

CRESCENTA VALLEY WATER DISTRICT

BOARD OF DIRECTORS - STAFF REPORT

Item No. 1
January 17, 2017

To: Honorable President and Members of the Board of Directors
From: Thomas A. Love, General Manager
Subject: **Strategic Planning Workshop #2 - Visioning**

ACTION ITEM:

1. **Strategic Planning Board Workshop** – Discussion of District mission and vision.

BACKGROUND:

On October 20th, 2015 the Board and General Manager identified development of an updated strategic plan as an objective to be completed in 2016. The Board discussed the strategic planning process on June 7, 2016 and provided direction to initiate the strategic planning process through a series of management staff workshops and focused Board workshops to be facilitated by the General Manager and Legal Counsel.

Leadership staff participated in three workshops on August 30th, October 7th and October 12th, 2016. The Leadership Team has reviewed the District's Mission Statement and conducted an analysis of strengths, weaknesses, opportunities and threats (SWOT analysis) including ranking by importance. The Leadership team also discussed a value statement (how we conduct business) and vision statement.

On December 2nd, 2016 the Board of Directors participated in a strategic planning workshop and discussed the District's Mission Statement and conducted a SWOT analysis. Summary notes of this workshop are attached. A notebook containing strategic planning reference information was provided to each Director at the December 2nd workshop. **(Directors, please bring this notebook to the January 17th workshop.)**

DISCUSSION:

The January 17th Strategic Planning Workshop #2 discussion items are as follows:

1. Introduction/Objectives
2. Review Mission Statement
3. Review of December 2nd Workshop
4. Vision Statement
5. Next Steps

Prepared & Submitted by:



Thomas A. Love, P.E.
General Manager

**Crescenta Valley Water District
Strategic Planning 2016
Board Workshop
December 2, 2016 9:00 a.m.
Summary Notes**

Attendees:

Directors; Kerry Erickson, James Bodnar, Judy Tejada, Mike Claessens.

Legal Counsel; Tom Bunn

Staff; Tom Love, Ron Mitchel, Christy Scott, Dennis Maxwell, David Gould, Mark Hass.

FMWD Director; Kathy Ross.

Introduction/Objectives:

Tom Love provided an overview of the strategic planning process, definition of strategic planning, purpose and reasons for strategic planning, keys to success, roles and expectations, and ground rules for the discussion.

Mission Statement review:

The district's mission statement was discussed in detail. Several descriptors were suggested for inclusion in the mission statement including:

Safe	Reliable	Affordable
Dependable	Quality	Environmental
Economic	Cost Effective	

The following mission statement represents the general consensus from the discussion:

"The mission of the Crescenta Valley Water District is to provide quality, water and wastewater, services to its customers (in the Crescenta Valley community) in a dependable and economically responsible manner."

Additional mission statement modifications will be discussed at a future workshop.

SWOT Analysis:

Strengths:

The group identified the following internal strengths of the district.

Good customer service

Redundant water supplies

Engaged Board

Proactive and innovative staff

Respect of the community

Utilizes mutual aid with neighboring agencies

Reliable sewer collection system

Long range financial planning

Ten year capital improvement plan	Effective use of grant funding
Effective water conservation programs	Transparent governance
Strong management staff	Community emergency preparedness
In house equipment and resources	Environmentally conscientious
Sustainable revenues	Engaged with FMWD
Effective risk management	Community outreach effort
Have a local water supply	Infrastructure redundancy
Hold financial reserves	Technical adaptiveness
Good water quality	Leadership in the Foothill water community
Professional presentation to customers and community (field personnel)	
Dedicated and knowledgeable employees	
District staff and board are “open” to the community	

Weaknesses:

The group identified the following weaknesses which are listed in order of the importance which was determined by consensus:

<u>Weakness</u>	<u>Importance</u>
Aging infrastructure (pipes, wells, water quality)	11
Workforce planning (aging workforce, loss of inst. Knowledge)	10
Governance (Board roles and responsibilities)	8
Lack of emergency planning	7
Lack of long term water supply planning	6
Ineffective internal communication	4
Low employee morale	4
Cost containment and customer perception	4
Workers compensation & liability claims	3
Limited grant funding	2
Ineffective public outreach	1
Lack of clear Board direction	0

Next Steps:

Future strategic planning discussion items:

- Visioning
- Re-evaluation of prioritization of weaknesses
- Goals and objectives
- Mission Statement
- Value Statement

Future Board strategic planning workshops will be scheduled on Tuesday evenings when regular Board meetings are not scheduled.