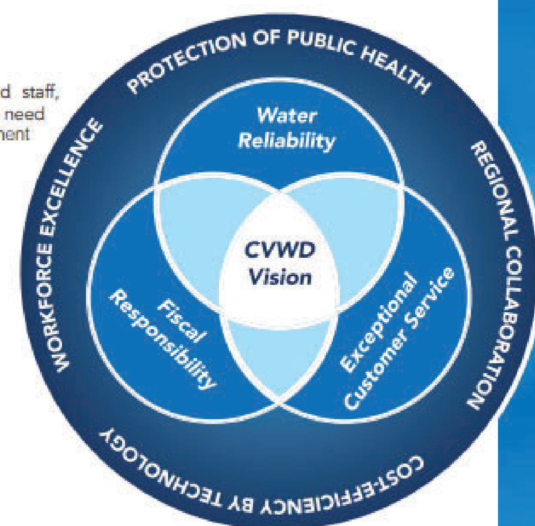
CVWD 2020 STRATEGIC PLAN UPDATE

REACHING THE VISION

The planning group, consisting of CVWD's Board and staff, conducted an EUM utility "self-assessment" to gauge need and performance in key areas. Based on the EUM assessment results, the areas of concern were prioritized as follows:



1. WS - Water Resource Sustainability
2. IS - Infrastructure Strategy & Performance
3. WQ - Water Quality
4. FV - Financial Viability
5. CS - Customer Satisfaction
6. SU - Stakeholder Understanding
7. ED - Employee Leadership & Development
8. ER - Enterprise Resiliency
9. OO - Operational Optimization
10. SS - Community Sustainability

Through open and honest dialogue, the planning group was able to deliberate and rank these critical issues. The group then established strategic goals and initiatives to address them. The roadmap for "moving from mission to vision" is illustrated in the strategy map on page 9. Specific details of each strategic goal begin on page 10.

As part of the Effective Utility Management process, CVWD will continue to measure success and adapt to fully execute the Strategic Plan. A Strategic Plan Update is scheduled in 2023 as part of our dedication to make this a living document.

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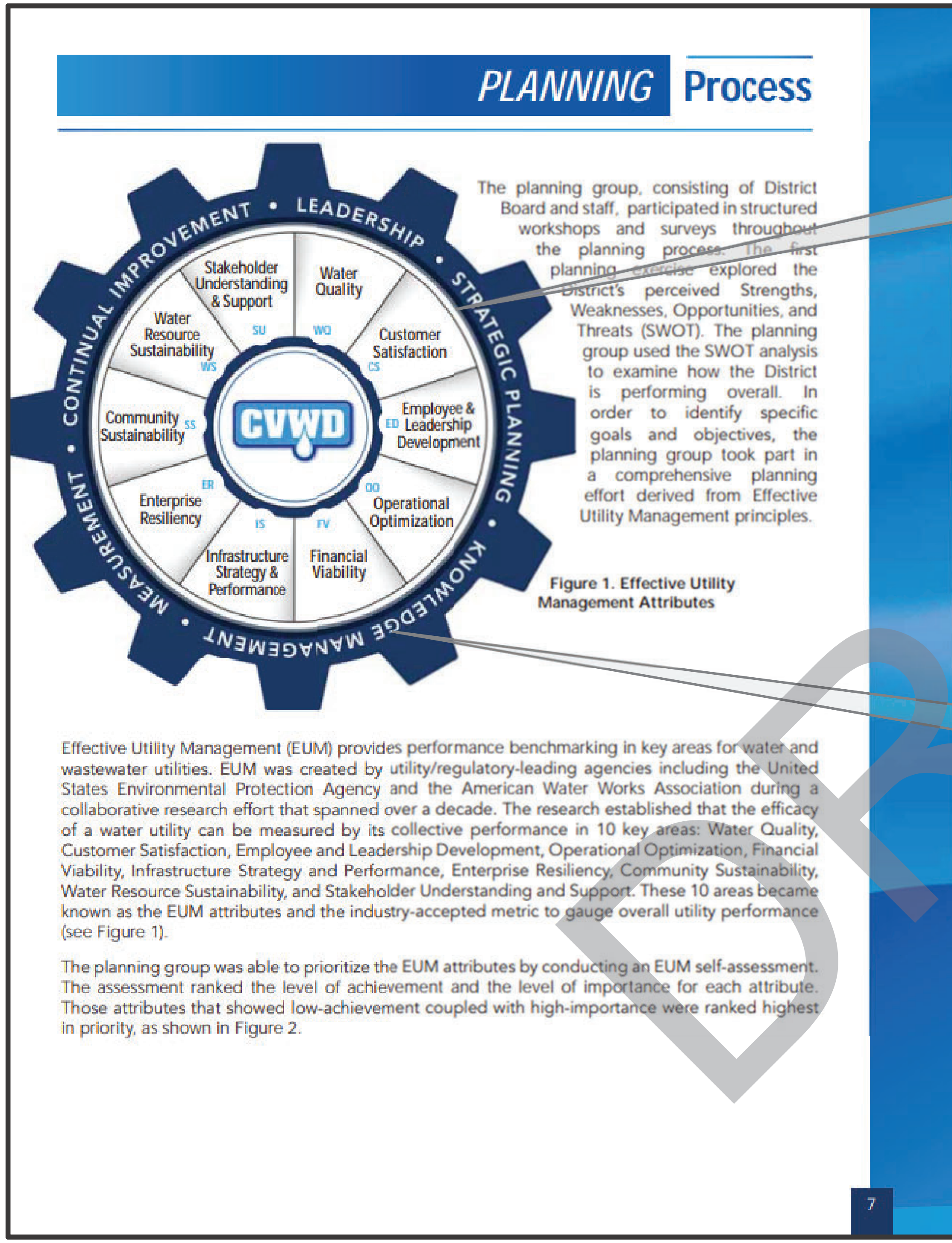


PLANNING Process

The planning group, consisting of District Board and staff, participated in structured workshops and surveys throughout the planning process. The first planning exercise explored the District's perceived Strengths, Weaknesses, Opportunities, and Threats (SWOT). The planning group used the SWOT analysis to examine how the District is performing overall. In order to identify specific goals and objectives, the planning group took part in a comprehensive planning effort derived from Effective Utility Management principles.

Figure 1. Effective Utility Management Attributes

Effective Utility Management (EUM) provides performance benchmarking in key areas for water and wastewater utilities. EUM was created by utility/regulatory-leading agencies including the United States Environmental Protection Agency and the American Water Works Association during a collaborative research effort that spanned over a decade. The research established that the efficacy of a water utility can be measured by its collective performance in 10 key areas: Water Quality, Customer Satisfaction, Employee and Leadership Development, Operational Optimization, Financial Viability, Infrastructure Strategy and Performance, Enterprise Resiliency, Community Sustainability, Water Resource Sustainability, and Stakeholder Understanding and Support. These 10 areas became known as the EUM attributes and the industry-accepted metric to gauge overall utility performance (see Figure 1).

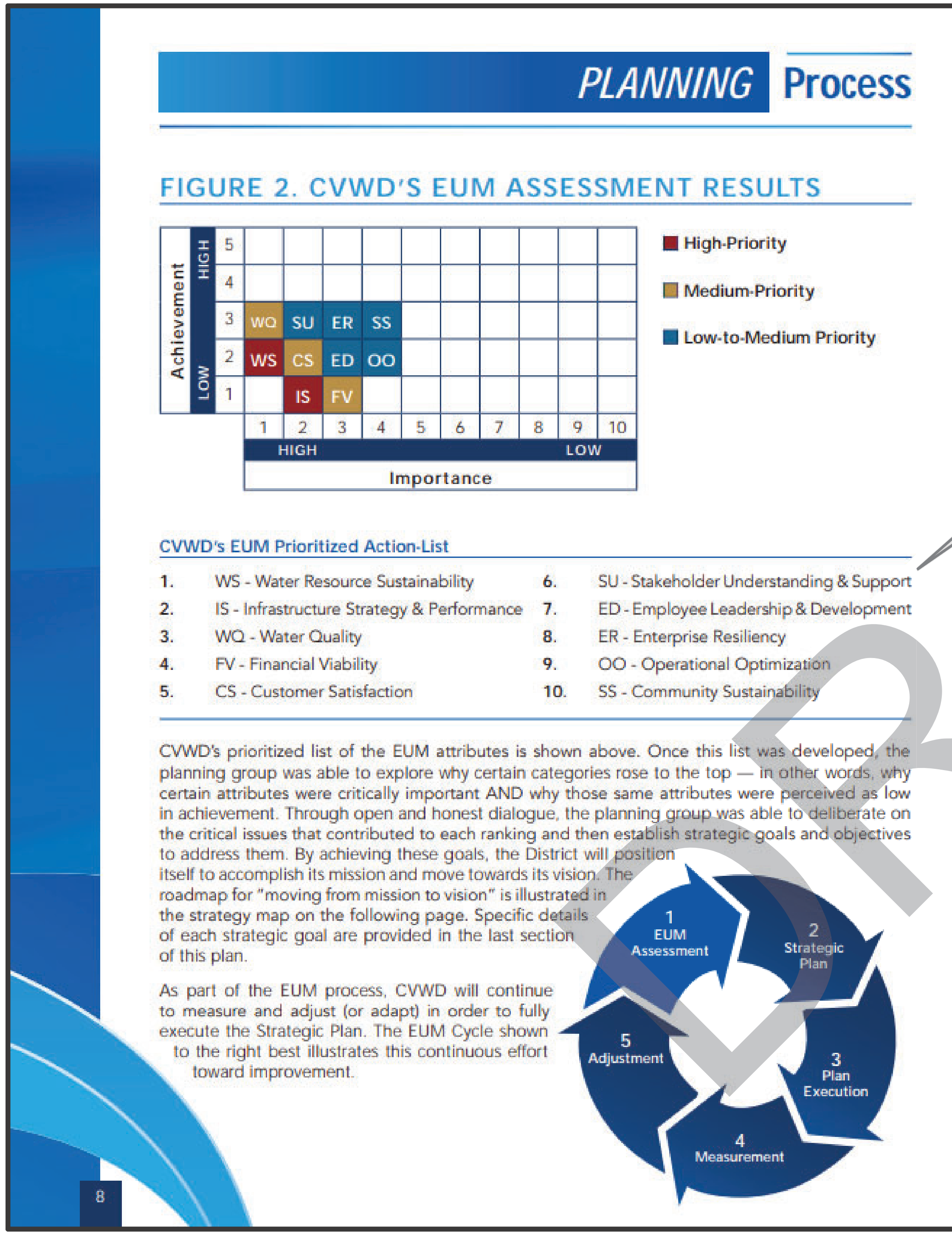
The planning group was able to prioritize the EUM attributes by conducting an EUM self-assessment. The assessment ranked the level of achievement and the level of importance for each attribute. Those attributes that showed low-achievement coupled with high-importance were ranked highest in priority, as shown in Figure 2.

EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTES

- Employee & Leadership Development
- Operational Optimization
- Financial Viability
- Infrastructure Strategy & Performance
- Enterprise Resiliency
- Community Sustainability
- Water Resource Sustainability
- Stakeholder Understanding & Support
- Water Quality
- Customer Satisfaction

FOUNDATIONAL ACTIONS OF EUM

- Strategic Planning
- Knowledge Management
- Measurement
- Continual Improvement
- Leadership



PLANNING Process

FIGURE 2. CVWD'S EUM ASSESSMENT RESULTS

Achievement		1	2	3	4	5	6	7	8	9	10
HIGH	5										
	4										
	3	WQ	SU	ER	SS						
	2	WS	CS	ED	OO						
LOW	1		IS	FV							
		HIGH								LOW	
		Importance									

- High-Priority
- Medium-Priority
- Low-to-Medium Priority

CVWD's EUM Prioritized Action-List

1. WS - Water Resource Sustainability
2. IS - Infrastructure Strategy & Performance
3. WQ - Water Quality
4. FV - Financial Viability
5. CS - Customer Satisfaction
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CVWD's prioritized list of the EUM attributes is shown above. Once this list was developed, the planning group was able to explore why certain categories rose to the top — in other words, why certain attributes were critically important AND why those same attributes were perceived as low in achievement. Through open and honest dialogue, the planning group was able to deliberate on the critical issues that contributed to each ranking and then establish strategic goals and objectives to address them. By achieving these goals, the District will position itself to accomplish its mission and move towards its vision. The roadmap for "moving from mission to vision" is illustrated in the strategy map on the following page. Specific details of each strategic goal are provided in the last section of this plan.

As part of the EUM process, CVWD will continue to measure and adjust (or adapt) in order to fully execute the Strategic Plan. The EUM Cycle shown to the right best illustrates this continuous effort toward improvement.

CVWD's EUM PRIORITIZED ACTIONS

1. WS- Water Resource Sustainability
2. IS – Infrastructure Strategy & Performance
3. WQ – Water Quality
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STRATEGY Map

CVWD created the strategy map shown below to illustrate how it will progress from accomplishing its mission to actualizing its vision. The map visualizes how each strategic goal and objective moves the District from mission to vision (from left to right on the map).

Mission	Strategic Goal & Supporting EUM Attribute(s)	Strategic Objective	Vision
"To provide quality water and wastewater services to the Crescenta Valley community in a dependable and economically responsible manner." MISSION	Reliable Water & Wastewater Service EUM: WS, IS	Long-term Water Reliability Infrastructure Reliability & Performance	"Secure sustainable water supplies and ensure infrastructure reliability, while furthering our commitment to accountability, transparency and cost-effectiveness." VISION
	Exceptional Customer & Community Service EUM: CS, SU	Customer Awareness Improve Service Offering Emergency Preparedness	
	Use of Technology for Cost-Efficiency EUM: OO, ER	Automated Metering Decision Support Software SCADA Management	
	Fiscal Responsibility EUM: FV	Financial Stability Equitable Cost of Service Asset Management	
	Protection of Public & Environmental Health EUM: WQ	Water Quality Compliance Comprehensive Regulatory Compliance (all programs)	
	Regional Collaboration & Synergy EUM: SS	Regional Partnerships Optimize Regional Assets Mutual-benefit Agreements	
	Employer & Workforce Excellence EUM: ED	Best-in-class Culture Mission Efficacy Safety-focused	

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

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

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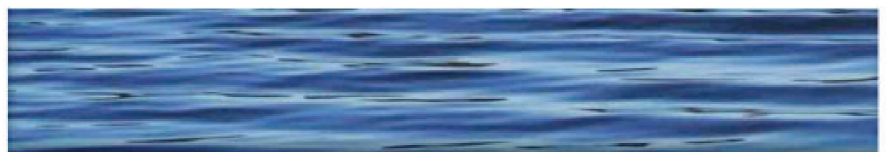
STRATEGIC GOALS:

1. Reliable Water and Wastewater Service
2. Exceptional Customer & Community Service
3. Use of Technology for Cost-Efficiency
4. Fiscal Responsibility
5. Protection of Public & Environmental Health
6. Regional Collaboration & Synergy
7. Employee & Workforce Excellence

STRATEGIC GOALS and Objectives

GOAL 1 Reliable Water & Wastewater Service

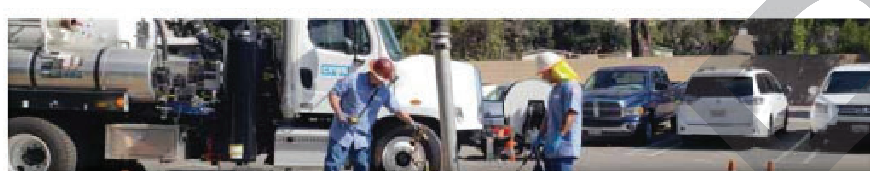


DEVELOP LONG-TERM WATER SUPPLY RELIABILITY

— Evaluate and restructure current water contracts and agreements to maximize reliability, cost-efficiency, and equity.

— Maintain current level of water efficiency and conservation which exceeds current regulatory requirements.

— Evaluate alternative water supply options including storm water recharge, conjunctive use, and indirect potable reuse (to maximize groundwater storage and production).



ENSURE INFRASTRUCTURE RELIABILITY AND PERFORMANCE

— Develop and implement a comprehensive infrastructure reliability plan (e.g. development of a 75-year pipeline replacement program with resulting funding requirement and finance options).

— Develop and implement preventative/predictive maintenance schedules for all major assets.

— Perform condition assessments on critical infrastructure.

— Procure on-call emergency construction services contract.

- Completed - In Progress or Planned

2020 Strategic Plan Completed Goals

Strategic Plan Update (2022-2024) Updated Goals

GOAL 1 Reliable Water & Wastewater Service

ENSURE INFRASTRUCTURE RELIABILITY AND PERFORMANCE

2020 Strategic Plan – Completed Goals

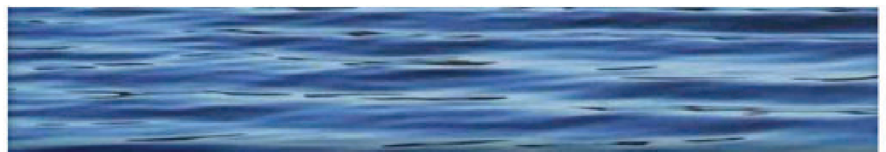
- Developed and implemented an infrastructure reliability plan called the "Road Map"
- Developed finance plan to support Road Map
- Secured a $5M Bond and a 3-year rate increase to support Road Map
- Implemented first phase of Road Map Capital Improvement Plan (CIP)
- Procured on-call emergency construction services contract
- Inspected and serviced back-up generators
- Developed system isolation plan for planned and emergency shutdowns at key reservoirs
- Developed and implemented various maintenance programs (motor, pumps, MCC, treatment process equipment)
- Created training plan modules for specialized operations (control valves, chemical feeds, Allen Bradley communication equipment)
- Completed Glenwood Forebay Inspection and Cleaning
- Completed SCADA upgrades at key facilities
- Created over 10 standard operating procedures (SOP's) on proper inspection, maintenance, and operation of critical infrastructure

Strategic Plan Update (2022-2024) – Updated Goals

- Develop and implement preventative/predictive maintenance schedules for all assets
- Perform condition assessment on critical infrastructure
- Implement 2022-2024 Road Map CIP
- Develop and implement a progressive wastewater system training program
- Standardize facility inspections and reports
- Continue development of SOP's on critical operations and maintenance

STRATEGIC GOALS and Objectives

GOAL 1 Reliable Water & Wastewater Service



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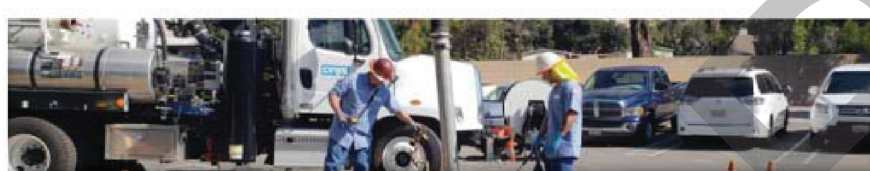

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2020 Strategic Plan Completed Goals

Strategic Plan Update (2022-2024) Updated Goals

GOAL 1 Reliable Water & Wastewater Service (Continued)

ENSURE INFRASTRUCTURE RELIABILITY AND PERFORMANCE

- 2020-2021 Maintenance Activities:
  - Sewer pipe cleaned: 106,700 feet
  - Sewer pipe inspected: 10,648 feet
  - Water services replaced: 126
  - Water meters replaced: 438
  - Water main repaired: 7
  - Water hydrants replaced: 11
  - Water hydrants painted: 60
  - Water valves exercised: 825
  - Water valves replaced: 4
- 2020-2021 Completed CIP:
  - 8" Main Replacement on Brookhill
  - 8" Main Replacement on Crescenta
  - 8" Main Replacement on Janet Lee
  - 8" Main Replacement on Rosemont
  - 10" Main Replacement on Encinal
  - 8" Main Replacement on El Caminito
  - Oak Creek Reservoir Rehabilitation
  - Markridge Reservoir Rehabilitation
  - Rosemont Reservoir Rehabilitation

STRATEGIC GOALS and Objectives

GOAL 1 Reliable Water & Wastewater Service

DEVELOP LONG-TERM WATER SUPPLY RELIABILITY

— Evaluate and restructure current water contracts and agreements to maximize reliability, cost-efficiency, and equity.

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2020 Strategic Plan Completed Goals	Strategic Plan Update (2022-2024) Updated Goals

GOAL 1 Reliable Water & Wastewater Service (Continued)

DEVELOP LONG-TERM WATER SUPPLY RELIABILITY

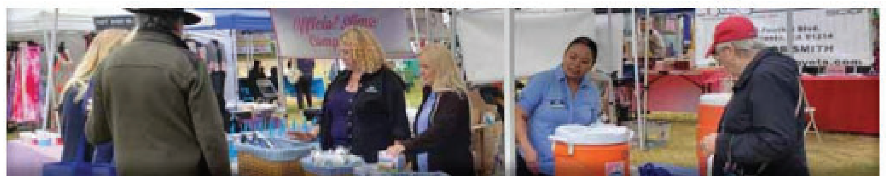
2020 Strategic Plan – Completed Goals

- Maintained current level of water efficiency and conservation which exceeds current regulatory requirements
- Initiated discussions with regional stakeholder regarding water rights that impact potential recharge in the Verdugo Basin

Strategic Plan Update (2022-2024) – Updated Goals

- Continue to pursue stormwater recharge
- Evaluate and restructure contracts and agreements to maximize water supply reliability, cost-efficiency, and equity.
- Evaluate alternative water supply options including conjunctive use and indirect potable reuse (to maximize GW storage and production)
- Evaluate wastewater treatment and recycled water options
- Prepare an Integrated Water Resources Plan
- Reconcile water rights to support conjunctive use programs and other beneficial use
- Establish working groups to facilitate regional water resource planning and development

GOAL 2 Exceptional Customer & Community Service



INCREASE CUSTOMER AWARENESS

- Develop and implement outreach plan to increase awareness.
- Develop and deploy customer survey to optimize communication strategy.
- Establish Community Advisory Committee to educate and solicit feedback from community on key issues.
- Deploy technology upgrades to use automated communication to increase efficiency and enhance customer outreach.
- Assess and upgrade usability and functionality of CVWD website.

- Completed - In Progress or Planned

2020 Strategic Plan

Completed Goals

Strategic Plan Update (2022-2024)

Updated Goals

GOAL 2 Exceptional Customer & Community Service

INCREASE CUSTOMER AWARENESS

2020 Strategic Plan – Completed Goals

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

Strategic Plan Update (2022-2024) – Updated Goals

- Conduct CVWD Facilities Tour for the Community
- Complete the Education Center at Main Office
- Implement new District logo/rebranding
- Create welcome package for new customers
- Increase bill messaging about water use
- Automate after-hours messages on email
- Develop and promote water and wastewater education videos online
- Deploy WBIC program
- Increase educational outreach targeting programs in schools K-12
- Evaluate and deploy other social media outlets
- Continue/increase community awareness on CVWD services, mission, vision, and values
- Update FAQs and “cheat sheet” for staff to answer common questions from the public

GOAL 2 Exceptional Customer & Community Service

IMPROVE CUSTOMER SERVICE

- Develop and implement various online customer service features (e.g. payment, notifications, new accounts).
- Develop webpage to improve consultant, contractor, and developer experience related to engineering and construction projects.
- Assess efficacy of third-party billing provider and rotate the provider as appropriate, targeting 10% reduction in cost.

IMPROVE EMERGENCY PREPAREDNESS

- Develop proficiency in National Incident Management System and Incident Command System.
- Develop and participate in regional emergency preparedness stakeholder group, such as CERT (Community Emergency Response Team).

IMPROVE COMMUNITY STEWARDSHIP

- Develop Community Stewardship Volunteer Program (matching employee volunteer interests with in-kind community needs, outside of working hours).

- Completed - In Progress or Planned

2020 Strategic Plan
Completed Goals

Strategic Plan Update (2022-2024)
Updated Goals

GOAL 2 Exceptional Customer & Community Service (Continued)

IMPROVE CUSTOMER SERVICE

2020 Strategic Plan – Completed Goals

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

Strategic Plan Update (2022-2024) – Updated Goals

- Develop and implement customer service training
- Initiate Smart Water Customer engagement

GOAL 2 Exceptional Customer & Community Service

IMPROVE CUSTOMER SERVICE

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— Develop webpage to improve consultant, contractor, and developer experience related to engineering and construction projects. ✔

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IMPROVE COMMUNITY STEWARDSHIP

— Develop Community Stewardship Volunteer Program (matching employee volunteer interests with in-kind community needs, outside of working hours). ✔

✔ - Completed ➔ - In Progress or Planned

2020 Strategic Plan
Completed Goals

Strategic Plan Update (2022-2024)
Updated Goals

GOAL 2 Exceptional Customer & Community Service (Continued)

IMPROVE EMERGENCY PREPAREDNESS

2020 Strategic Plan – Completed Goals

- Conducted National Incident Management System and Incident Command System Training
- Updated Employee ID's and Badges for site access during emergencies
- Provided magnetic CVWD car decals for personal vehicles for site access during emergencies
- Implemented Pandemic Emergency Policies
- Developed and implemented alternate work schedules during the pandemic
- Developed and completed the Local Hazard Mitigation Plan (LHMP)
- Completed the Operational Contingency & Resiliency Plan

Strategic Plan Update (2022-2024) – Updated Goals

- Participate in CERT
- Conduct table-top exercise with Regional Stakeholders
- Conduct District wide emergency preparedness training
- Establish and equip a physical location for EOC/ICC
- Prepare an EOC/ICC District Manual
- Prepare CVWD emergency plan
- Develop training and table-top simulation for sanitary sewer overflow (SSO) response

IMPROVE COMMUNITY STEWARDSHIP

2020 Strategic Plan – Completed Goals

- Hosted a regional Blood Drive
- Hosted a regional Can Food Drive
- Developed and implemented a High School Student Mentorship/Scholarship Program

Strategic Plan Update (2022-2024) – Updated Goals

- Veterans Day Fund Raiser for VFW
- Wounded Warrior Project
- Continue annual programs:
  - Blood Drive
  - Canned Food Drive
  - Student Career Development and Leadership Program (2.0)

GOAL 3 Efficiency Through Technology

EVALUATE AUTOMATED METERING INFRASTRUCTURE (AMI)

- Develop business case and next steps for AMI.
- Use smart meters to provide timely information to customers (e.g., high water use, leak detection, operations updates, customer messaging).

DEVELOP ENERGY EFFICIENCY MEASURES

- Evaluate energy provider options (e.g. Southern California Edison and Clean Power Alliance).
- Perform energy audit to identify potential cost-savings.
- Evaluate renewable energy options (e.g. solar).

OPTIMIZE BUSINESS SOFTWARE TO MAXIMIZE FUNCTIONALITY

- Implement modules to facilitate asset management and operational efficiency (fleet management, Dig-alerts, LIMS).
- Implement appropriate updates to the customer-service and accounting information system (Springbrook).

- Completed - In Progress or Planned

2020 Strategic Plan Completed Goals

Strategic Plan Update (2022-2024) Updated Goals

GOAL 3 Efficiency Through Technology

EVALUATE AUTOMATED METERING INFRASTRUCTURE (AMI)

2020 Strategic Plan – Completed Goals	Strategic Plan Update (2022-2024) – Updated Goals
• Developed business case and next steps for AMI • Completed backbone network and infrastructure for AMI • Selected customer engagement platform for AMI (WaterSmart)	• Full AMI Deployment • Evaluate options to accelerate AMI deployment • Use smart meters to provide timely updates to customers (e.g. high water use, leak detection, emergency operations)

DEVELOP ENERGY EFFICIENCY MEASURES

2020 Strategic Plan – Completed Goals	Strategic Plan Update (2022-2024) – Updated Goals
• Evaluated energy provider options (Southern California Edison and Clean Power Alliance) • Evaluated Demand Response Program	• Perform energy audit to identify potential cost-savings • Evaluate renewable energy options (e.g. solar)

OPTIMIZE BUSINESS SOFTWARE TO MAXIMIZE FUNCTIONALITY

2020 Strategic Plan – Completed Goals	Strategic Plan Update (2022-2024) – Updated Goals
• Implemented updates to customer service and accounting information system (Springbook)	• Implement modules to facilitate asset management and operational efficiency • Accounts Payable (AP) optimization and automation • Payroll automation • Evaluate project management software for interdepartmental use

GOAL 3 Efficiency Through Technology

EFFECTIVE MANAGEMENT OF SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA) PROGRAM

— Improve efficiency and long-term management of SCADA hardware, programing, and integration by migrating from a sole-source to open-source standardized platform, targeting greater than 5% cost savings.

IMPROVE COMMUNICATION RELIABILITY

— Upgrade connectivity and reliability of District communication devices and network.

IMPROVE DATABASE MANAGEMENT

— Streamline data input, access and reporting across all departments. Deploy use of handheld devices to increase efficiency and accuracy.

- Completed - In Progress or Planned

2020 Strategic Plan Completed Goals

Strategic Plan Update (2022-2024) Updated Goals

GOAL 3 Efficiency Through Technology (Continued)

SCADA PROGRAM

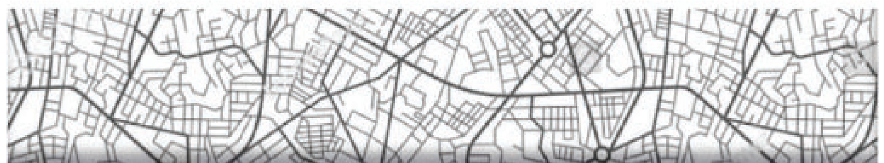
2020 Strategic Plan Completed Goals	Strategic Plan Update (2022-2024) Updated Goals
• Improved efficiency, reliability, and long-term management of SCADA hardware, programming, and integration by migrating to open-source platform	• Continue implementing SCADA builds and upgrades

IMPROVE COMMUNICATION RELIABILITY

2020 Strategic Plan Completed Goals	Strategic Plan Update (2022-2024) Updated Goals
• Upgraded connectivity and reliability of District communication network • Completed IT Master Plan	• Fully implement voice over internet protocol (VOIP) • Implement on-going IT security maintenance and upgrades • Complete communication links site-to-site • Update and test HAM Radio System

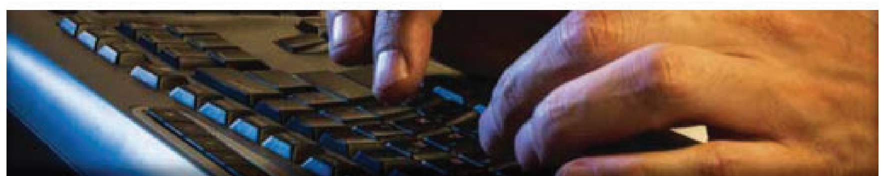
IMPROVE DATABASE MANAGEMENT

2020 Strategic Plan Completed Goals	Strategic Plan Update (2022-2024) Updated Goals
• Streamlined data input and reporting • Deployed use of handheld devices	• Streamline water quality data input and reporting • Audit and reconcile customer account information • Utilize handheld devices for data management



DEVELOP GRAPHICAL INFORMATION SYSTEM (GIS)

— Deploy GIS system to improve data integration (e.g. mapping, assets, geographic location, data-management) and analytics. ✓



DEVELOP DECISION-SUPPORT MODELING TOOLS

— Update water system hydraulic model. ✓
— Update groundwater model. ➔
— Develop system optimization tool. ✓

✓ - Completed ➔ - In Progress or Planned

2020 Strategic Plan
Completed Goals

Strategic Plan Update (2022-2024)
Updated Goals

GOAL 3 Efficiency Through Technology (Continued)

DEVELOP GRAPHICAL INFORMATION SYSTEM (GIS)

2020 Strategic Plan – Completed Goals

- Developed and refined GIS system and database
- Partnered with FMWD on GIS tasking and staffing

Strategic Plan Update (2022-2024) – Updated Goals

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

DEVELOP DECISION-SUPPORT MODELING TOOLS

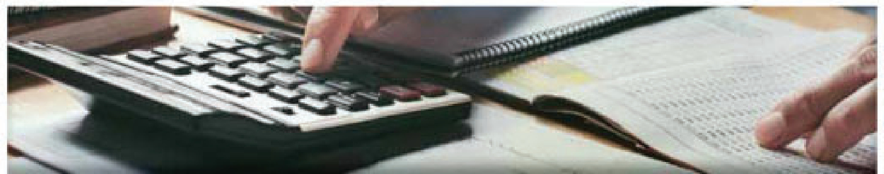
2020 Strategic Plan – Completed Goals

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

Strategic Plan Update (2022-2024) – Updated Goals

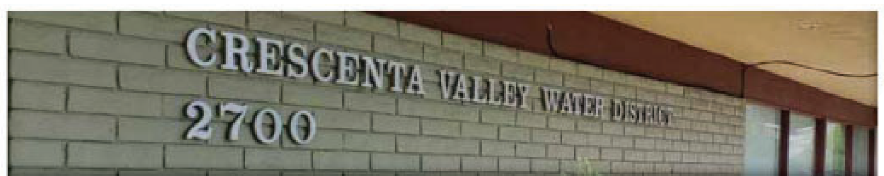
- Develop sewer system model and complete sewer master plan
- Leverage water system optimization model
- Update groundwater model

GOAL 4 Fiscal Responsibility



IMPROVE FINANCIAL STABILITY

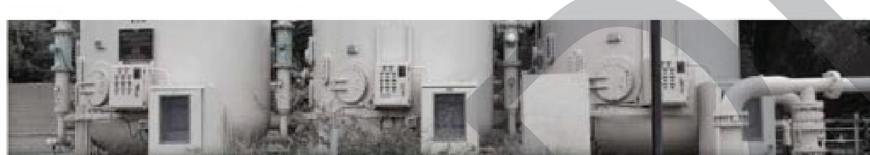
— Review reserve target levels. If needed, revise and re-establish reserve target levels to support financial stability, operational resiliency, and infrastructure reliability.



ENSURE EQUITABLE COST OF SERVICE

— Ensure fees, rates, and charges provide adequate revenue to cover the District's cost of service, including infrastructure.

— Ensure fees, rates, and charges are distributed equitably among all customers (conduct cost-of-service study).



IMPLEMENT ASSET MANAGEMENT

— Develop and implement an effective strategy to optimize real estate assets.

— Develop tools to maximize the useful life and benefit of all District assets.

— Develop and implement preventive/predictive maintenance and replacement programs for all major assets (e.g. wells, pipelines, reservoirs, pump stations).

- Completed - In Progress or Planned

2020 Strategic Plan
Completed Goals

Strategic Plan Update (2022-2024)
Updated Goals

GOAL 4 Fiscal Responsibility

IMPROVE FINANCIAL STABILITY

2020 Strategic Plan – Completed Goals

- Reduced District obligation for future Other Postemployment Benefits (OPEB)
- Reviewed and revised reserve target policies
- Obtained higher credit rating with Standard and Poors
- Obtained a $5M Bond to fund infrastructure reliability projects and operating costs
- Raised rates (3-yr plan) to fund infrastructure reliability projects and operating costs

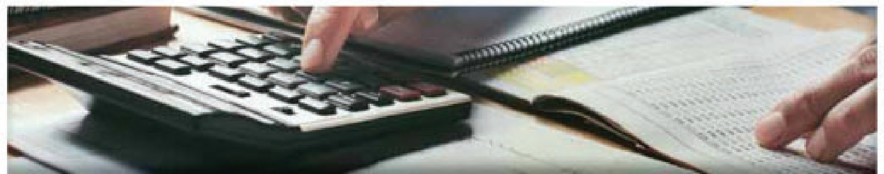
Strategic Plan Update (2022-2024) – Updated Goals

- Evaluate and develop department budgets

ENSURE EQUITABLE COST OF SERVICE

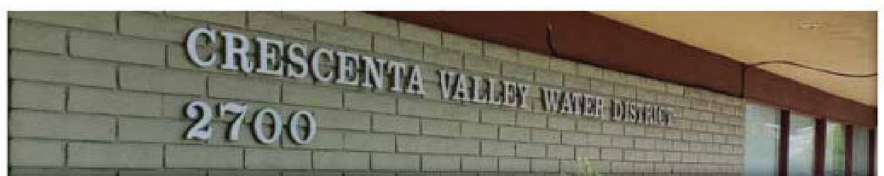
- Completed Cost of Service Study
- Updated development fees for cost recovery

GOAL 4 Fiscal Responsibility



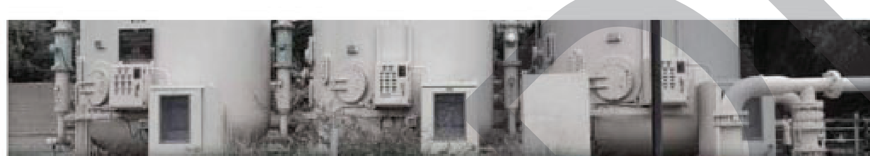
IMPROVE FINANCIAL STABILITY

- Review reserve target levels. If needed, revise and re-establish reserve target levels to support financial stability, operational resiliency, and infrastructure reliability.



ENSURE EQUITABLE COST OF SERVICE

- Ensure fees, rates, and charges provide adequate revenue to cover the District's cost of service, including infrastructure.
- Ensure fees, rates, and charges are distributed equitably among all customers (conduct cost-of-service study).



IMPLEMENT ASSET MANAGEMENT

- Develop and implement an effective strategy to optimize real estate assets.
- Develop tools to maximize the useful life and benefit of all District assets.
  - Develop and implement preventive/predictive maintenance and replacement programs for all major assets (e.g. wells, pipelines, reservoirs, pump stations).

- Completed - In Progress or Planned

2020 Strategic Plan

Completed Goals

Strategic Plan Update (2022-2024)

Updated Goals

GOAL 4 Fiscal Responsibility (Continued)

IMPLEMENT ASSET MANAGEMENT

2020 Strategic Plan – Completed Goals

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

Strategic Plan Update (2022-2024) – Updated Goals

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

ENHANCE FINANCIAL REPORTING

— Improve job costing, tracking, and analytics.

— Increase transparency, frequency, and accessibility of reporting to all stakeholders (e.g. department-level budgets, updated chart of accounts for accounts payable, etc.).

IDENTIFY COST-RECOVERY OR COST-SAVING MEASURES

— Evaluate lease option for District fleet (vehicles).

— Evaluate and renegotiate contracts with suppliers, vendors, and service providers (including financial institutions).

— Evaluate current Engineering Design Standards and Approved Materials to identify potential cost-savings (e.g. pipeline material, project delivery methods).

— Pursue grants and other funding programs to support District projects and programs.

— Ensure appropriate level of risk transfer with contractors and consultants by centralizing and updating professional services contracts.

— Reduce total uncollected revenue from delinquent accounts by 10%, by restructuring deposit requirement and collection process.

- Completed - In Progress or Planned

2020 Strategic Plan
Completed Goals

Strategic Plan Update (2022-2024)
Updated Goals

GOAL 4 Fiscal Responsibility (Continued)

ENHANCE FINANCIAL REPORTING

2020 Strategic Plan – Completed Goals

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

Strategic Plan Update – Updated Goals

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

IDENTIFY COST-RECOVERY OR COST-SAVING MEASURES

2020 Strategic Plan – Completed Goals

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

Strategic Plan Update – Updated Goals

- Evaluate current Engineering Design Standards and Approved Materials to identify cost-savings
- Ensure appropriate level of risk transfer with contractors and consultants by centralizing and updating professional services contracts
- Reduce banking charges
- Continue to pursue grants
- Pursue Arrearage Recovery
- Implement water system optimization
- Evaluate, develop, and implement procurement and contracting BMPs
- Establish business case analyses/processes
- Evaluate and implement annexation of 15 water services into City of Glendale
- Deploy near-term action plan to reduce operating costs/mitigate lower water sales
- Pursue Arrearage Program funding for delinquent accounts

GOAL 5 Protection of Public & Environmental Health

ENSURE WATER QUALITY COMPLIANCE

- Improve efficiency of samples required by DDW
- Develop facilities to convert system to Chloramination.
- Develop facilities to treat nitrates with bio-remediation (zero waste flow).
- Comply with new regulations.
- Improve water mixing in key reservoirs.
- Implement zero-waste hydrant flushing program.

- Completed - In Progress or Planned

2020 Strategic Plan

Completed Goals

GOAL 5 Protection of Public & Environmental Health

ENSURE WATER QUALITY COMPLIANCE

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

Strategic Plan Update (2022-2024)

Updated Goals

- Update backflow software and training
- Implement flushing program
- Continue to monitor and convert system to chloramination

ENSURE DISTRICT-WIDE REGULATORY COMPLIANCE

— Establish clearinghouse of all permits.
— Create and implement master-schedule for all permits.

EVALUATE GREEN POWER ALTERNATIVES

— Determine appropriate level of sourcing environmentally-friendly electrical power.

- Completed - In Progress or Planned

2020 Strategic Plan

Completed Goals

Strategic Plan Update (2022-2024)

Updated Goals

GOAL 5 Protection of Public & Environmental Health (Continued)

ENSURE DISTRICT-WIDE REGULATORY COMPLIANCE

- Establish clearinghouse of all permits
- Create and implement master-schedule for all permits
- Establish and maintain clearinghouse to track Employee Certificates and Licensure
- Crosstrain in regulatory compliance
- Create SOPs for regulatory compliance processes
- Implement cloud-based LIMS
- Develop water quality dashboard for Operators

EVALUATE GREEN POWER ALTERNATIVES

2020 Strategic Plan Completed Goals:

- Determined policy for level of green energy sourcing

Strategic Plan Update (2022-2024) Updated Goals:

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

GOAL 6 Regional Collaboration & Synergy

DEVELOP AND PARTICIPATE IN PROGRAMS TO MAXIMIZE REGIONAL COLLABORATION

- Create partnerships to optimize regional assets (supply, conveyance, and storage) and develop equitable contracts for cost recovery.
- Actively participate in regional, local, and multi-agency stakeholder meetings.
- Establish mutual aid agreements with regional stakeholders.

- Completed - In Progress or Planned

2020 Strategic Plan

Completed Goals

Strategic Plan Update (2022-2024)

Updated Goals

GOAL 6 Regional Collaboration & Synergy

DEVELOP AND PARTICIPATE IN PROGRAMS TO MAXIMIZE REGIONAL COLLABORATION

2020 Strategic Plan – Completed Goals

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

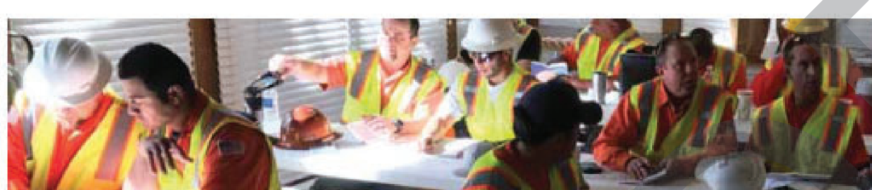
Strategic Plan Update (2022-2024) – Updated Goals

- Create partnerships to optimize regional assets (supply, conveyance, and storage) and develop equitable contracts for cost recovery
- Conduct field trips and meet with operational counterparts at regional water and wastewater agencies

GOAL 7 Employer & Workforce Excellence

DEVELOP BEST-IN-CLASS CULTURE

— Develop, adopt, and integrate core values.
— Establish cohesion through organized team-building events.
— Revamp performance evaluation process to facilitate transparency, accountability, and professional development.
— Encourage outreach to qualified women and minorities to continue fostering diversity in the workplace.



DEVELOP SAFETY-ORIENTED WORKFORCE

— Perform on-going safety basics training.
— Develop messaging and programming to instill safety mindset.

- Completed - In Progress or Planned

2020 Strategic Plan

Completed Goals

Strategic Plan Update (2022-2024)

Updated Goals

GOAL 7 Employer & Workforce Excellence

DEVELOP BEST-IN-CLASS CULTURE

Completed Goals

- Developed, adopted, and integrated organizational values
- Implemented monthly All-Hands meetings
- Implemented annual 1-on-1 meetings with GM
- Implemented Admin/HR "tailgate" weekly meetings
- Established cohesion through team-building events (Chili Cook-off, Pancake Breakfast)
- Revamped performance evaluation process to facilitate transparency, accountability, and professional development
- Encouraged outreach to qualified woman and minorities in the workplace
- Conducted Diversity Awareness Training through "Gumbo Event"
- Partook in 21-day Racial Equity & Social Justice Challenge
- Conducted 7-Day Communications Challenge
- Implemented Wellness Program (Weight-loss challenge, mind & soul forum)
- Created "Shelter-at-Home Cookbook"
- Implemented "Time Capsule Event"
- Implemented Employee Spotlight of the Month

Updated Goals

- Identify and develop employee recognition programs
- Develop District Intranet
- Conduct HR Open House
- Develop and implement annual Employee survey
- Conduct Wellness Webinars and Challenges
- Establish team-building goals and programming
- Cross-train all managers in HR training
- Develop and implement company culture and morale program
- Improve communication and collaboration across organizational levels
- Create tailored training regimens for all organization levels and staff
- Establish an employees-based Leadership and Professional Growth Committee

DEVELOP SAFETY-ORIENTED WORKFORCE

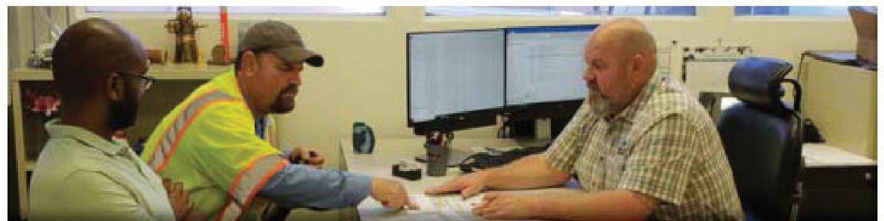
Completed Goals

- Performed on-going safety training
- Developed messaging and programming to instill safety mindset

Updated Goals

- Review and update safety program
- Assign safety program administrator
- Update safety program SOPs
- Identify needs for heavy equipment training
- Digitize SDS Sheets

GOAL 7 Employer & Workforce Excellence



PRODUCTIVITY AND MISSION EFFICACY

- Conduct organizational structure assessment and reallocate human and financial resources to execute the current strategic plan and attain long-term vision for the District. ✓
- Update Human Resources Department processes and procedures in accordance with best management practices. ✓
- Develop succession plan in key areas. ✓
- Cross-train staff to accelerate individual development and improve staffing flexibility and coverage. ✓
- Develop standard operating procedures across all departments. ✓

CVWD SLOGAN CONTEST

CVWD employees participated in a contest to create a slogan that reflects the District's mission and values. The slogans below were selected as the winners.

"CVWD...working hard, working smart, working together!"

"Dedicated to Purpose, Driven by Passion, Unified in Service. We are CVWD."

✓ - Completed ➔ - In Progress or Planned

2020 Strategic Plan

Completed Goals

Strategic Plan Update (2022-2024)

Updated Goals

GOAL 7 Employer & Workforce Excellence (Continued)

PRODUCTIVITY AND MISSION EFFICACY

2020 Strategic Plan – Completed Goals

- Conducted organizational structure assessment and reallocated resources to execute strategic plan
- Successfully negotiated and approved an MOU between represented employees and the District
- Successfully negotiated and approved a Terms of Employment with the Management Group
- Updated HR department processes, procedures, and programs to align with BMPs
- Implemented a 9/80 work schedule
- Cross-trained staff to accelerate individual development and improve staffing flexibility and reliability
- Developed SOP's across all departments

Strategic Plan Update (2022-2024) – Updated Goals

- Assess Department processes and compare with industry best practice and peers
- Evaluate project management software for interdepartmental use
- Continue to implement succession planning in critical areas
- Continue emphasis and training on interdepartmental collaboration and communication
- Develop individual goal portfolios for each employee
- Update job descriptions consistent with mission and vision
- Develop and conduct resource needs assessment for each department to accomplish District mission and vision
- Identify and implement computer training courses
- Develop and implement interdepartmental mentorship/cross-training program
- Develop and establish clearinghouse for District-wide SOP's
- Update HR department processes, procedures, and programs to be best in class
- Evaluate, update, and implement records retention policy
- Standardize record keeping