AGENDA

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL OF BOARD MEMBERS

PUBLIC COMMENTS
Any person wishing to speak to the Board of Directors is asked to complete a Speaker Card and submit it to the District Clerk prior to the start of the meeting. Each speaker is limited to three (3) minutes, unless waived by the Chairman of the Board. Under the State of California Brown Act, the Board of Directors is prohibited from discussing or taking action on any item not listed on the posted agenda. The matter will automatically be referred to staff for an appropriate response or action and may appear on the agenda at a future meeting.

1. FY 2020-21 Program Goals and Objectives Workshop

REPORTS

2. General Manager/CEO

3. Board of Directors' Comments

ADJOURN

Pursuant to Government Code Section 54954.2(a), any request for a disability-related modification or accommodation, including auxiliary aids or services, that is sought in order to participate in the above agendized public meeting should be directed to the District Clerk at (909) 885-4900.
SPECIAL BOARD AGENDA STAFF REPORT

To: Governing Board Members
From: General Manager/CEO

Subject: FY 2020-21 Program Goals and Objectives Workshop

RECOMMENDATION:

This agenda item is presented for information only.

BACKGROUND / ANALYSIS:

East Valley Water District is a performance-based organization, focused on achievement of goals derived from the Strategic Plan and 5-Year Work Plan adopted by the Board of Directors (Board). The 5-year work plan is the framework of long-term goals related to District infrastructure improvements, operations, administration, and community engagement. Each year priorities are extracted from the 5-year plan and developed by the Board, with the General Manager/CEO, into an annual work plan for the upcoming fiscal year.

With the fiscal year 2020-21 annual work plan as guidance, Program Managers and staff have been working for the last six weeks on development of Program Goals and Objectives. Each of the Objectives either directly support the annual work plan for the upcoming year or are designed to enhance the effectiveness and/or efficiency of service delivery to District ratepayers.

In addition, staff remained cognizant of the following key considerations that could have an impact on operations and the way the District delivers services to ratepayers:

- Water Supply & quality
- State regulations and mandates
- Industry standards and best practices
- Plant and equipment replacement
- New technology

For the past three years Program Managers have been pleased to present their Goals and Objectives to the Board and to answer questions. This year, Goals and Objectives will be presented by Department Heads in order to comply with the social distancing expectation of conducting meetings with no more than ten people in the meeting room.
AGENCY GOALS AND OBJECTIVES:
Goal and Objectives I - Implement Effective Solutions Through Visionary Leadership

d) Encourage Performance Based Results Through Staff Empowerment

Goal and Objectives II - Maintain a Commitment to Sustainability, Transparency, and Accountability

a) Practice Transparent and Accountable Fiscal Management

REVIEW BY OTHERS:

This agenda item has been reviewed by all Departments.

FISCAL IMPACT

There is no fiscal impact associated with this agenda item. Program goals and objectives will be used to support funding requests submitted in the proposed 2019-20 fiscal year budget, which will be submitted for Board review at a future workshop.

Recommended by:          Respectfully submitted:
John Mura                Brian Tompkins
General Manager/CEO      Chief Financial Officer

ATTACHMENTS:
Description   Type
Presentation  Presentation
GOALS & OBJECTIVES

Fiscal Year 2020-21

April 15, 2020
DEVELOPMENT OF GOALS & OBJECTIVES

Support Agency Strategic Plan

Support 5-Year Work Plan

Support District-Wide Goals

Key Considerations
- Source Water Quality
- Infrastructure Projects
- Cybersecurity
- Technology
- Regulations
- Funding
## DISTRICT-WIDE GOALS

### Optimize Infrastructure
- Continue Analysis For The Potential Construction of an Additional Surface Water Treatment Plant
- Proceed With Efforts To Complete The Consolidation Of Mutual Water Companies in Progress

### Financial Stability With Full Understanding Of Operational Complexities
- Evaluate The Benefits Of Restructuring Current Bonds To Take Advantage of The Financial Market
- Initiate The Cost Of Service Analysis For Wastewater Collection And Treatment In Preparation For The Operations Of The Sterling Natural Resource Center (SNRC)

### Protect Organizational Investments
- Update The District’s Succession Plan To Better Understand Potential Organization Changes and Growth
- Develop Internal Efforts to Communicate The District’s Brand and The Importance of Protecting The High Expectations That it Includes

### Maximize The District’s Position
- Complete The Installation Of Smart Meters Throughout The District
- Begin Developing Operational Plans And Identifying Contract Services Necessary For The Sterling Natural Resource Center

### Have Others See The District As A Premier Agency
- Initiate Efforts To Establish Contractual Relationships Regarding High Stream Food-Waste To Prepare For Energy Generation At The SNRC
- Increase District Engagement With Regional And Industry Activities To Share The Success Experienced Through The District’s Vision
EAST VALLEY WATER DISTRICT

PROGRAM SUMMARIES
Finance and accounting oversee the business operations of the District in order to provide accountability and adequate control over the use of District funds.

Staff downloads meter read data, audits data, and submits data files to a third-party vendor for bill printing and mailing. The department also maintains the financial systems and records in accordance with Generally Accepted Accounting Principles (GAAP) as well as applicable laws, regulations, and District policies.

Total Employees: 6
ACCOMPLISHMENTS

Completed a Water and Wastewater Rate Study and Update the Miscellaneous Fee Schedule

Implemented Sound Financial Practices to Preserve and Enhance the District’s Financial Position

Link Fixed Asset Information in Tyler Accounting System to Digitized Maps in Geographical Information System (GIS) Program

Other Accomplishments

- Completed the Water and Wastewater Rate Study
- Completed the Capacity Fee Study
- Received awards from both the Government Finance Officers Association (GFOA) and the California Society of Municipal Finance Officers for the District’s 2019-20 Budget
- Amended the Finance Agreement and received $40.9 M from the SWRCB for reimbursement loans for the SNRC
- Completed the linking of FY 2018-19 Water and Wastewater projects
- Saved the District approximately $67,000 annually by executing a contract with a new merchant service provider
Financial Stability with Full Understanding of Operational Complexities

- Work with Bond Council to restructure current bonds to take advantage of the financial market and record the debt in accordance with GAAP
- Coordinate Public Hearing and noticing efforts with Public Affairs to comply with Proposition 218 requirements and implement adopted rates in District’s utility billing software
- Identify the financial impact with affordable-rate regulation consideration working in collaboration with Conservation and Public Affairs

Fully Understand the Cost Associated with the SNRC Operations

- Develop a listing of vendors and contract services based on recommendations from Engineering and regional wastewater agencies
- Develop a comprehensive salaries and benefits analysis based on the staffing schedule for the SNRC and the District
- Develop an allocation plan to determine each funds’ proportionate share of the SNRC operating and capital costs

Link Fixed Asset Information in Tyler Accounting System to Digitized Maps in Geographical Information System (GIS) Program

- Hold a series of meetings with Engineering and Information Technology staff to fully understand linkage between Tyler and GIS
- Develop plan for estimating costs in Tyler for old assets and for distributing costs in GIS
Information Technology (IT) is responsible for the strategic alignment of technology with the District’s initiatives.

Staff maintains the enterprise systems, network, cybersecurity, and computer hardware.

Total Employees: 3
Proactively Replaced Hardware and Software Approaching End-of-Life Cycle

- Proactively replaced all end-of-life workstations and laptops
- Implemented InframapNow mapping software

Improved IT Infrastructure for Reliable and Secure Services

- Installed treatment plant firewalls

Other Accomplishments

- Improved SCADA wireless performance
- Deployed 20 iPads to Field staff
- Completed 5-year IT Strategic Plan
GOALS & OBJECTIVES

**Fortify IT Infrastructure for Reliability and Expand Services for HQ, SNRC, and Plant 134**
- Broaden network server infrastructure by upgrading End-of-Life Cisco servers and VMware licensing to support the SNRC and Plant 134
- Work with Operations to enhance SCADA infrastructure and improve radio communication at each site
- Expand hardware needs for operations staff and simplify staff processes through mobile devices

**Proactively Improve Systems and Cybersecurity Measures for Internal and Emergency Response Functions**
- Engage staff with cybersecurity training and monthly Phishing emails to mitigate security risk
- Heighten IT staff knowledge and skills through professional development for IT standards
- Assess and enhance remote capabilities for staff and EOC operations
- Implement imaging software to allow image and recovery of computer systems to minimize downtime

**Analyze Current Systems to Enhance Reporting and Automate Processes**
- Work with consultant to enhance reporting and business analytics through Microsoft BI
- Assist Finance with GIS and Tyler integration
- Expand DocuSign E-form capability to streamline internal processes and create another outlet for customer and District engagement
- Work with Operations to select an asset management system
- Assess Cityworks and current GIS infrastructure with Engineering to fit the organizational needs recommended through the IT strategic plan
CUSTOMER SERVICE

Customer Service provides the community with prompt, courteous, and world-class customer relations.

As the primary contact point with residents, this program explores opportunities to provide

• Thorough and accurate responses to billing inquiries
• Convenient locations and methods for payment
• Resolve customer concerns about service delivery by requesting assistance from field personnel
• Follow up with customers regarding the resolution to their concern

Total Employees: 6.5
Developed Strategies to Address Organizational Service Needs

- Launched AMI customer portal
- Implemented the use of Intellius to research landlord info/contact
- Implemented disconnect service orders through municipal online portal
- Worked with 3rd party vendor to validate all service addresses within the District in compliance with USPS

Modified Processes to Comply with Changes in Legislation while Maintaining Financial Stability

- Assisted with the launch and implementation of SB 998

Other Accomplishments

- Successfully transitioned to working from home during COVID-19 pandemic
- Resolved ongoing issues with automated phone check payments
GOALS & OBJECTIVES

Develop Strategies to Address Organizational Service Needs

- Work with Field and IT in Re-Evaluating Cityworks and attend product demonstrations for alternate work order system if scheduled
- Develop SNRC action plan and, if necessary, prepare justification for additional full-time employee
- Work with IT to activate autopay with credit card while remaining PCI compliant
- Work with Business Services Manager to update physical/digital access where needed

Modify Processes to Comply with Changes in Legislation while Maintaining Financial Stability

- Meet quarterly with Public Affairs for updates on proposed/pending legislation
- Reassess written policy and departmental procedures related to SB 998
- Assist with preparation of Customer Service talking points to address customer inquiries related to proposed Water Tax legislation
- Review and propose changes to Miscellaneous Fee Schedule related to Customer Accounts

Work with Engineering and IT to Complete AMI Installations and Fully Utilize Smart Meter Capabilities

- Estimate water saved, log all leak notifications, and contact customers to minimize water losses
- Work with Public Affairs to create customer educational materials about Smart Meter Portal and setting up alerts
- Review routes and billing dates for possible changes to accommodate timing of bills to customers on fixed incomes
ENGINEERING

Engineering is responsible for planning and overseeing infrastructure projects designed to maintain safe and reliable water and wastewater services.

Staff manages the capital improvement program, coordinates with new development, and provides technical support for the infrastructure system.

Total Employees: 5
Developed and Implemented the District’s Capital Improvement Program to Address Rehabilitation and Maintenance Needs While Also Preparing for New Development

- Completed master service contracts for rehabilitation of reservoirs and the rehabilitation of Reservoir 1 at Plant 39
- Managed the completion of Phase 4 of the AMI Project and led efforts to pre-purchase materials for subsequent phases to realize cost savings
- Supported the design and construction of the sewer main upsizing and replacement in Sterling Ave and Marshall Blvd being performed by the San Manuel Band of Mission Indians
- Provided engineering support on water main replacement work performed by the Operations Department on Rockford Ave, Del Norte Pl, Del Norte Cir, Lomita Pl, Val Mar Cir, Yuma Dr, and Barton St

Developed Plans to Optimize District Utilization of Local and Imported Surface Water

- Completed an evaluation of enhanced coagulation at Plant 134 to assess its potential to address disinfection byproduct formation
- Initiated an investigation to increase capacity for sludge handling at Plant 134
- Completed a feasibility study for a water treatment plant at the east-end of the District’s service area

Supported Steps Necessary for Advancement of the SNRC

- Led evaluation of digesters and completed design of the digesters and associated systems
- Continued permitting work with regulatory agencies
GOALS & OBJECTIVES

Develop and Implement the District’s Capital Improvement Program to Address Rehabilitation and Maintenance Needs While Also Preparing for New Development

- Issue design and construction contract for rehabilitation of reservoir at Plant 108
- Complete rehabilitation of Plant 101
- Facilitate completion of design for main replacement projects identified in CIP for FY 2020-21
- Support the development of CFD for the Highland Hills development
- Continue to lead AMI implementation

Develop Plans to Optimize District Utilization of Local and Imported Surface Water

- Complete pre-design report for the Water Treatment Plant at the east-end of the District’s service area
- Initiate contract for design-build of process improvements related to disinfection byproduct control at Plant 134
- Install meter facilities and reporting tools to document North Fork water going to surface spreading

Support the Steps Necessary for Advancement of the SNRC

- Lead development of facility start-up plans
- Support construction efforts by facilitating any documentation or decisions necessary
- Continue working with regulatory agencies to receive needed approvals and permits
METER SERVICES
METER SERVICES

Meter Services is responsible for reading all District meters monthly for billing, addressing on-site customer meter-related requests, and customer service assistance.

Total Employees: 3
Developed Inspection Program for Facilities in AMI Areas No Longer Read Manually

- Created a prioritized replacement schedule that identified needed vault lid replacements
- Recommended the top five limited-access meters for relocation

Collected Information on Existing Meters to Facilitate Future Phases of AMI Implementation

- Verified meter lid sizes, meter sizes, and lay length for AMI Phase IV
- Identified and documented concerns with existing meter locations and resolved issues prior to the scheduled installation
- Provided recommendations to Engineering for future phases of AMI regarding areas of priority and routes, including new construction

Developed Proactive Meter Reader Training and Meter Testing Programs

- Trained readers on budget-based rates and uploading routes into handhelds
- Trained readers on AWWA meter efficiency standards
- Conducted an audit of 10% of large meters for accuracy to ensure compliance with AWWA standards
GOALS & OBJECTIVES

Develop Inspection Program for Facilities in AMI Areas No Longer Read Manually

- Identify needed vault lid replacements and create prioritized replacement schedule
- Visually inspect all meter boxes in routes included in Phase I of AMI implementation

Collect Information on Remaining Manual-Read Meters to Facilitate Early Completion of AMI Implementation Project

- Verify meter lid sizes, meter size, and lay length in preparation for AMI Phases 6 and 7
- Install AMI meters at accounts bypassed by the AMI Contractor due to special issues or concerns

Continue Meter Testing Programs in Compliance with State Water Audits Best Practices

- Conduct an audit of 10% of large meters for accuracy to ensure compliance with AWWA standards
WATER PRODUCTION
WATER PRODUCTION

Water Production is responsible for the daily monitoring and operations of the entire water production system.

This program ensures the timely preventative maintenance of all pumps, motors, wells, boosters, reservoirs, pressure regulating valves (PRVs), hydro-pneumatic plants, and the Supervisory Control and Data Acquisition (SCADA) system.

Staff also operates the North Fork Canal.

Total Employees: 7
Prioritized and Executed Contracts for Tank/Reservoir Rehabilitation Projects Based on Findings in Harper Engineering Report

- Rehabilitated two wells and five booster pumps
- Assisted with Plant 39-1 tank rehabilitation
- Replaced and repaired control panel at Plant 132 to prevent ground arcing and motor failure
- Replaced motor starts at Plants 33-1, 24-2, 129-1, and 39-2

Implemented Improvements to Enhance the SCADA System

- Replaced transfer switch at Plant 141 to receive generator power
- Worked with contractor to improve SCADA and radio communications at multiple plants
- Worked on NFWC sand box Parshall flume to get SCADA feedback for more accurate groundwater recharge data

Transitioned NFWC and Bear Valley Mutual Water Company Shareholders from the North Fork Canal/Pipeline to Alternative Metered Connections

- Assisted with purchase of NFWC shares

Other Accomplishments

- Completed Cla-Val pressure regulating valve maintenance and inspections
- Completed annual tank inspections
- Trained operators on proper generator hook up to prepare for Edison shutdowns
- Promoted and trained the new Water Production Supervisor, Sr. Water Production Operator, and Water Production Operator I
Support the Engineering and Contractor Assigned to Plant 108 Tank/Reservoir Rehabilitation Projects

- Develop a pumping plan to have tank 108 out of service for rehabilitation
- Identify and isolate all valves required to drain and rehabilitate tank
- After construction fill, sample and bring the tank back online

Implement Improvements to Enhance the SCADA System

- Collaborate with consultants to develop RFP for the SCADA masterplan
- Work with IT to identify scope of work and complete phase three to upgrade SCADA radios
- Move forward and assign staff to assist with radio contractors’ recommendations

Transition Remaining NFWC and Bear Valley Mutual Water Company Shareholders from the North Fork Canal/Pipeline to Alternative Metered Connections

- Determine size and flow requirements and install water meters at the properties
- Abandon weirs and other facilities made unnecessary by shareholder agreements

Bring Plant 120 Online to Produce 600-800 Gallons Per Minute

- Hire a SCADA contractor and electrician to install the necessary equipment to control the Plant
- Clean and rehabilitate the forebay downstream of the well
- Inspect and make necessary repairs to boosters on site
WATER TREATMENT
WATER TREATMENT

Water Treatment is responsible for using various methods to treat the three different sources of supply used by the District.

Staff is trained to operate the Surface Water Treatment Plant 134 to maximize both Santa Ana River water and imported State Project Water.

Staff also operates two unique groundwater treatment facilities:

• Plant 28 uses Granular Activated Carbon (GAC)
• Plant 39 is a blending facility
Completed Plant 134 Membrane Replacements Using a 5-Phase Replacement Plan

- Received and installed new membrane filters at Plant 134

Supported the Development of a Long-Term Plant 134 Site Improvement Plan

- Worked with contractor to repaint the filter basins due to peeling paint
- Replaced wastewater valve and implemented a plan to replace/maintain all plant valves
- Hired engineering firm to update the Spill Prevention Control and Countermeasure Plan, which is required for the diesel fuel storage for the generator at Plant 134

Other Accomplishments

- Advanced two employees' level of Treatment Certifications
GOALS & OBJECTIVES

Support Anticipated Design Build Efforts at Plant 134 for Granular Activated Carbon (GAC) and Sludge Removal Capital Projects Per SWRCB Recommendations

- Understand recommendations for additional treatment processes needed to maintain high water quality
- Assist in capital planning for new treatment processes

Complete Plant 134 Membrane Replacements Using a Five-Phase Replacement Plan and Replace Air Control Valves for Trains

- Identify the modules to be replaced in Phase 4
- Procure the needed membrane modules from the manufacturer in accordance with the District’s purchasing policy
- Coordinate and schedule the in-house installation of the new membranes
- Hire contractor to install air control valves

Replace All 5 Chlorine Generation Cells at Plant 134

- Purchase proper cells
- Coordinate and schedule installation
WATER QUALITY

Water Quality is responsible for ensuring District compliance with State and Federal Drinking Water Regulations. This program manages Backflow Prevention, Water Sampling and Testing and Fire Hydrant Flushing Programs.

Water Quality is also leading District efforts to establish a Fats, Oil and Grease (FOG) program, a critical program for monitoring customer discharge into the wastewater collection system. FOG programs are maintained by agencies providing wastewater treatment services, which the District will become upon completion of the Sterling Natural Resource Center at the end of calendar year 2021.

Total Employees: 2
Expanded Sampling Programs to Ensure Compliance with All State and Federal Water Quality Requirements

- Installed tank mixer at Plant 108
- Completed EPA’s Unregulated Contaminant Monitoring Rule sampling as required
- Completed construction of the Plant 143 consolidated Orthophosphate injection system

Implemented an In-House Environmental Controls and Compliance Program

- Increased customer participation in the backflow testing program by 6%

Other Accomplishments

- One employee received their Water Use Efficiency Practitioner I certification
GOALS & OBJECTIVES

Evaluate Water Quality Regulations and Improve Process Efficiencies to Enhance Water Quality Compliance

- Develop sampling programs to maximize treatment process efficiencies
- Support efforts to assist in treatment process improvements at Plant 134
- Contract for installation of tank mixing equipment in District reservoirs at Plant 129

Implement In-House Environmental Controls and Compliance Program Improvements

- Develop Fats, Oil and Grease (FOG) program language for incorporation into the District’s Sewer Use Ordinance
- Analyze and report to management the effect of SB 998 on District’s ability to enforce compliance with annual backflow testing
WATER MAINTENANCE
WATER MAINTENANCE

Water Maintenance is responsible for the repair and replacement of the District’s water distribution mains, water service lines, fire hydrants, meters, valves, and all related equipment.
ACCOMPLISHMENTS

Reviewed Data Accuracy Compared to Actual Field Conditions

• Worked with IT to ensure all Field Staff were equipped with appropriate mobile devices

Other Accomplishments

• Completed in-house projects by installing 2,500 linear feet of new water main on six streets
• Repaired 263 leaks
• Installed infrastructure for North Fork ditch to meter switch over
• Completed year two of the leak survey by collecting data for the water audit
• Increased employees’ level of Water Distribution and Class B Driver’s License
GOALS & OBJECTIVES

Prioritize Preventative Maintenance Schedules to Ensure Equipment Readiness for Emergency Response

- Exercise all gate valves between Boulder Avenue on the east, and Central Avenue on the west
- Work with Production to perform inspection and operation of critical valves at 12 plants
- Inspect, and paint if necessary, 1,500 hydrants

Complete Two In-House Water Main Projects

- Replace 550 linear feet of 4” with new 8” water main on 14th St
- Replace 250 linear feet of 3” with new 6” water main on Mirada St

Complete Evaluation of Existing Technology/Software and Requisition Upgrades/Replacements if Necessary

- Identify weaknesses of existing software programs
- Conduct needs-assessment
- Coordinate with IT to hold product demonstrations
- Work with IT to ensure all Field Staff are equipped with appropriate mobile devices
- Collaborate with IT to fix data connectivity issue
WASTEWATER MAINTENANCE
WASTEWATER MAINTENANCE

Wastewater Maintenance is responsible for monitoring and ensuring the free flow and containment of wastewater through the District’s 220 miles of wastewater conveyance pipelines.

The Wastewater Maintenance program’s primary mission is to prevent wastewater spills and leaks.
Continued Wastewater Collection System Maintenance and Management

- Updated Sanitary Sewer Management Plan
- Cleaned 125 miles of sewer main and video inspected 52 miles of sewer main
- Worked with contractor on numerous main and lateral repairs

Identified Operational Changes Needed to Accommodate Planned Development within the District

- Documented contributing factors of high maintenance areas in preparation for the in-house Fats, Oils and Grease (FOG) Program
- Sent out letters to FOG generating businesses/customers

Other Accomplishments

- Started maintaining the East trunk sewer, formerly owned by the City of San Bernardino
GOALS & OBJECTIVES

Continue Wastewater Collection System Maintenance and Management

- Video inspect and assess all District mains between the northern and southern District boundaries, and between Del Rosa and Victoria
- Clean a minimum of 110 miles of wastewater main

Implement Procedures to Enhance Monitoring of High-Flow Sewer Mains

- Contract for video inspection of recently acquired East Trunk sewer main south of Baseline (33,000 ft)
- Install flow sensors in manholes of five selected mains

Update Staff Training to Include Enhanced Functions of New Equipment

- Train all field staff on the new vactor
- Train all field staff on lateral launcher and new CCTV truck
Facilities Maintenance is responsible for the complete maintenance and repair of all District facilities, including:

- Administration buildings
- Water facilities
- District-owned vacant properties and easements

Total Employees: 2
ACCOMPLISHMENTS

Implemented a Long-Term Site Improvement Plan for Plant 134
- Completed security fence upgrade at Plant 134

Completed Systematic Upgrades and Rehabilitation of District Facilities
- Installed access card readers at the entrance of Board room and break room
- Added emergency exit gate in the headquarter demonstration garden
- Installed new HVAC systems and upgraded to LED lights at Plants 99, 33, 24, 11, 127, and 149
- Upgraded to LED lights at the District headquarter
- Installed new metal doors at Plants 11, 39, and 33
- Replaced the booster house roof at Plant 129
- Slurry seal and striping of headquarter parking lot

Other Accomplishments
- Assisted with demolition of the Cherokee house on 6th St to expand the SNRC
GOALS & OBJECTIVES

Complete Long-Term Site Improvements for Plant 134

• Work with IT to complete security system and digital access at Plant 134
• Remodel laboratory at Plant 134 to include restroom, flooring, and cabinetry

Complete Systematic Upgrades and Rehabilitation of District Facilities

• Develop a comprehensive site improvement project list
• Replace fence and repair asphalt driveway at Plant 34 and 141
• Paint existing building at Plant 33
• Complete upgrades on HVAC systems at Plants 129 and 142

Develop a Facilities Maintenance Program to Track and Anticipate Future Costs Associated with All District Facilities

• Collaborate with IT and other departments in selecting an asset management program that suits maintenance program needs
• Complete incorporating facilities data into selected Facilities Maintenance Program
• Implement a consistent tracking program and help provide training for staff
FLEET MAINTENANCE
FLEET MAINTENANCE

Fleet Maintenance is responsible for preventative maintenance and repairs of the District’s vehicles and heavy equipment.
Complied with Current Air Quality and Highway Safety Regulations

• Contracted with air quality consultant for Air Quality Management District and California Air Resources Board
• Scheduled semi-annual on-site employee safety training for vehicles and equipment
• Transmitted emissions data to the Bureau of Automotive Repair using new Network Fleet devices

Continued Enhancement of Emergency Response Capabilities

• Added three additional generators to support Production with Edison shutdowns and enhance emergency preparedness

Transitioned Fleet Management Program

• Purchased new sewer jetting truck to support wastewater crews
• Added skid steer and trailer to support field staff with in-house water main projects
• Purchased three new trucks; one is a mid-size dump truck to move generators
GOALS & OBJECTIVES

Remain Current on Air Quality and Highway Safety Regulations

- Continue quarterly inspections with air quality consultant for Air Quality Management District and California Air Resources Board
- Schedule semi-annual-site employee safety training for vehicles and equipment
- Transmit emissions data to the Bureau of Automotive Repair using new Network Fleet devices

Enhance Vendor-Managed Fleet Maintenance Program

- Collaborate with IT to maximize on vendor reporting capabilities
- Work with vendor to refine list of pre-approved work to mitigate delays on safety repairs
- Contract with vendor to provide detailing for specialized equipment
Public Affairs oversees internal and external communication programs consistent with the District’s vision.

Through media, community and governmental relations, the District is able to provide effective communications to various stakeholders.

**Public Affairs**

Total Employees: 5.5
Worked with Partners to Advance the Construction of the SNRC

• Created outreach materials and attended events to promote construction status and future programs of the SNRC
• Coordinated with outside Government agencies for necessary approvals and review of relevant subject matter relating to the SNRC
• Oversaw construction of the Administration Center to ensure it was within the allocated scope of the Guaranteed Maximum Price (GMP)

Developed Communication Methods to Enhance the District’s Brand

• Developed Proposition 218 notice and outreach campaign to inform customers of proposed rate changes
• Developed a campaign to educate customers on the value of reliable utility services provided by the District

Advanced the District’s Emergency Preparedness Program to Effectively Respond in an Emergency

• Updated the District’s Hazard Mitigation Plan and submitted for FEMA approval
• Completed the Vulnerability Assessment and EPA Risk and Resiliency Assessment

Other Accomplishments

• Completed outreach material for SB 998, AMI project, and Capital Improvement Projects
GOALS & OBJECTIVES

Advance Construction of the SNRC and Prepare for Facility Operations

• Begin developing operational plans and identifying contract services necessary for the Administration Center for the SNRC
• Coordinate with outside Government agencies for necessary approvals and review of relevant subject matter relating to the SNRC
• Oversee construction of the Administration Center within allocated scope of the Guaranteed Maximum Price (GMP)
• Maintain community engagement including weekly social media posts, regular print advertisements, and internal communications to share critical project information
• Begin quarterly meetings of the SNRC Community Group

Utilize Communication Methods that Enhance the District’s Brand

• Develop proposition notices and outreach material to inform customers of proposed rate changes for water and wastewater services
• Develop door hangers and project notices for all current year CIP projects (English/Spanish)
• Develop a monthly report to highlight internal communications efforts and assess the effectiveness of the tools
• Develop and implement an outreach effort to increase customers’ understanding of budget-based rates through social media posts, community events, and bill redesign

Advance the District’s Emergency Preparedness Program to Effectively Respond in an Emergency

• Conduct quarterly emergency preparedness trainings for staff
• Complete necessary reporting requirements related to the COVID-19 local state of emergency
• Finalize the updated Emergency Response Plan and Hazard Mitigation Plan as required by FEMA and the EPA
• Evaluate and assess the District’s current Department Operations Center for needed enhancements to infrastructure and equipment
• Implement a quarterly campaign to improve the District’s customer contact database in the event of an emergency
CONSERVATION

Conservation is responsible for overseeing programs that facilitate and encourage sustainable water use throughout the District. Additionally, this program is responsible for communicating conservation benchmarks to various regulatory agencies.

Total Employees: 1
ACCOMPLISHMENTS

Developed Technical Assessment Tools to Minimize Water Losses within the District’s Distribution System

- Completed the annual water audit and developed an action item list

Evaluated Rebate Program Success and Implemented Program Enhancements

- Translated rebates from English to Spanish to enhance program participation
- Invited high-water users to participate in rebate water surveys
- Developed a conservation action plan to encourage water efficiency through different stages of water supply availability

Engaged in the Legislative Process as it Relates to Changes in Conservation Regulations

- Actively participated in the regulatory and legislative process as new conservation guidelines were considered
Gather information necessary to update the District’s Drought Risk Assessment within the required timeline
Draft the District’s Water Shortage Contingency Plan and work with Engineering for data collection to meet SWRCB requirements for the Regional Urban Water Management Plan
Remain in compliance with the state’s monthly reporting requirements
Facilitate the annual water audit submittal, develop an action item list, and track results

Coordinate with District Programs/Departments to Complete Necessary Conservation Reporting

Evaluate Rebate Program Success and Implement Program Enhancements

Work with IT to build GIS maps that display rebate program participation
Hold four conservation workshops in English (2) and in Spanish (2)
Develop a program to identify customers with inefficient water use for participation in the District's rebate programs
Understand and adopt industry standards or best practices for gathering conservation data information

Engage in the Legislative Process as it Relates to Changes in Conservation Regulations

Actively participate in the regulatory and legislative process as new conservation guidelines are considered
Develop tracking measures to highlight financial impact on operations should affordable-rate regulations be considered
Provide quarterly updates to the Legislative Committee and Semi-Annual to the Governing Board to ensure they are informed of the changing conservation requirements and other legislative issues
HUMAN RESOURCES
Human Resources is responsible for facilitating programs to attract the best and brightest candidates while fostering a work environment that promotes high morale and employee retention.

Recognizing the importance of individual well-being, Human Resources leads the efforts to encourage health and wellness. Additionally, they manage the risk and safety programs to ensure a safe work-place at the District.
Initiated Programs in Support of SNRC Workforce and Community Needs

- Conducted a staffing analysis to address current staffing needs and identified future growth and SNRC staffing needs with a 3-year schedule
- Helped implement a water industry pathway program at Indian Springs High School

Promoted a Positive Organizational Culture that Maintains a Supportive and Encouraging Work Environment

- Evaluated and discussed potential plan for upcoming retirements occurring within the next five years
- Initiated updates to staff career mapping and identified professional development opportunities for employees
- Enhanced partnerships with the San Bernardino Sheriff’s Department to increase the safety and security of District staff, sites, and resources

Negotiated a 3-Year MOU that Considers both Long-Term Financial Commitments and Employee Morale

- Negotiated a 3-year MOU considering long-term financial commitments and employee morale
**GOALS & OBJECTIVES**

**Initiate Programs in Support of the SNRC Workforce Needs**
- Amend District organizational chart to include new job classifications, job descriptions, and pay scales for the identified classifications
- Develop an action plan for a Wastewater Operator-in-Training program to prepare internal candidates for future employment opportunities at the SNRC
- Develop a marketing strategy to attract quality candidates for SNRC employment opportunities

**Promote a Positive Organizational Culture that Maintains a Supportive and Encouraging Work Environment**
- Update the District’s Succession Plan to identify organizational growth and provide development opportunities for staff
- Develop pre-retirement transition plans to assist retirees in preparing for retirement and provide the District with the opportunity to capture institutional knowledge
- Conduct a comprehensive compensation analysis and update the District’s compensation policy

**Promote Regional Involvement to Provide Workforce Experience and Educational Opportunities**
- Work with San Bernardino City Unified School District on elevating the Water and Resource Management Pathway Program
- Partner with Generation Go, the Workforce Development Department’s work-based learning program, to provide internship opportunities to high school students
- Update the District’s Volunteer Program to include SNRC related volunteer opportunities
The General Manager/CEO is responsible for carrying out day-to-day District operations, implementation of adopted policies, general oversight to interagency relations, legislative activities, and strategic planning.

Additionally, Administration is responsible for implementing the District’s Vision, maintaining official records, promoting public trust, and ensuring transparency compliance.
Completed Consolidation of the North Fork Water Company
- Acquired 97% of North Fork Water Company Shares

Continued Leading Efforts to Ensure Viability of the Community Heritage and Educational Foundation (CHEF)
- Completed preliminary design of CHEF Building

Utilized the Intranet for Communication with Board of Directors
- Created Board member portal/intranet web page
- Populated web page with forms, Board calendar, and other informational items

Other Accomplishments
- Increased efforts to support Adopt-a-School partnership with SBUSD
**GOALS & OBJECTIVES**

**Complete Reaccreditation Process for SDLF District Transparency Certificate of Excellence and District of Distinction Accreditation**
- Update and post required information to the District’s website
- Complete and submit application and required documents for approval

**Complete Consolidation/Dissolution of North Fork Water Company**
- Continue acquiring remaining shares of North Fork Water Company
- Coordinate with legal counsel to determine how North Fork Water Company will operate in the future

**Develop Agenda Policy and Procedures to Standardize Business Processes**
- Evaluate and identify industry best practices to be included in the new policy
- Prepare draft policy to include comments and suggestions received from staff
- Finalize and implement approved policy

**Finalize Preliminary Design of Community Heritage and Education Foundation Building**
- Resolve administrative challenges related to the CHEF building site
- Continue efforts to develop a fundraising plan and financial goals
GOVERNING BOARD
The Governing Board is the legislative body of the organization and is comprised of five members elected at-large to four-year staggered terms of office. Board members are responsible for providing leadership, direction, and serving as the organizational policy makers.

The Governing Board appoints the General Manager/CEO to carry out the day-to-day District operations and implementation of adopted policies.
Provided Organizational Direction and Set Expectations through Policy Decisions

- Conducted General Manager/CEO Annual Evaluation and established FY 2020-21 goals
- Conducted Board member evaluations and established Board leadership positions

Addressed Policy Related Decisions Related to the Sterling Natural Resource Center (SNRC)

- Participated in activities that encouraged community engagement for the SNRC

Made Financial Decisions that Result in Stability and Understanding Operational Complexities

- Considered Memorandum of Understanding with the District’s Employee Partnership
- Evaluated and considered agenda items related to water/wastewater rate studies
• Review and address items related to COVID-19 pandemic that may impact the District
• Conduct General Manager/CEO annual evaluation, including establishment of FY 2021-22 Goals
• Consider actions related to the North Fork Water Company

Address Policy Related Decisions Related to the Sterling Natural Resource Center (SNRC)
• Consider agenda items related to ongoing construction of the SNRC
• Evaluate staffing plan and program proposals related to the operation of the SNRC
• Participate in activities that encourage community engagement for the SNRC

Make Financial Decisions that Result in Stability and Understanding Operational Complexities
• Evaluate and consider agenda items related to water/wastewater rate studies
• Consider agenda items related to bond refinancing and Community Facilities Districts
• Assess and consider agenda items relating to COVID-19 which may have a financial impact on the adopted budget

Conduct all Activities Required for the Board of Directors Election
• Coordinate with the San Bernardino County Registrar of Voters to hold 2020 elections
• Update and post electoral information on the District’s website
• Review and update Candidate Orientation Program