following link – <https://us02web.zoom.us/j/83945068537>

Any person may make a request for a disability-related modification or accommodation needed for that person to be able to participate in the public meeting by contacting the District by phone or in writing at customerservice@cvwd.com. Requests must specify the nature of the disability and the type of accommodation requested. A telephone number or other contact information should be included so that District staff may discuss appropriate arrangements. Persons requesting a disability-related accommodation should make the request with adequate time before the meeting for the District to provide the requested accommodation.

Call to Order

Adoption of Agenda

Public Comment:

At this time, members of the public shall have an opportunity to address the Committee on items of interest that are within the subject matter jurisdiction of this Committee. This opportunity is non-transferable, and speakers are limited to three (3) minutes each.

Action Items

The public shall have an opportunity to comment on any action item as each item is considered by the Committee. This opportunity is non-transferrable, and speakers are limited to one two-minute (2) comment each.

1. Introduction of Highroad IT and Discussion of the District's IT Roadmap

Committee Member's Request for Future Agenda Items

Next Technology Committee Meeting

Adjournment

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Crescenta Valley Water District **Information Technology Roadmap**

March 2021



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INTRODUCTION

Highroad IT (HIT)

Providing best-in-class service since 2004

HIT's client-centric approach promises reliable support paired with innovative and effective solutions that meet client needs and expectations. With extensive experience and expertise in integration and support projects, their wealth of knowledge in network and system architecture provides increased business system uptime and management, allowing for optimal productivity, resiliency, and business continuity.



SAVINGS

Elimination of staffing and overhead costs dedicated to in-house IT employees, in exchange for a flat monthly fee (excluding special projects)



QUALITY

HIT offers best-in-class service. Their team of technicians provide quick response times, expert knowledge and solutions, 24/7 monitoring and 24/7 work request submissions



CONTROL

Under the guidance of HIT's expert staff, and with full visibility of your computer infrastructure, you will be equipped to make key decisions and plan with confidence



FOCUS

Computer infrastructure issues are resolved quickly, reducing downtime and delays



RESULTS

Improved customer service and increased productivity produce happy employees and satisfied customers



TEAM

HIT takes great pride in the strength of their team, with each player providing critical care for their clients through the proactive, prepared and professional approach on which HIT has built its success. Providing unrivaled availability and resolution times, each of your individual employees receives the same level of service. HIT is dedicated to the success of CVWD through their employees, considering them to be an extension of their own team.

EXECUTIVE SUMMARY

Since beginning of our partnership in March 2020, Highroad IT (HIT) has been dedicated to effectively addressing Crescenta Valley Water District's (CVWD) past, present, and future Information Technology (IT) needs to realize the District's Strategic Plan goals.

- ✓ Resolution of longstanding, but unaddressed IT issues
- ✓ Rapid response to the COVID-19 pandemic, preventing productivity loss
- ✓ Accelerated implementation of timely cybersecurity protocols
- ✓ Laying the groundwork for future success

As exhibited by the Total Savings Summary (page 21), in less than 12 months Highroad IT implemented key changes to CVWD's IT Network that will result in a projected operational savings of \$168K, which more than covers the projected HIT cost of \$144K for two years of Managed Services and does not include additional savings on personnel cost of \$284K. As part of the partnership, HIT is committed to ongoing evaluation of IT products and services, ensuring effective and efficient IT practices, while continuing to provide CVWD with cost efficiency and predictability, operational resiliency, increased continuity, enhanced customer service, and a heightened focus on compliance.

Cost Efficiency and Predictability

Through HIT's managed services, CVWD will experience cost efficiency and predictability through 3 distinctive advantages: The elimination of staffing and overhead cost in exchange for a flat-rate consultancy contract, Vendor visibility and ongoing viability analysis, and the management of hardware and software, both current and future.

Operational Resiliency

Since beginning the partnership, CVWD has gained increased Operational Resiliency through standardization, mobilization, and increased security.

Standardization with the implementation of Office365 allows HIT to maintain software versions necessary for driving increased productivity and seamless communication with employees and customers.

As learned during the COVID-19 pandemic, mobility and flexibility are critical to the success of CVWD. With deployment of the Virtual Private Network (VPN), CVWD employees can now work outside of the office with confidence in a secure environment. The cloud infrastructure has eliminated risk of "single point of failure", whilst increasing accessibility and availability.

CVWD now benefits from increased security through HIT's proven protocol, including the 24/7 monitoring system and regularly scheduled patching and updates, ensuring efficient system and network maintenance. Additionally, HIT's backup policy promises dedicated backups of CVWD's systems, allowing for quick issue detection and resolution.

Compliance

The protection of CVWD begins with the elimination of practices that disrupt operations and increase risk. Establishing proper IT policies and retention practices is essential to the production, growth, and success of CVWD through each employee. Policies should be in adherence of federal and state laws, mitigating risk of major failures through prevention and detection of violations that may result in fines and/or lawsuits.

COMPUTER INFRASTRUCTURE SUMMARY

Latest Client Health



21 Servers

61 Workstations

80%

0 Network Devices



82% Performance

99% CPU Performance

64% Memory Performance

71% Drive Performance

95% Drive Fragmentation



71% Stability

87% CPU Stability

94% Memory Stability

96% Drive Stability

70% OS Stability

74% Other Stability Checks (4)



88% Security

59% Antivirus Security

96% Patch Compliance

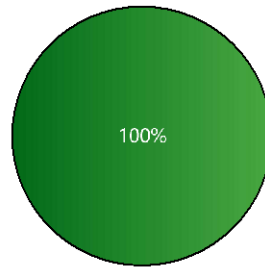
99% Patch Recommended Check

Asset Standards At-Risk

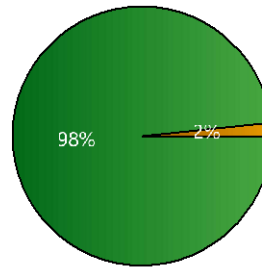
Standard Name	Failed
Workstation: Hard Drives	22 / 84
Server: Hard Drives	17 / 84
Workstation: CPU	14 / 84
Antivirus	11 / 84
Server: CPU	10 / 84
4 additional failed standards detected	

Asset Analysis

Servers



Workstations



- Microsoft (Supported): 81
- Microsoft (Extended): 1
- Microsoft (End of Life): 0
- Mac (Apple): 0
- Linux OS: 0

Server Drive Utilization: Top 5 At-Risk

Location\Computer	Volume Name	Size	Drive Space Utilized
Servers\CVAPPX(188)	- -	127 GB	88% 
SCADA\CVWVHOST01 (465)	OS	3.27 TB	88% 
Servers\CVBASE1 (602)	tempvm	1.82 TB	86% 
Servers\CVBASE1 (602)	cored	5.3 TB	76% 
Servers\NTVOICE1 (191)	- -	100 GB	72% 

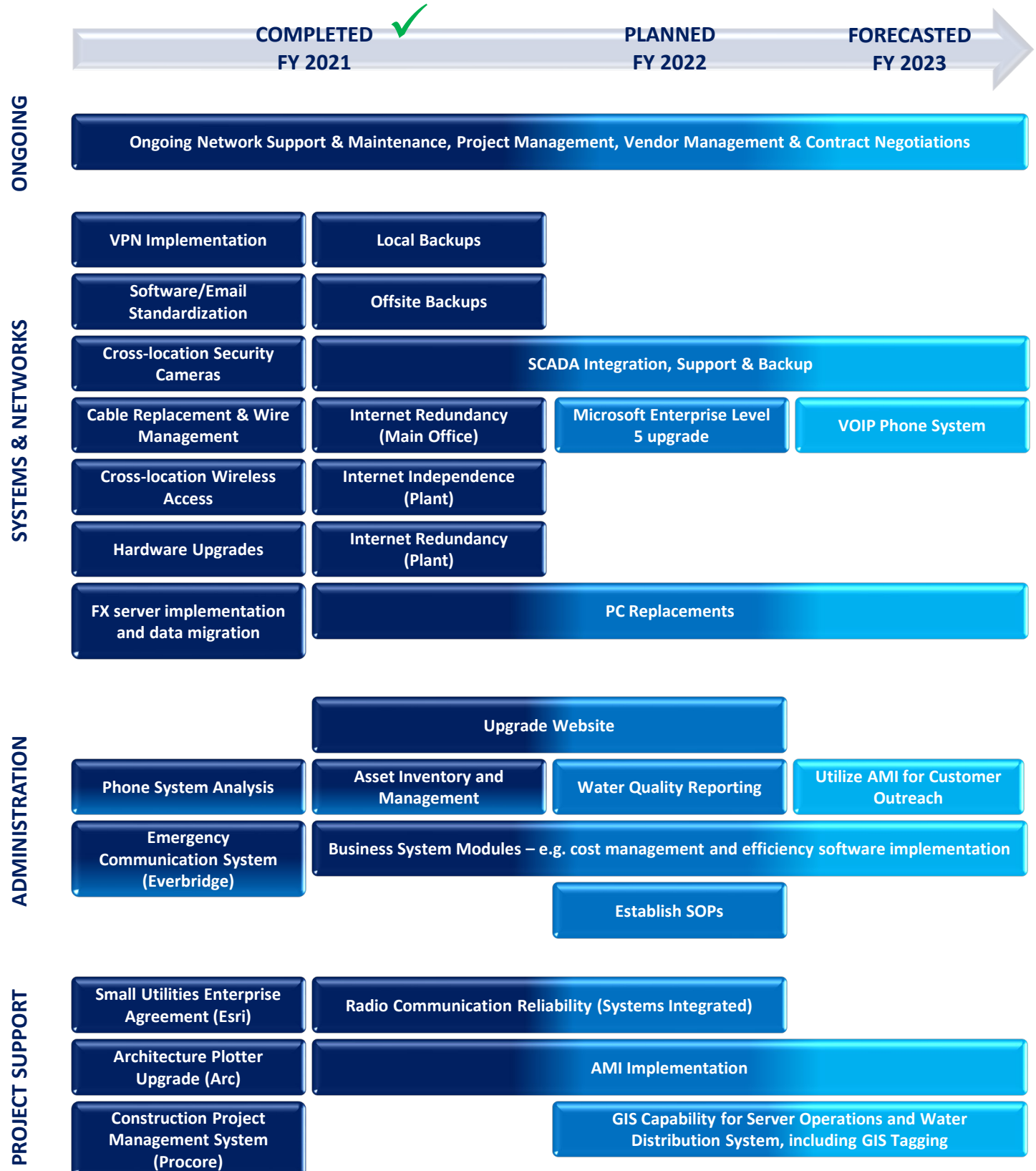
Workstation Drive Utilization: Top 5 At-Risk

Location\Computer	Volume Name	Size	Drive Space Utilized
Servers\CVDVS1 (192)	vsstore	1000 GB	98% 
Workstations\CV3ENGBROOK (143)	OS	475 GB	94% 
Workstations\CVOMM1 (164)	Recovery Image	18 GB	87% 
Workstations\CVWD-LT2005 (436)	OS	221 GB	84% 
Workstations\CV3DRAWLINGS (152)	OS	107 GB	66% 

Patch Compliance: Top 5 At-Risk

Location\Computer	Patch Compliance	I / NA / F	Patch Status
Workstations\COPSM2	50.0% 	5 / 5 / 0	Missing Patches Agent Offline
Remote Device\CVWD-LT2001	50.0% 	2 / 2 / 0	Missing Patches
Remote Device\CVWD-LTBRD3	57.1% 	4 / 3 / 0	Missing Patches Agent Offline
Remote Device\CVWD-LTBRD2	66.7% 	2 / 1 / 0	Pending Reboot Missing Patches Agent Offline
SCADA\CVXWS2	71.4% 	5 / 2 / 0	Missing Patches

FUTURE PATH



COST EFFICIENCY AND PREDICTABILITY

Information Technology as it relates to the District can be defined as the infrastructure that supports the District's ability to communicate internally and externally with customers.

Building and maintaining this communication infrastructure is critical to succeeding as an organization in the modern economy, and a robust and active IT presence supports every aspect of the Strategic Plan as approved by the Board in 2020. A few such goals and objectives include:



Ensure Infrastructure Reliability & Performance – develop and implement preventative/predictive maintenance schedules for all major assets



Increase Customer Awareness – deploy technology upgrades to leverage automated communication to increase efficiency and enhance customer outreach



Efficiency Through Technology – upgrade connectivity and reliability of District communication devices and network



Employer & Workforce Excellence – develop best-in-class culture, develop standard operating procedures across all departments

A successful robust and active IT presence requires the following:



Knowledge is current and relevant - A quickly-changing IT and cybersecurity landscape means that an IT provider needs to have the most current information and training as they relate to hardware options, software updates, and cybersecurity strategies.



Response to emergencies is immediate – Water and wastewater service delivery is 24/7, and timely responsiveness to staff and the infrastructure they depend on to serve customers safe, reliable water is key – e.g., the ability to monitor systems around the clock or respond to a radio communications failure from a reservoir in the middle of the night.



Implementation is efficient and quick – Rapid, flexible deployment of new systems or upgrades is fiscally sound because benefits are realized sooner rather than later and because there are less cost inefficiencies associated with “stop and go” project implementation.



Cost effective – Service delivery needs to reflect financially prudent decision-making, whether the selection of replacement assets or choice of service deliver model – e.g. in-house vs. consultancy.

The IT industry has changed rapidly in recent years and is expected to continue the trend. On one hand, there is increasing demand on technology adoption to deliver service. For example, the District's customers expect deployment of AMI technology which will provide them more data and timely information. On the other hand, there are increasing threats to said technology, and there are a number of recent examples nationwide of water agencies targeted for their information.

In March 2020, CVWD welcomed Highroad IT to serve the District's technology needs in recognition of the need for a team that would effectively manage continuously changing technology landscape and do so in a cost-efficient manner. The labor and benefits component of savings – net of fees for Managed Services is approximately \$ 212,000 (\$284,000 – \$72,000) per year

COST EFFICIENCY AND PREDICTABILITY (continued)

Vendor Contracts

Partnership with Highroad IT (HIT) leads to savings from ongoing renegotiation and/or the elimination of redundant vendor contracts

Comprehensive IT delivery requires a variety of vendors from phone and internet providers to hardware providers and specialized consultants.

Determining the right vendors requires appropriately scoping the District's needs. Highroad IT determined the cross-section between the District's current and future needs and current infrastructure the first several months of engagement with the District, fine-tuning the short and long-term roadmap over the remainder of the year.

After vendor needs are determined, the goal with vendor contracts is to maximize service delivery and minimize risk by securing the most reliable and proficient services and weigh those objectives against cost efficiency.

Over the past year, Highroad IT has focused its efforts with vendors and vendor contracts into the following primary categories:



Renegotiation – Certain contracts can be renegotiated based on a more current understanding of the market. For example, Highroad IT is currently finalizing a renegotiated agreement with one of CVWD's Internet Service Providers to provide twice the speed for significantly less cost.



In-house service – Highroad IT can achieve economies of scale based on serving a multitude of clients, and Highroad has developed a number of key services in-house. For example, Highroad IT provides 24/7 monitoring of the District's system as part of its baseline service delivery to the District, and the District has benefitted by reducing the number of network monitoring vendor contracts as a result.



Redundancies – Highroad IT has identified and eliminated redundant services for cost savings.



New services – There are also newly identified vendor needs, whether a phone system consultant to bridge the District's needs while implementing VOIP technology or software providers to keep pace with the District's technology initiatives.

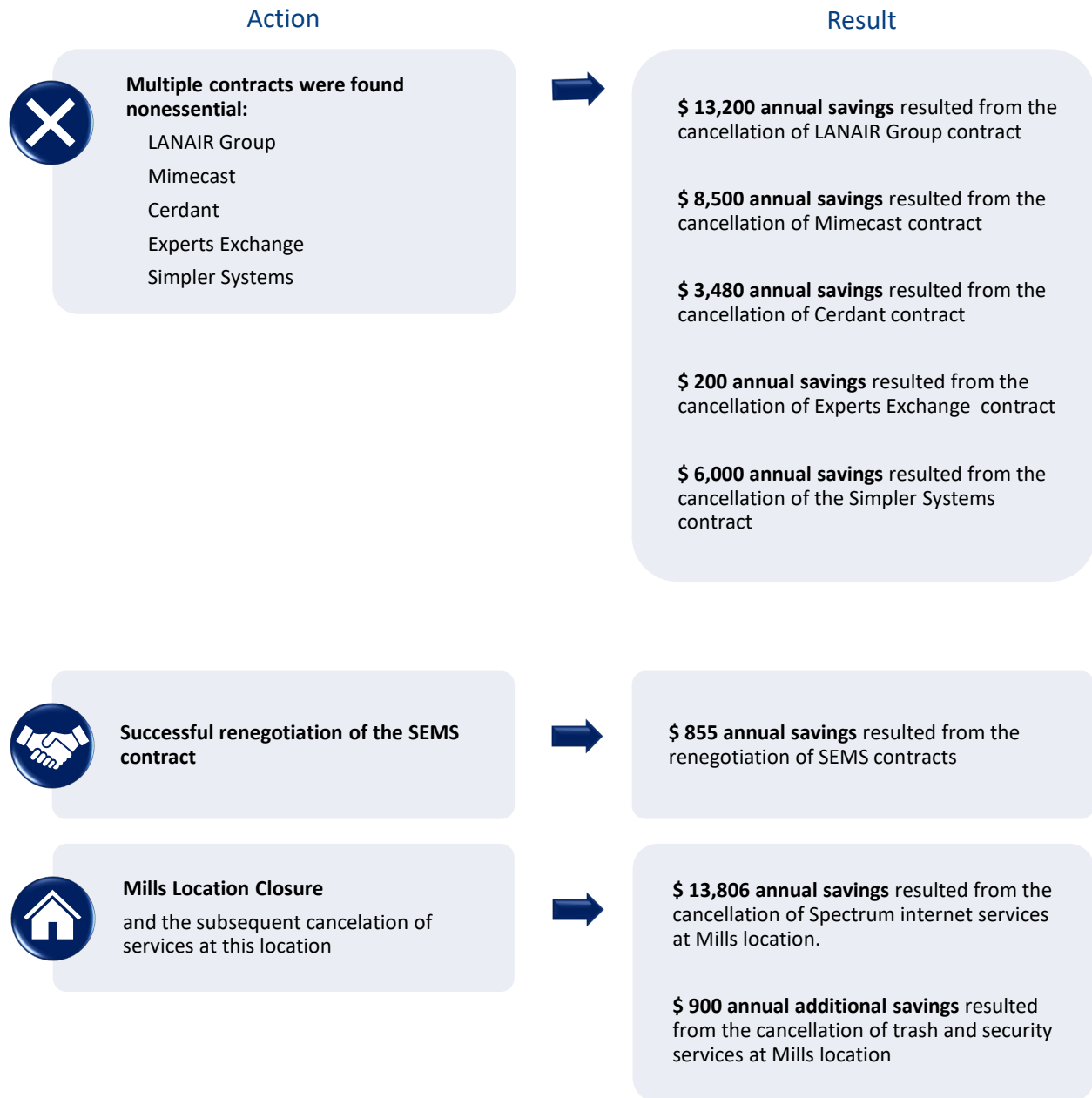
Highroad IT will continue to sharpen vendor relationships and contracts through the coming year. While the demand for new services will arise, the vendor contracts is expected to yield ongoing O&M cost savings for the District, particularly in FY 2022 and subsequent years.

COST EFFICIENCY AND PREDICTABILITY (continued)

Vendor Contracts

Partnership with Highroad IT (HIT) leads to savings from ongoing renegotiation and/or the elimination of redundant vendor contracts

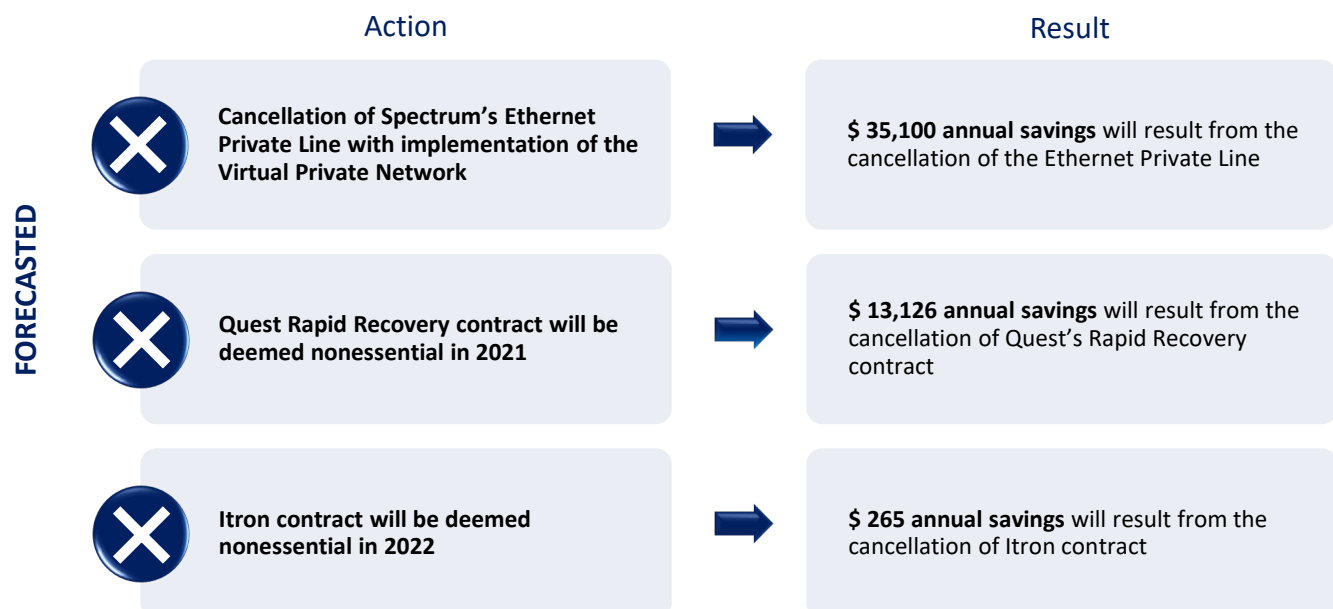
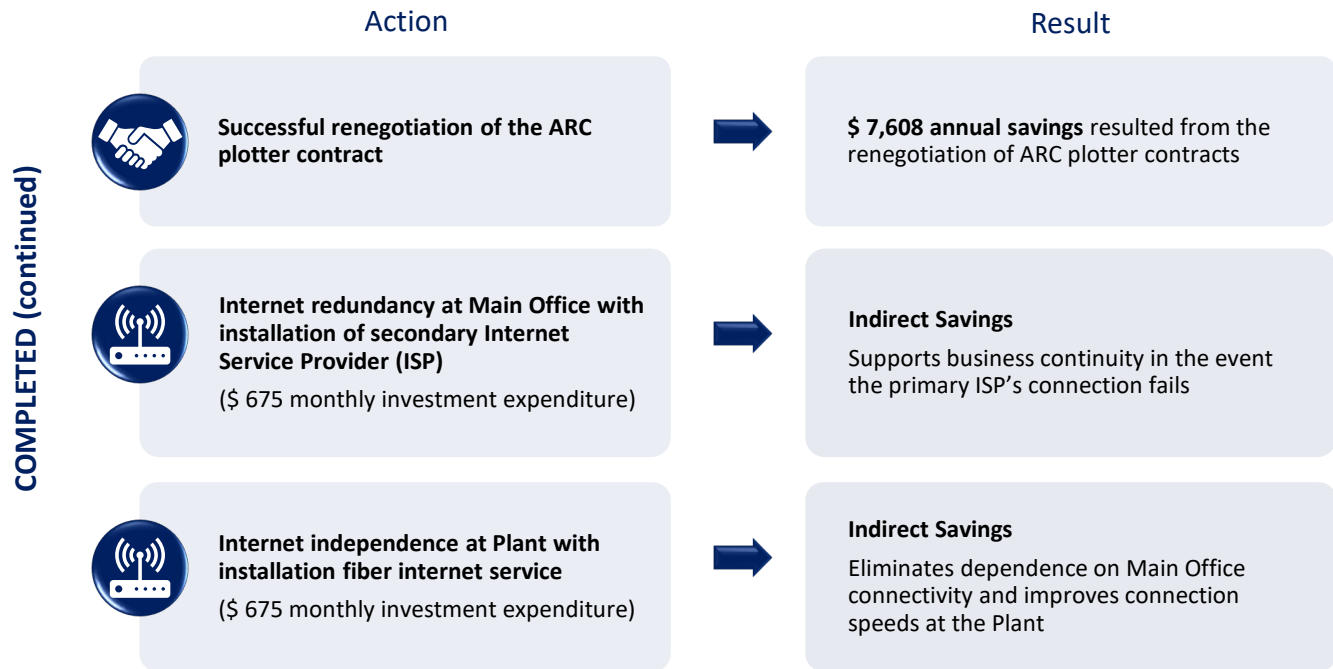
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COST EFFICIENCY AND PREDICTABILITY (continued)

Vendor Contracts

Partnership with Highroad IT (HIT) leads to savings from ongoing renegotiation and/or the elimination of redundant vendor contracts

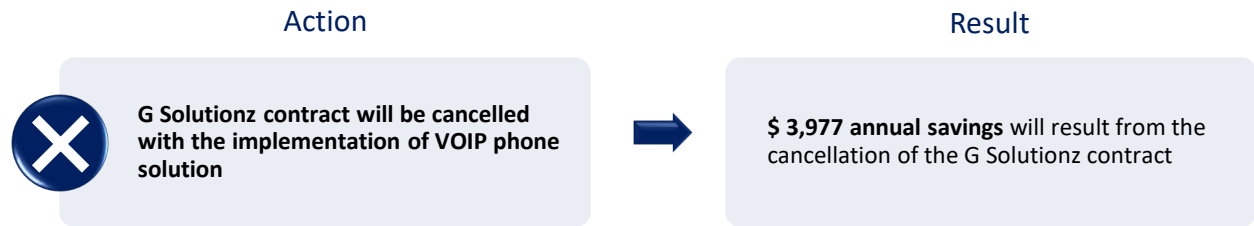


COST EFFICIENCY AND PREDICTABILITY (continued)

Vendor Contracts

Partnership with Highroad IT (HIT) leads to savings from ongoing renegotiation and/or the elimination of redundant vendor contracts

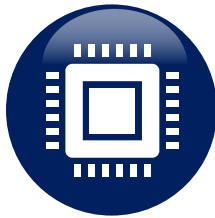
FORECASTED (continued)



COST EFFICIENCY AND PREDICTABILITY (continued)

Hardware

Partnership with HIT begins a journey toward leveraging cloud computing



While “Information Technology” is increasingly associated with managed services, all of those services depend on a backbone infrastructure composed of a variety of hardware.

Hardware includes computers, monitors, and phone systems. It also includes the servers, network switches, cabling and fiber that allow communication between the District and customers, between departments, and between assets such as SCADA with reservoirs or water meters with a communications base station.

Operational resiliency is paramount, and Highroad IT has focused over the past year on ensuring a reliable infrastructure. The District’s infrastructure is now stable, and the next effort will be to develop an Asset Management Plan that will allow an organized approach to replacement and tracking of assets.

Tracking assets increases accountability and ensures that assets are compatible and that once-stranded assets are being utilized, which increases system reliability and promotes cost savings over the long run. Proactively maintaining a reliable system also promotes cost savings.

COST EFFICIENCY AND PREDICTABILITY (continued)

Hardware

Partnership with HIT begins a journey toward leveraging cloud computing

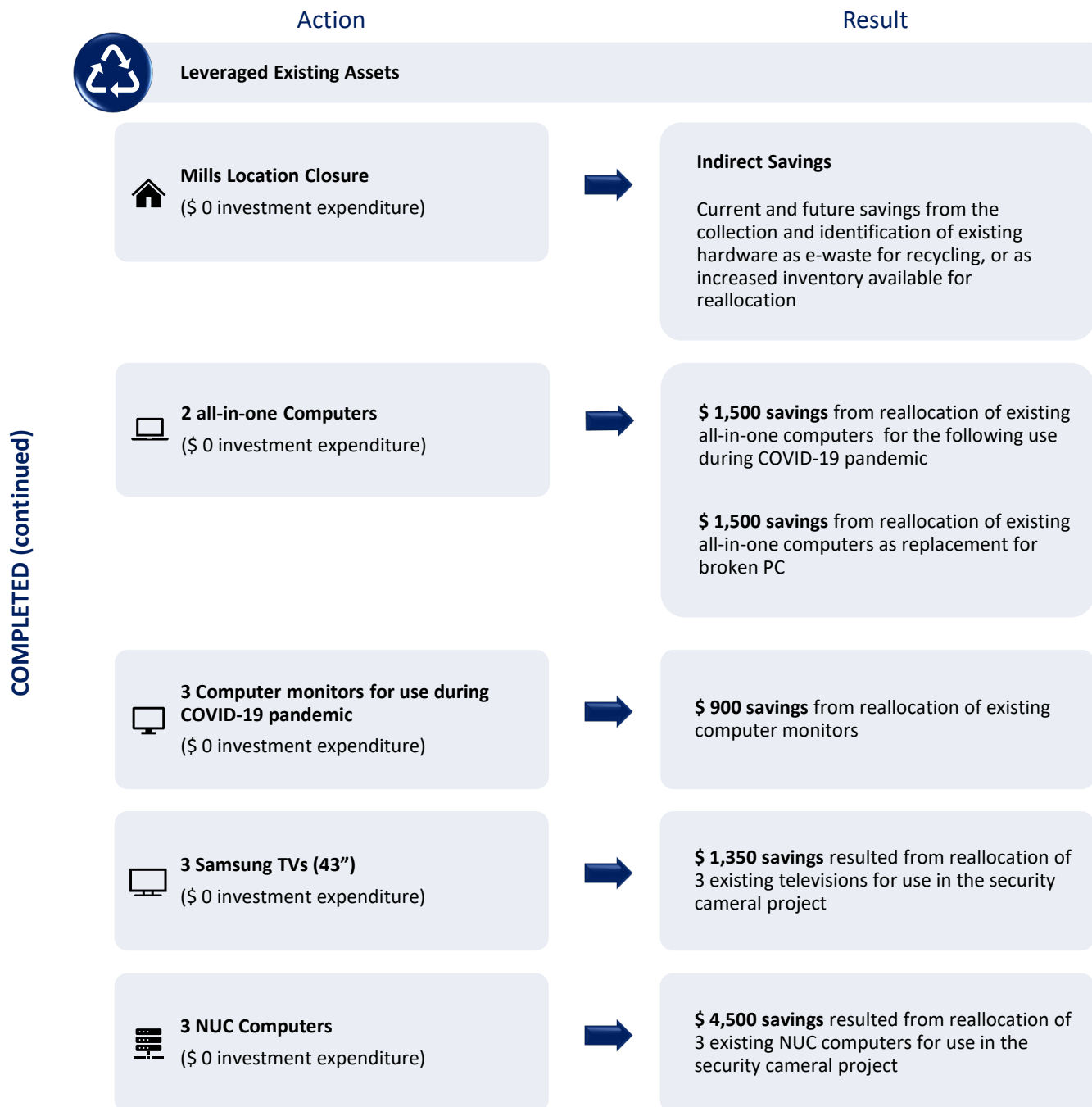
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COST EFFICIENCY AND PREDICTABILITY (continued)

Hardware (continued)

Partnership with HIT begins a journey toward leveraging cloud computing



COST EFFICIENCY AND PREDICTABILITY (continued)

Hardware (continued)

Partnership with HIT begins a journey toward leveraging cloud computing

COMPLETED (continued)

Action	Result
 SCADA Workstation 2 (\$ 0 investment expenditure)	\$ 1,500 savings resulted from reallocation of existing NUC computer for use in SCADA system
 UPS Battery Backup (\$ 0 investment expenditure)	\$ 500 savings resulted from reallocation of existing computer monitors
 POE Switches (\$ 0 investment expenditure)	\$ 1,000 savings resulted from reallocation of existing POE switches found at Mills location and engineering storage Room
 FX system currently inactive, deployed in existing environment to address server issues (\$ 0 investment expenditure)	\$ 50,000 savings resulted from eliminated service costs



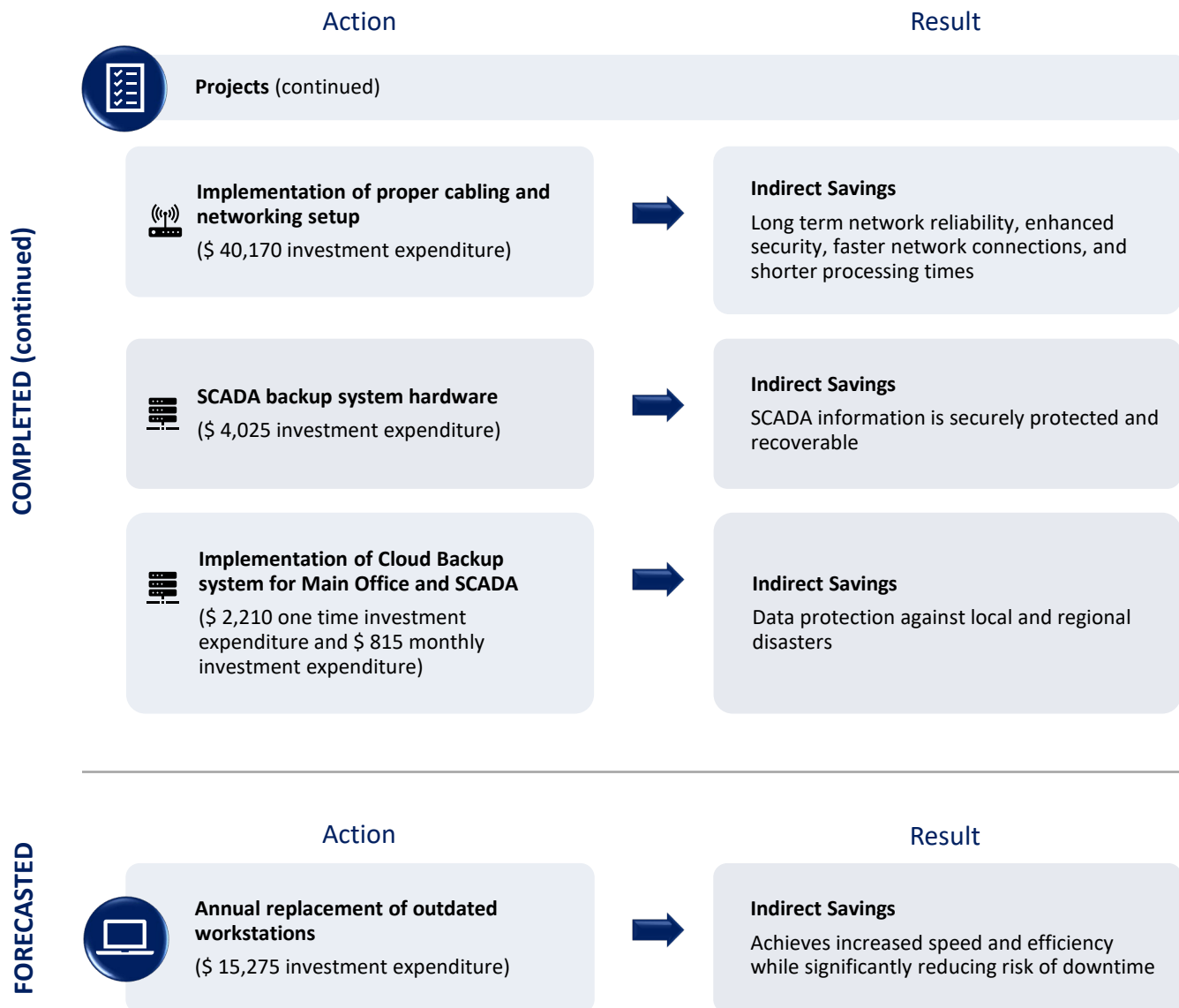
Projects - Laying a solid foundation for future savings towards cloud computing initiative

 Implementation of Business Class WIFI (\$ 9,105 investment expenditure)	Indirect Savings Reliable network connections
 Security cameras (\$ 11,962 investment expenditure)	Indirect Savings Increased protection of the District's employees and assets

COST EFFICIENCY AND PREDICTABILITY (continued)

Hardware (continued)

Partnership with HIT begins a journey toward leveraging cloud computing



COST EFFICIENCY AND PREDICTABILITY (continued)

Software

Partnership with HIT begins a journey toward leveraging cloud computing

Hardware represents backbone infrastructure, and software converts hardware into productivity and then protects that work product from outside threats.

In optimizing the District's software needs, Highroad IT considers the following elements:



Reliability – In order for the District to fulfill its mission of delivering safe, reliable water, it needs to be able to rely on its software support. Highroad IT has worked over the last year to ensure customer/financial information systems, email systems are compatible with each other, standardized, and scheduled for timely updates. Highroad IT also continues to implement a best-in-class practice of developing and maintaining Standard Operating Procedures, which are critical for operational resiliency and also afford the District a measure of independence from its current IT provider, which is also a best practice.

A reliable software network supports productivity but also adds the intangible benefit of employee morale. There are few things more frustrating than not being able to communicate with customers or work product being lost due to software issues, and this had been a historical issue at the District. One of the first issues Highroad IT resolved was an outdated email system, migrating email service from Microsoft Exchange to Microsoft 365 which eliminated a host of lingering issues.



Security – With the increasing sophistication of external threats, the District needs constant security and the most updated measures. Upon engaging with the District, Highroad IT immediately identified where the system was compromised and remediated. For example, the District was transitioned from a “remote desktop” form of remote access to VPN and software was updated to Windows 10, and these are the vulnerabilities that were exploited during the recent cyberattack on a Florida water agency. Threats can be environmental as well, and Highroad has recently completed a migration of the District's data backup from an on-site location to the cloud.

Avoidance of even a single cybersecurity event or loss represents untold financial and non-financial savings.



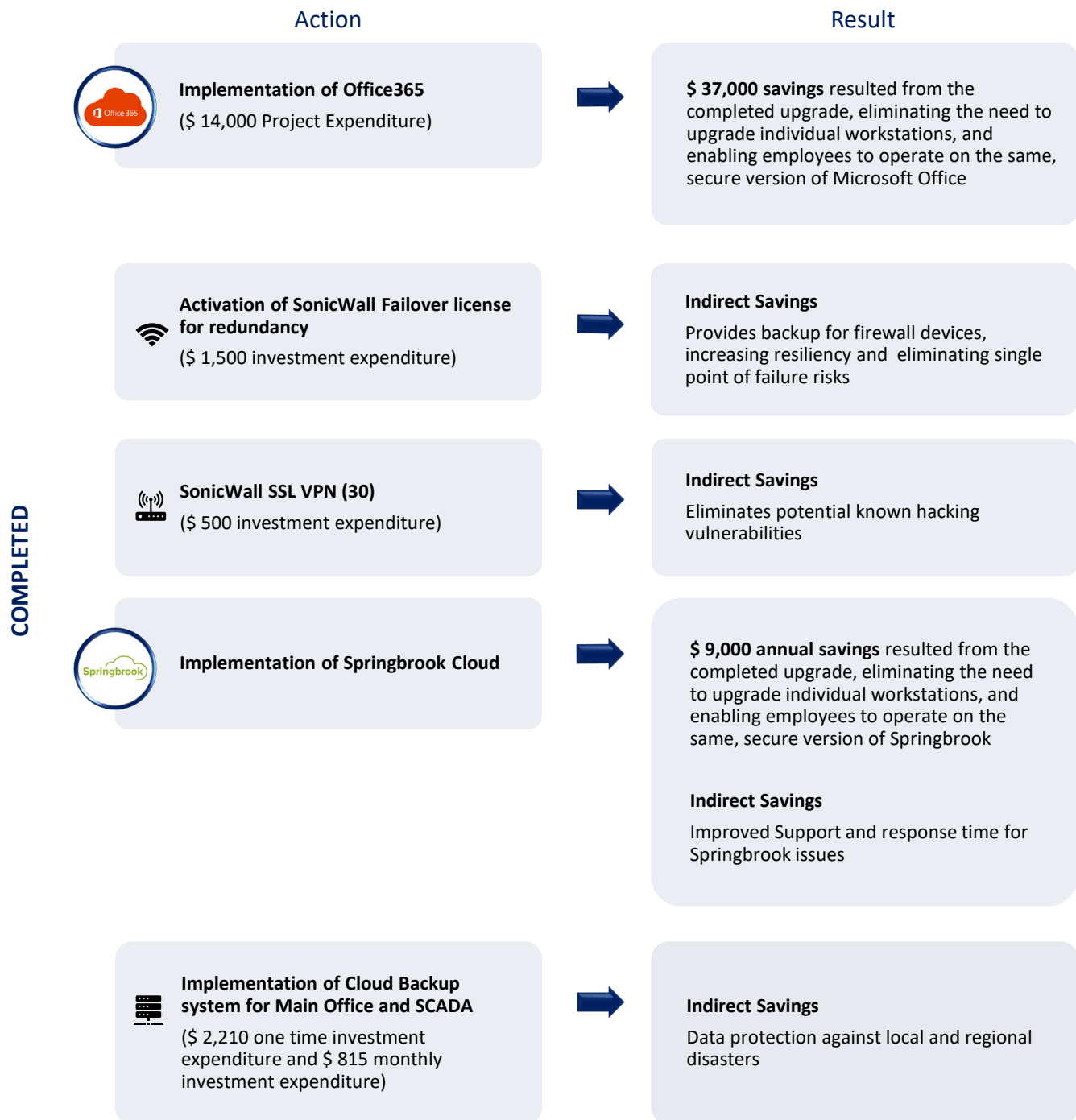
Horsepower – Software can provide horsepower, leveraging existing efforts to provide more. For example, upgrading Springbrook, the District's customer/financial information system to the cloud opened up a host of other capabilities such as customer water usage analytics that can be shared with the customer. Deploying software for hydraulic modeling can illustrate the effects of changing conditions in the distribution system, whether pumps, valves, or pressure. Installing an interactive database for water quality ensure timely and accurate reporting to the State and promotes synergies across Engineering, Operations, and Regulatory Affairs.

Having ensured a reliable and secure network over the last year, Highroad IT will continue working with staff to implement software needs as they relate to goals and objectives in the Strategic Plan.

COST EFFICIENCY AND PREDICTABILITY (continued)

Software

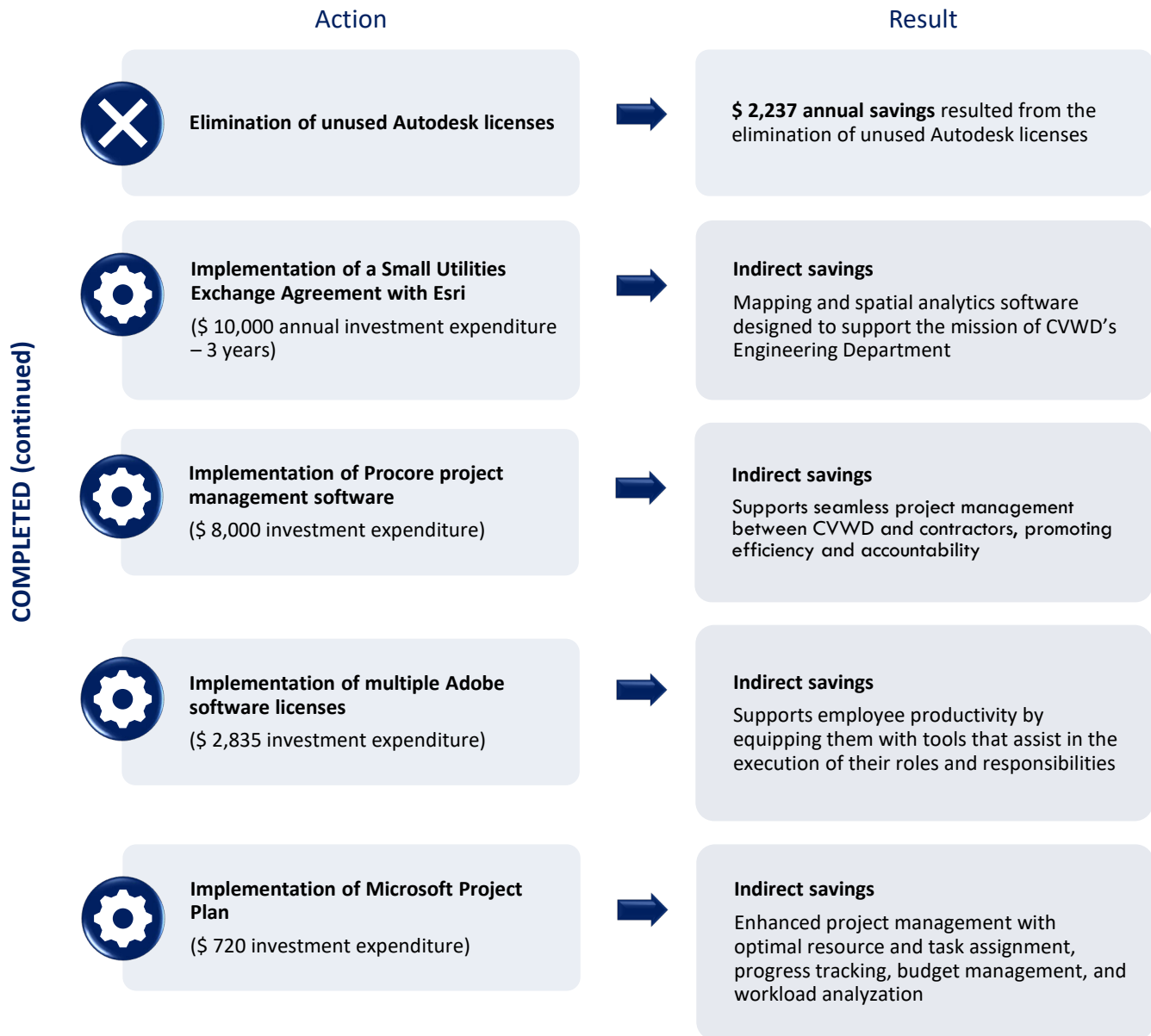
Partnership with HIT begins a journey toward leveraging cloud computing



COST EFFICIENCY AND PREDICTABILITY (continued)

Software

Partnership with HIT begins a journey toward leveraging cloud computing

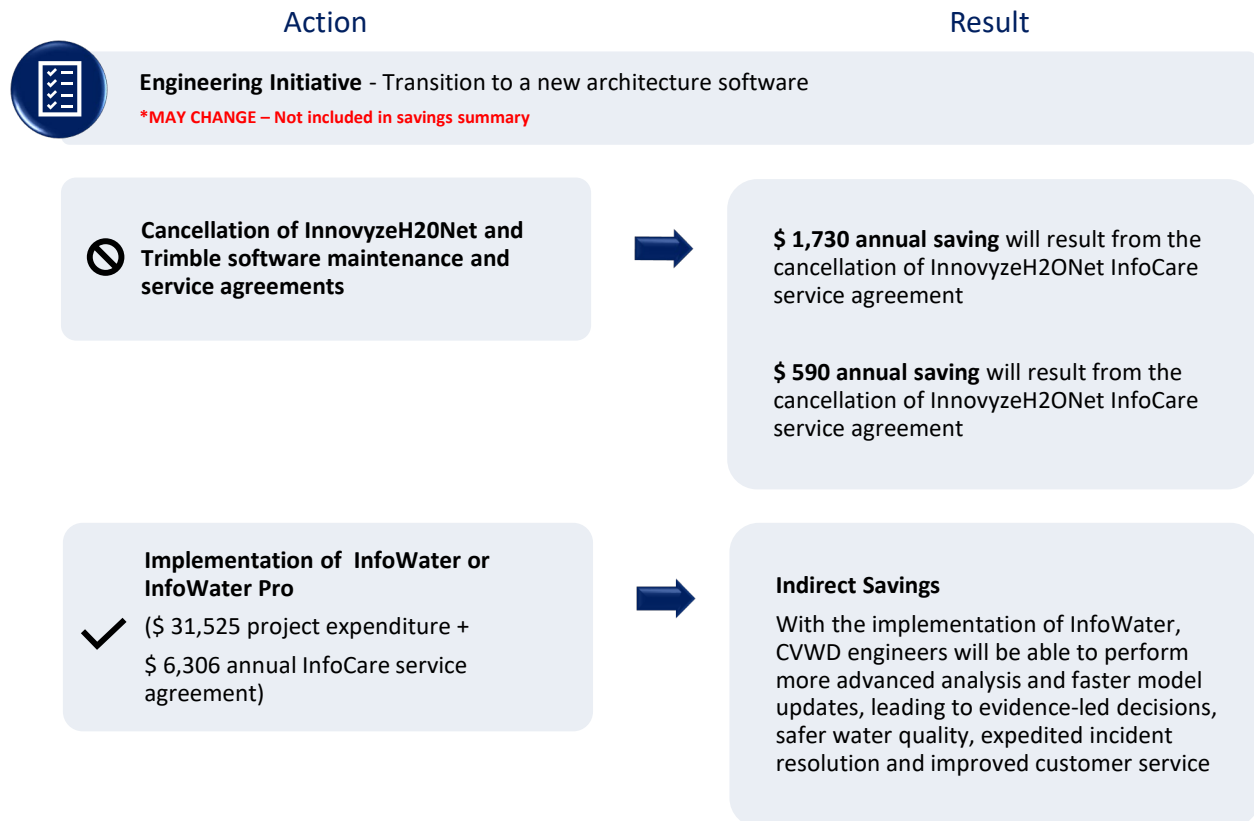


COST EFFICIENCY AND PREDICTABILITY (continued)

Software

Partnership with HIT begins a journey toward leveraging cloud computing

FORECASTED



COST EFFICIENCY AND PREDICTABILITY (continued)

Summary of Projected Savings Over 3 Years

Vendor Savings Summary

	Expenditure	Savings	Total Savings
FY 2021	(\$ 24,588)	\$ 54,549	\$ 29,961
FY 2022	(\$ 24,588)	\$ 103,040	\$ 78,452
FY 2023	(\$ 24,588)	\$ 107,017	\$ 82,429
Total			\$ 190,842

Hardware Savings Summary

	Expenditure	Savings	Total Savings
FY 2021	(\$ 89,187)	\$ 262,750	\$ 173,563
FY 2022	(\$ 15,400)	\$ 0	(\$ 15,400)
FY 2023	(\$ 8,800)	\$ 0	(\$ 8,800)
Total			\$ 149,363

Software Savings Summary

	Expenditure	Savings	Total Savings
FY 2021	(\$ 35,545)	\$ 48,237	\$ 12,692
FY 2022	(\$ 33,335)	\$ 2,237	(\$ 31,098)
FY 2023	(\$ 33,335)	\$ 2,237	(\$ 31,098)
Total			(\$ 49,504)

Total Savings Summary

	Expenditure	Savings	Total Savings
FY 2021	(\$ 149,320)	\$ 317,036	\$ 167,716
FY 2022	(\$ 63,543)	\$ 105,277	\$ 41,734
FY 2023	(\$ 56,943)	\$ 109,254	\$ 52,311
Total			\$ 261,761

OPERATIONAL RESILIENCY



ENHANCE CULTURE THROUGH CUSTOMER SERVICE & EXTENSION OF ORGANIZATIONAL VALUES



Highroad IT's company motto is ***"Not Just Technicians Taking Care of Computers, People Taking Care of People."***

Highroad IT brings its reputation in the water industry of Best-In-Class IT Experience to CVWD. This is important because The District's mission is guided by the Strategic Plan, and the goals and objectives in the Strategic Plan are fueled by the District's set of Organizational Values. Integrating these values into annual employee performance evaluations promotes accountability for a healthy, productive workforce culture, and these changes are still relatively recent.

The District considers Highroad IT and its staff an extension of CVWD and its staff, and Highroad IT's motto, reputation, and people are an important component of the company's service delivery and value proposition as the District continues to enhance its workforce culture, beginning with customer service. Solid, proactive customer service provides the following intangible benefits beyond productivity:

- ✓ Supports the Board's and management vision of excellent customer service;
- ✓ Empowers employees with resources and knowledge;
- ✓ Improves morale;
- ✓ Enhances positive culture by listening to employees and valuing their input on how to improve communication and collaboration across departments;
- ✓ Empowers customer with knowledge and a positive user experience;
- ✓ Identifies and removes IT pain points to create a hassle-free working condition.

As with the employee evaluation process, management will implement a feedback loop for Highroad IT, an extension of staff and the organization's values. This will be in the form of an ongoing employee satisfaction survey.

ENHANCE CULTURE THROUGH CUSTOMER SERVICE & EXTENSION OF ORGANIZATIONAL VALUES (continued)

CVWD Employees

- ✓ **Focused, individual attention** – HIT tends to the needs of each individual employee with the same urgency and quality regardless of role, providing critical training where necessary
- ✓ **Expedited ticket completion** – Because time impacts productivity, HIT strives to address and resolve all service ticket request as quickly as possible without sacrificing quality
- ✓ **Consistent Follow Up** – IT will follow up with each employee to ensure complete resolution and satisfaction
- ✓ **24/7 website portal, email and telephone to report issues** – CVWD employees can submit service ticket requests for issues in real time, regardless of business hours
- ✓ **First class issue resolution and skilled implementation** – HIT’S team of highly skilled technicians are trained and experienced in identifying issues and implementing solutions with close attention to detail and unwavering professionalism
- ✓ **Employee Training** – HIT’s is committed to the development and education of their client’s employees. Through “Lunch and Learn” sessions which promote teamwork and collaboration, employees will be empowered with improved skillsets and tips on how to “work smarter, not harder”

Projects

- ✓ **Focus on project objectives and completion** – With extensive experience in project delivery, HIT applies strict delivery methodologies to ensure quality and timely implementation
- ✓ **Expert evaluation and strategy planning** – When evaluating IT issues, HIT also considers and plans for the future. Not only are current IT issues resolved, but the groundwork has been laid for future IT compatibility, saving both time and money

COMPLIANCE

Policies

Establish clear company policies for optimal compliance and risk mitigation

- ✓ Passwords
- ✓ Internet Acceptable Use
- ✓ Bring your own device
- ✓ PC Replacement
- ✓ Employee Onboarding
- ✓ Employee Separation
- ✓ Ensure alignment with District's legal council's advice
- ✓ Adherence to all state and federal guidelines

Retention

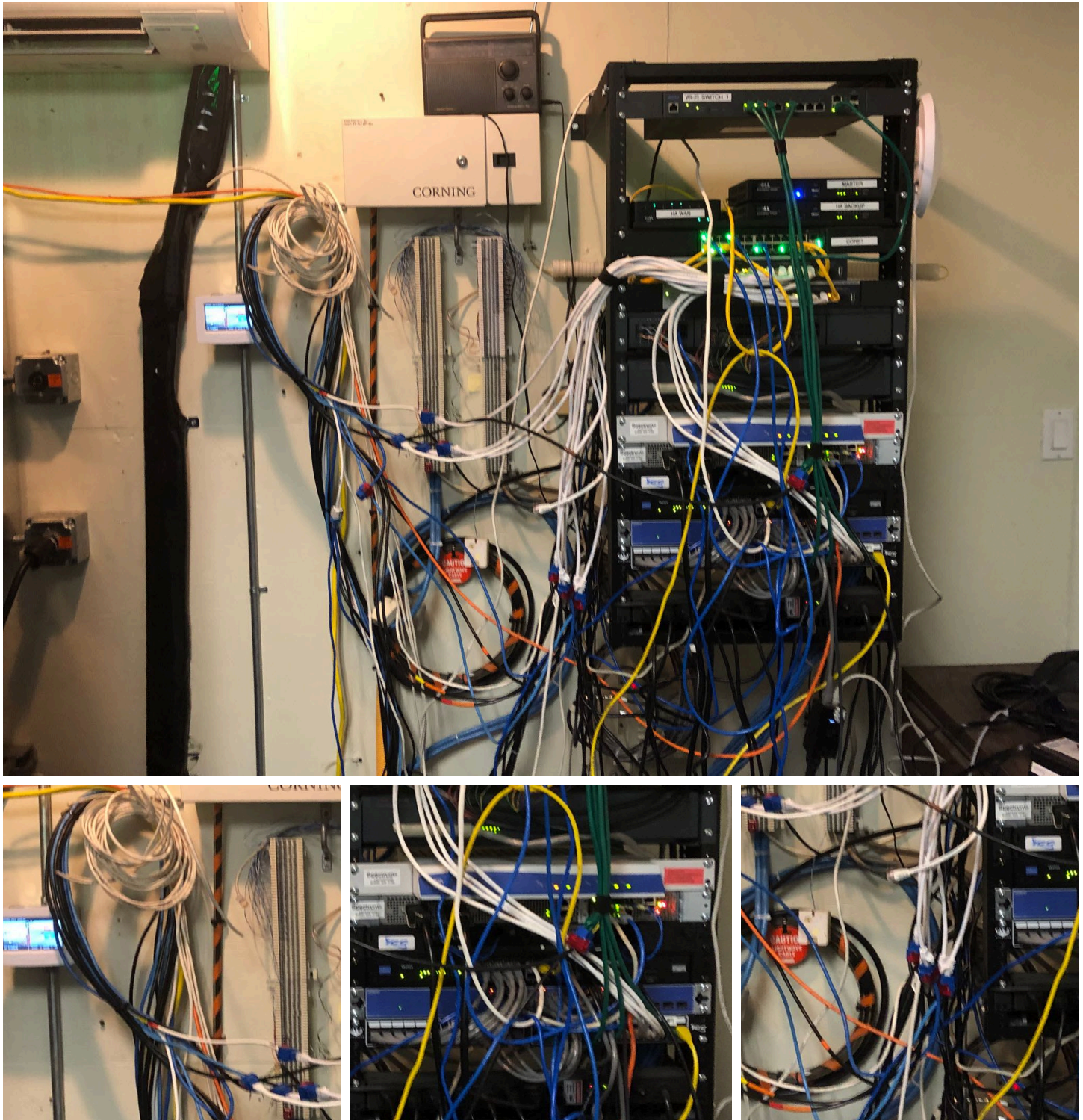
Establish guidelines for the successful management of company information

- ✓ Email Retention
- ✓ Personal Web Browsing
- ✓ Compliance with federal, state and local retention requirements (Federal: EPA and DHA / State: SB-272)

A CLOSER LOOK

2700 Foothill Blvd, La Crescenta, CA 91214

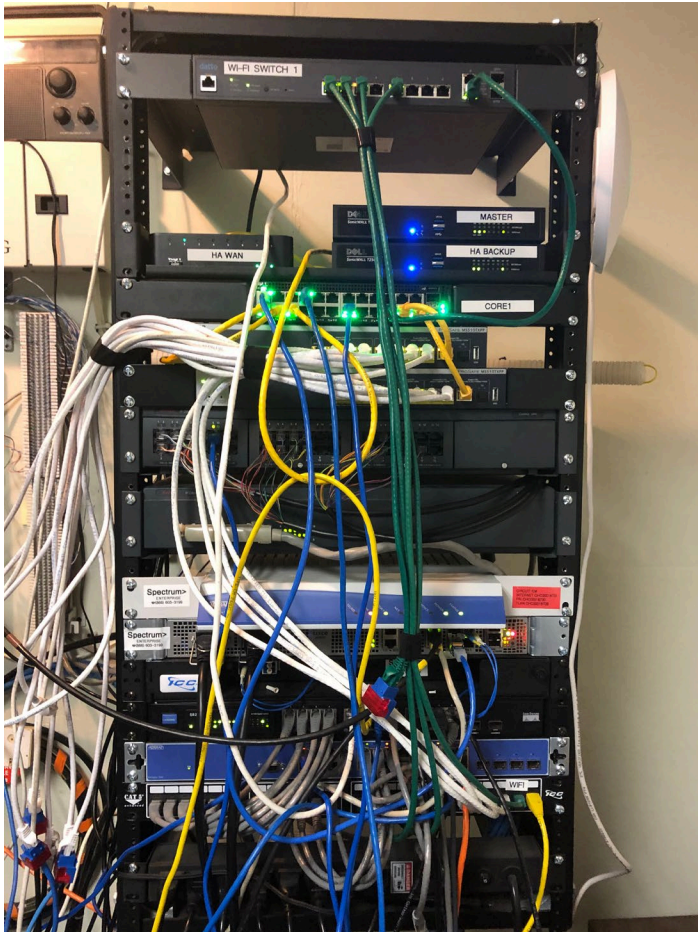
STARTING STATE – Main Office



A CLOSER LOOK

2700 Foothill Blvd, La Crescenta, CA 91214

BEFORE – Main Office



ISSUES

- ✗ Poor cable quality; exposed and fraying wires which increases risk service issues, such as poor connection, system interference and drop-offs
- ✗ Poor cable maintenance - Cables at risk of unintentional disconnection, increasing potential points of failure
- ✗ Networking equipment and servers were poorly organized with random placement, increasing difficulty in identification during IT maintenance and management

AFTER – Main Office



RESOLUTIONS

- ✓ All damaged hardware and cabling replaced
- ✓ Cable management installed for tangle free wire connection and proper upkeep
- ✓ Networking equipment and servers reorganized with color coordination by system type, eliminating unnecessary cross-cabling
- ✓ Networking equipment and servers labeled for quick and accurate identification

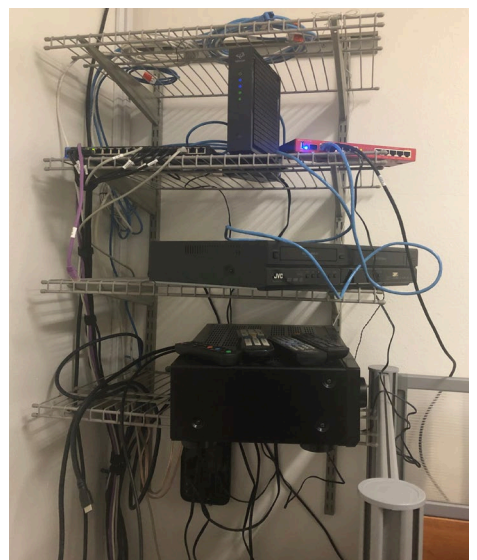
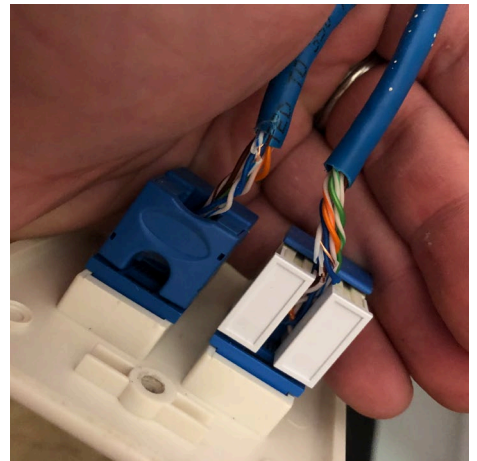
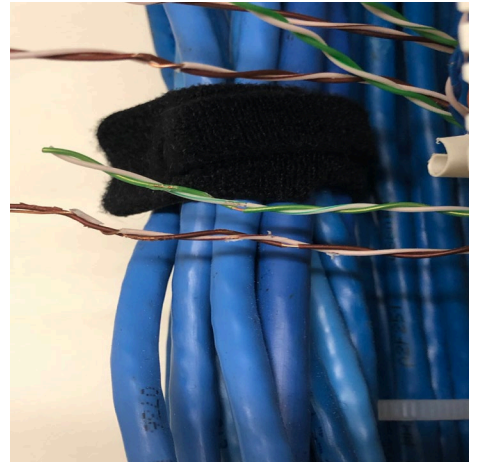
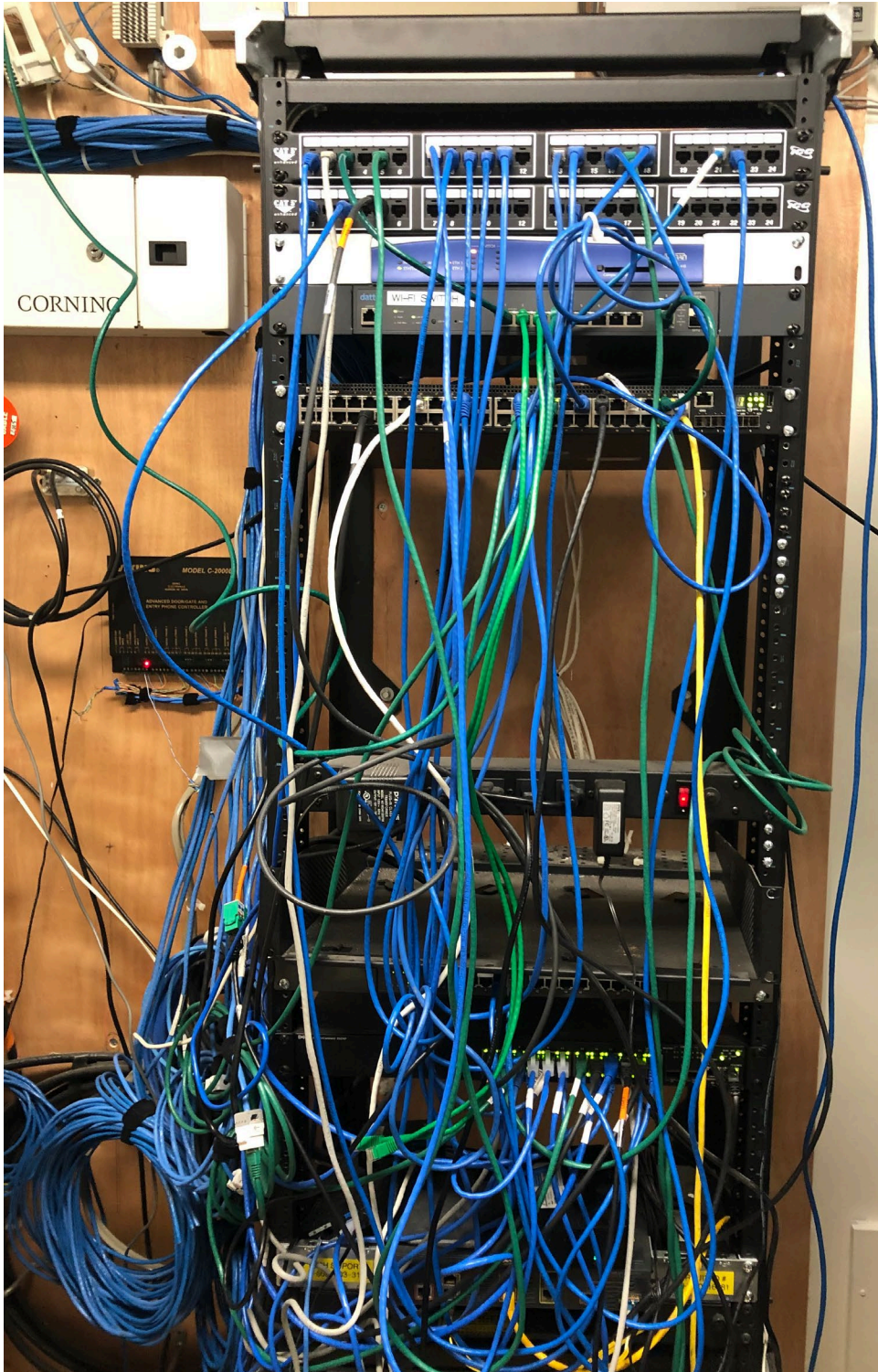
BENEFITS

- ✓ Improved networking
- ✓ Reduction of fail points risk
- ✓ Operational resiliency – Through direction from HIT, CVWD can troubleshoot hardware issues without requiring a technician on-site

A CLOSER LOOK

3730 Glenwood Ave, Glendale, CA 91214

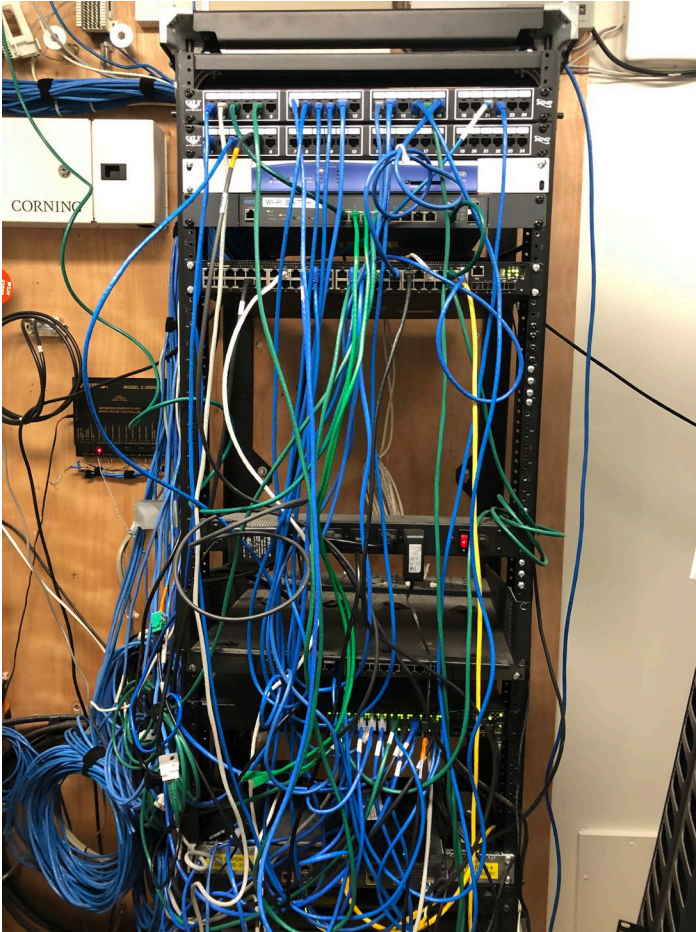
STARTING STATE - Plant



A CLOSER LOOK

3730 Glenwood Ave, Glendale, CA 91214

BEFORE - Plant



AFTER - Plant



***Note:** The same equipment and maintenance issues were found at the CVWD Plant. HIT implemented the same resolutions resulting in the same benefits as at the main office

APPENDIX

APPENDIX A – CUSTOMER SERVICE

Reliable Service (Internal & External)

24/7 Access via cvwd.com

✓ **Billing Statements**

With limitless accessibility to billing information, customers can keep up to date with account balances, removing the dependency on physical statements

✓ **Advanced Metering Infrastructure (AMI) Project**

With the implementation of AMI, CVWD will benefit from immediate data collection without need for on-site meter reading, resulting in faster service and enhance water conservation

✓ **Water Usage Reports**

Through AMI, Water Usage Reports will offer customers on-demand access to real-time water usage data, empowering them to make educated decisions regarding their personal consumption and adjust to fit their priorities. e.g. financial savings and/or conservation benefits. Additionally customers will be able to set up alerts that will notify them as they approach their preferred consumption limit

✓ **Web Bill Calculator**

Using data and rates from Water Usage Reports, customers will have a working tool to forecast upcoming water bill costs, allowing them to prepare and budget as necessary

Improved Communications

✓ **Notifications**

CVWD can keep customers informed of current or upcoming issues that will impact the community, such as repairs to water mains which may impede water services

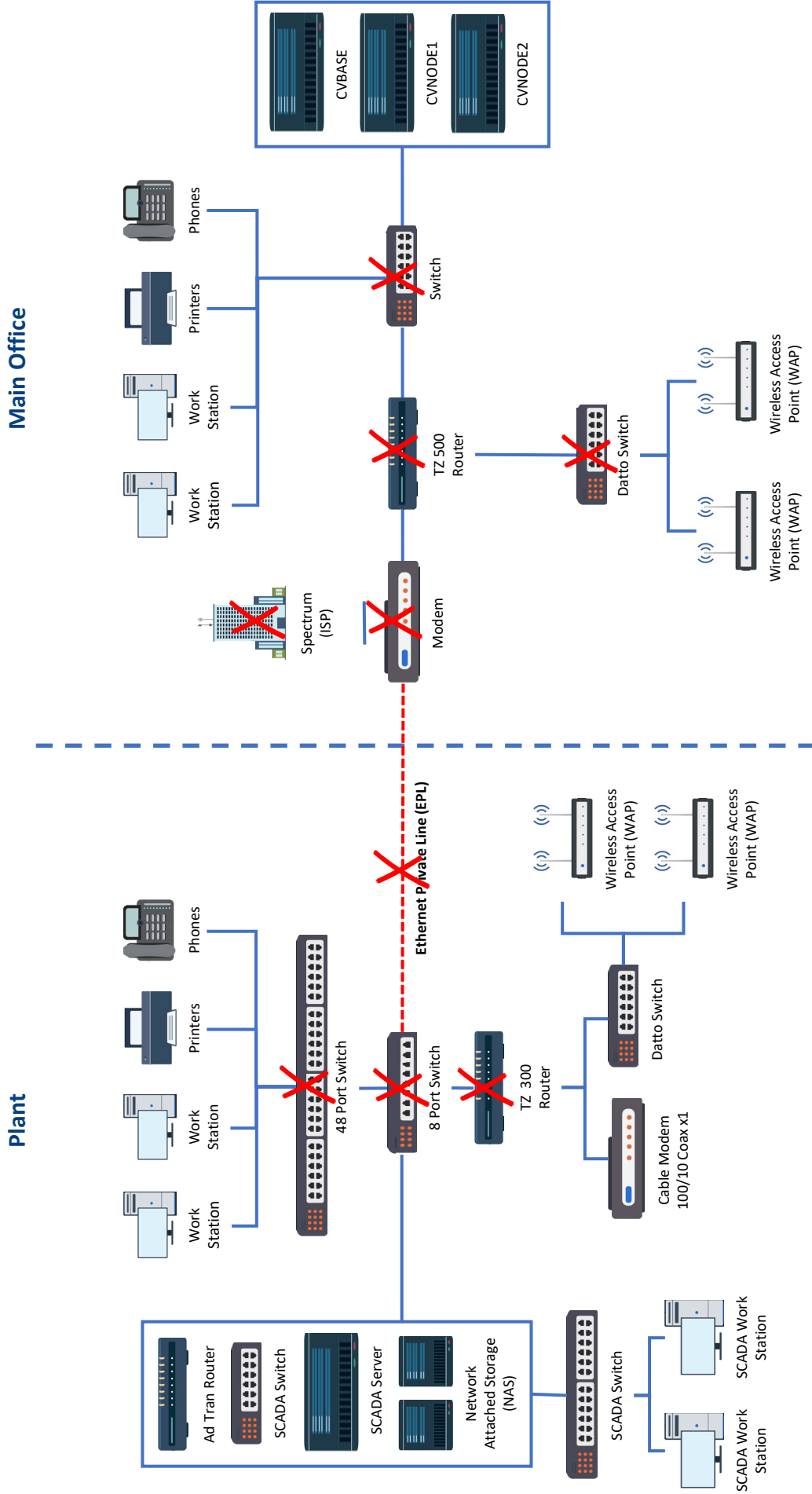
✓ **Educational Information**

Through cvwd.com, customers from an abundance of educational information and tools, covering a range of categories from conservation, to community outreach, to understanding Chloramine

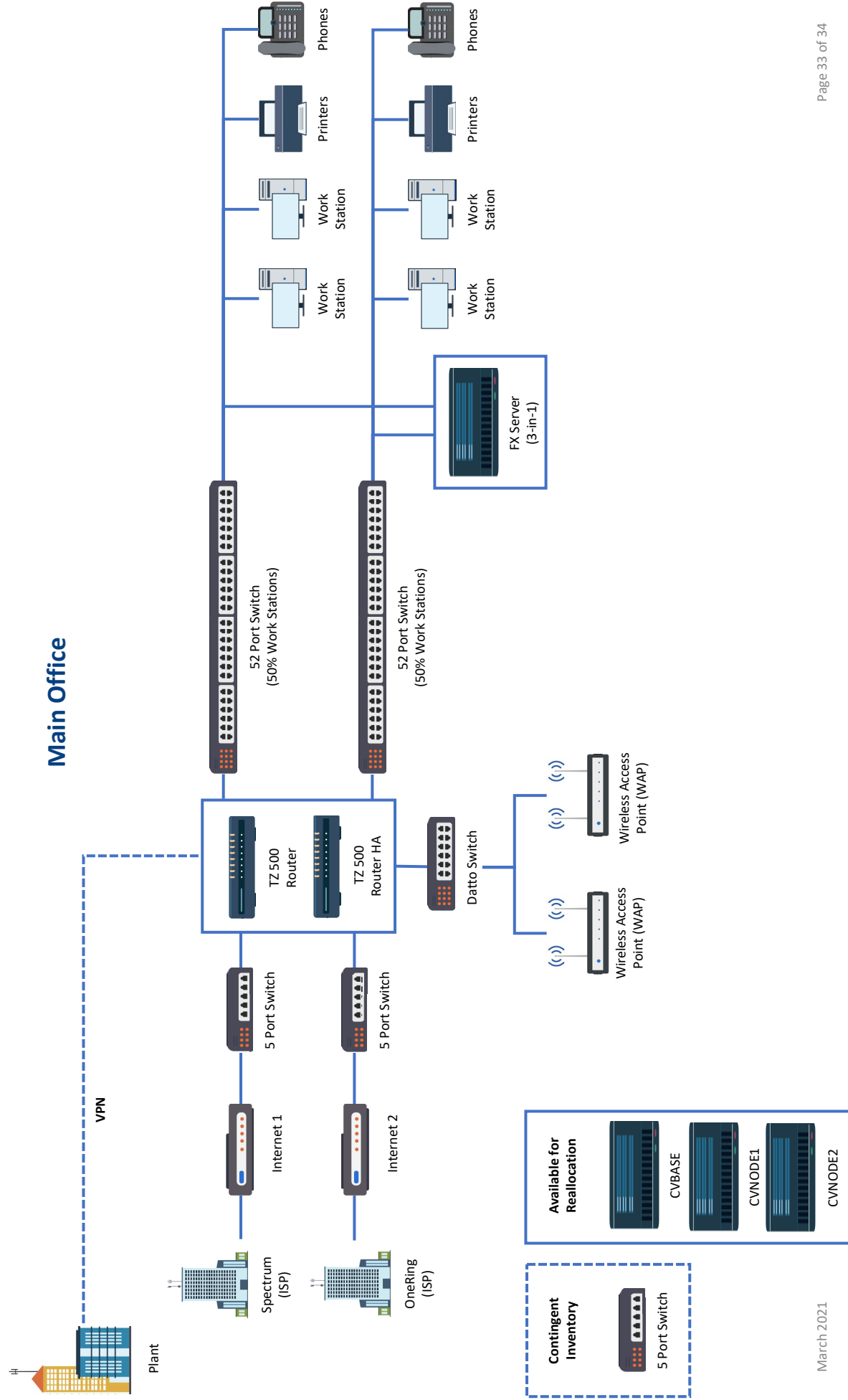
✓ **FAQs**

For added ease, cvwd.com offers a list of 28 frequently asked questions that will help customers with billing and payment, water quality and maintenance requests

APPENDIX B - NETWORK ARCHITECTURE (Starting State)



APPENDIX C - NETWORK ARCHITECTURE (Current State)



APPENDIX D - NETWORK ARCHITECTURE (Current State)

