

The background of the slide is a light blue gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance.

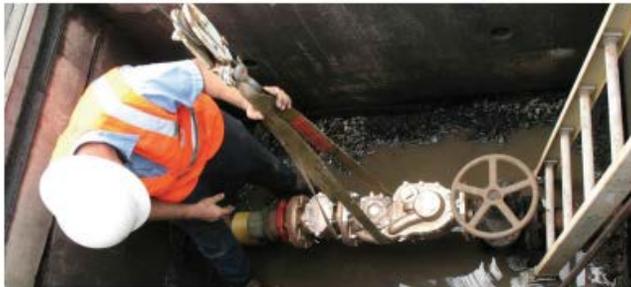
STRATEGIC PLAN STATUS UPDATE

SPECIAL BOARD WORKSHOP

JUNE 27, 2022



STRATEGIC PLAN 2019



INTRODUCTION

- **STRATEGIC PLANNING IS AN ORGANIZATIONAL PROCESS OF DEFINING ITS LONG-TERM VISION, CORE FOCUS, AND SETTING PRIORITIES TO ENSURE THAT THE BOARD OF DIRECTORS, EMPLOYEES AND STAKEHOLDERS ARE WORKING TOWARDS A SHARED VISION AND ALIGNED GOALS.**
- **THE STRATEGIC PLAN IS DIRECTED BY THE BOARD AND LARGELY IMPLEMENTED BY STAFF.**
- **THIS INHERENT SHARED RESPONSIBILITY REFLECTS THE APPROACH THAT WAS STRUCTURED TO ENGAGE FULL INVOLVEMENT TO CREATE SHARED OWNERSHIP AND ENSURE SUCCESSFUL IMPLEMENTATION.**

STRATEGIC PLAN GOALS

- **Goal A** Provide a High Quality Reliable Water Supply by Ensuring it is Sustainable, Clean, and Safe
- **Goal B** Optimize Operational and Organizational Efficiencies
- **Goal C** Ensure Fiscal Responsibility and Affordable Rates
- **Goal D** Maintain Excellent Customer Service
- **Goal E** Retain and Recruit a Qualified and Stable Workforce



GOAL A

PROVIDE A HIGH QUALITY RELIABLE WATER SUPPLY
BY ENSURING IT IS SUSTAINABLE, CLEAN, AND SAFE



GOAL A: STRATEGIC OBJECTIVES

Ensure Sustainable Water Supply

- ENSURE A LASTING WATER SUPPLY FOR FUTURE GENERATIONS BY ESTABLISHING MULTIPLE SUPPLY SOURCES.
- OPTIMIZE EXISTING WATER SUPPLY AND EVALUATE NEW WATER SUPPLY OPTIONS INCLUDING IDENTIFYING, EVALUATING, AND ACQUIRING ADDITIONAL WATER CONTRACT RIGHTS.
- PROTECT CURRENT WATER RIGHTS FROM EXTERNAL THREATS THROUGH INTERNAL OVERSIGHT AND COLLABORATION ON LEGISLATIVE ACTIONS.
- IMPROVE CONSERVATION THROUGH ENHANCED CUSTOMER EDUCATION AND INCENTIVE PROGRAMS.
- MAINTAIN OR REPLACE AGING INFRASTRUCTURE BASED ON CONDITION ASSESSMENT AND PLANNING DOCUMENTS TO ENSURE EQUIPMENT SUSTAINS ITS LIFESPAN AND IS REPLACED AT THE OPTIMAL TIME.
- EVALUATE NEW WATER SUPPLY OPTIONS.

Ensure Clean and Safe Water Supply

- MEET OR EXCEED REGULATIONS FOR CLEAN AND SAFE WATER INCLUDING DEVELOPING A COMPREHENSIVE GROUNDWATER CONTAMINANTS AND TREATMENT PLAN.
- IMPROVE WATER QUALITY WITH SUCH ACTIONS AS DETERMINING FLUORIDATION PRACTICES PER CALIFORNIA DIVISION OF DRINKING WATER; MANAGING AQUIFER HEALTH THROUGH REGIONAL COLLABORATION.



OTHER SUPPLY SOURCES

- CONJUNCTIVE USE
- SAN JUAN WATER DISTRICT (SJWD) AGREEMENT TO RECEIVE CONSERVED SURFACE WATER SUPPLIES TO ENHANCE GROUNDWATER STABILIZATION.
- CONTRACT FOR SURPLUS CENTRAL VALLEY PROJECT WATER UNDER SECTION 215 BETWEEN THE DISTRICT AND THE UNITED STATES BUREAU OF RECLAMATION.
- PARTICIPATION IN REGIONAL GROUNDWATER SUBSTITUTION TRANSFERS
- SJWD'S HINKLE PROJECT – CONTRIBUTES TO SSWD'S SURFACE WATER SUPPLY RELIABILITY
- COLLABORATING WITH CARMICHAEL WATER DISTRICT TO UPGRADE THE 18" INTERTIE AT CYPRESS AND MANZANITA.
- POTENTIAL PARTNERSHIP WITH SJWD ON A NEW GROUNDWATER WELL EQUIPPED WITH ASR CAPABILITY.



WATER QUALITY

- SAMPLING MONITORING WELLS FOR WATER QUALITY
- DEVELOPED GUIDELINE FOR WORK ON EXISTING WELL PROJECTS TO PROTECT WATER QUALITY
- CONDUCTED TRAINING FOR CONTRACTORS AND CONSULTANTS FOR NPDES.



ALTERNATIVE APPROACHES

- DUAL-SERVICE AREA WELLS (INCREASED RELIABILITY) (WELLS 33A AND 60)
- POKER WELLS BLENDING



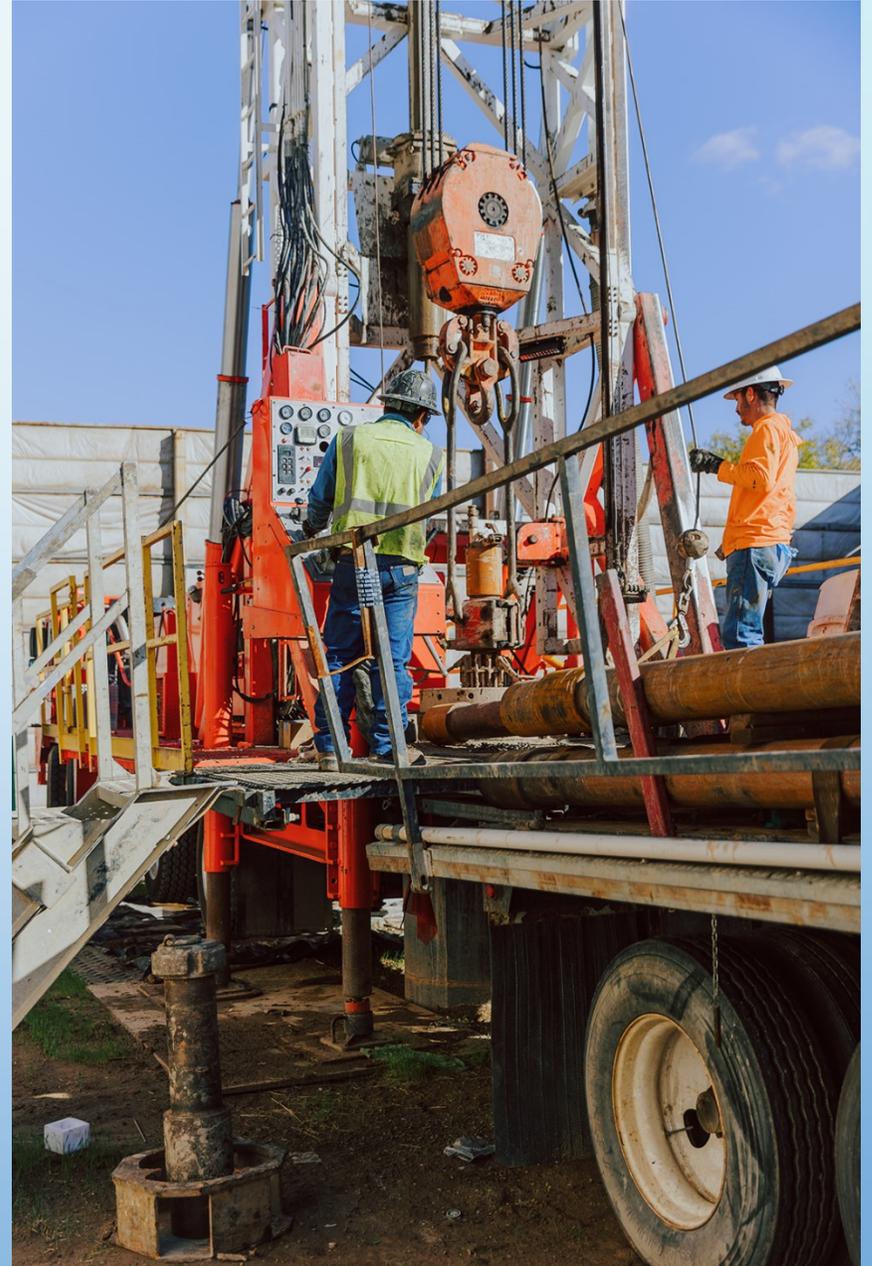
STORAGE

- RESERVOIR RE-OPERATION PROJECT - ENABLES BETTER OPERATOR CONTROL OF THE RESERVOIRS TO BETTER MEET SUMMER DEMAND SPIKES



REPLACEMENT WELLS

- WELLS 78, 79, 80, 81, 82, 83, AND 84
- SITE DESIGN (REPLACEMENT WELL; TREATMENT)
- PROPERTY ACQUISITIONS
- AQUIFER STORAGE AND RECOVERY (ASR) CAPABILITY (WELLS 79, 84)



MAIN REPLACEMENT PROGRAM

- CONDITION ASSESSMENTS
- WATT AVENUE MAIN EXTENSION TO ARBORS
- MCCLELLAN BUSINESS PARK
- Q STREET MAIN REPLACEMENT PROJECT
- THOR MAIN REPLACEMENT PROJECT
- JONAS MAIN REPLACEMENT PROJECT
- ALBATROSS MAIN REPLACEMENT PROJECT
- ODS REMNANTS



GOAL B

OPTIMIZE OPERATIONAL AND ORGANIZATIONAL EFFICIENCIES



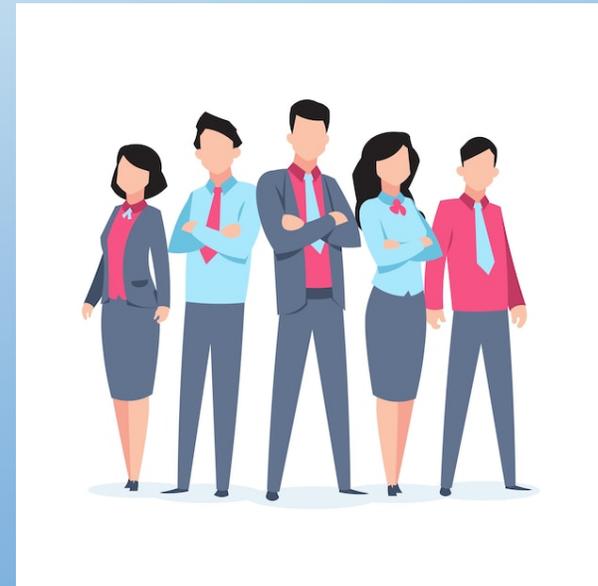
GOAL B: STRATEGIC OBJECTIVES

Optimize Operational Efficiencies

- DEVELOP AN ANNUAL CAPITAL IMPROVEMENT PROGRAM THAT IS DEVELOPED AND PRIORITIZED BASED ON RISK, CONDITION ASSESSMENT, CAPITAL ASSETS, AND ALIGNED WITH APPROVED BUDGET.
- ESTABLISH STANDARD OPERATING PROCEDURES (SOPS) FOR OPERATIONS AND COMMUNICATIONS TO IMPROVE EFFICIENCY WITHIN SSWD AS WELL AS WITHIN THE REGION (E.G., WATER SHORTAGE CONTINGENCY PLAN).
- UPDATE OPERATIONS & MAINTENANCE PROGRAMS AND ENHANCE TECHNOLOGY THAT FOCUSES ON PRIORITIZED, PREDICTIVE, AND PREVENTATIVE MAINTENANCE.
- ENHANCE WATER CONSERVATION AND USE EFFICIENCY STRATEGIES THROUGH PROVEN COST-EFFECTIVE MEASURES.
- USE TECHNOLOGY/INNOVATION TO IMPROVE STAFF EFFICIENCY OF OPERATIONS (E.G., GIS, SCADA, GPS, ETC.).
- OPTIMIZE EQUIPMENT AND ASSETS (E.G., CREATE COLLECTIVE PURCHASING AGREEMENTS AND ANNUAL ASSET PURCHASING PLANS).

Optimize Organizational Efficiencies

- ▶ Strive for a unified work force by streamlining internal processes and improving communication.
- ▶ Create stronger alignment among Board of Directors, Management, and Staff by aligning vision and goals.
- ▶ Develop resource (staffing/budget) plan for all projects to perform on appropriate levels of outsourcing.
- ▶ Increase knowledge of best management practices for asset management by interacting with other agencies and participating in educational venues.



COLLABORATION

- REGIONAL COLLABORATION STUDY
- SSWD & CWD COMBINATION STUDY
- SSWD/CITY OF ROSEVILLE PM WORKSHOP
 - DISTRIBUTION PM
 - METER PM
 - PRV AND PUMP STATION PM



STANDARD OPERATING PROCEDURES (SOPS)

- SOP COMMITTEE HAS COMPLETED CREATING THE FORMAT
- ROLLING OUT TO STAFF IN 2022



WELL TASK FORCE

- THE COLLABORATION OF SELECT ENGINEERING AND OPERATIONS STAFF TO ENSURE WELL PROJECTS MEET OPERATIONAL OBJECTIVES/DEADLINES:
 - *WELL TASK FORCE* – THE FOCUS IS ON EXISTING WELL PROJECTS
 - *NEW WELL TASK FORCE* – THE FOCUS IS ON NEW WELL PROJECTS



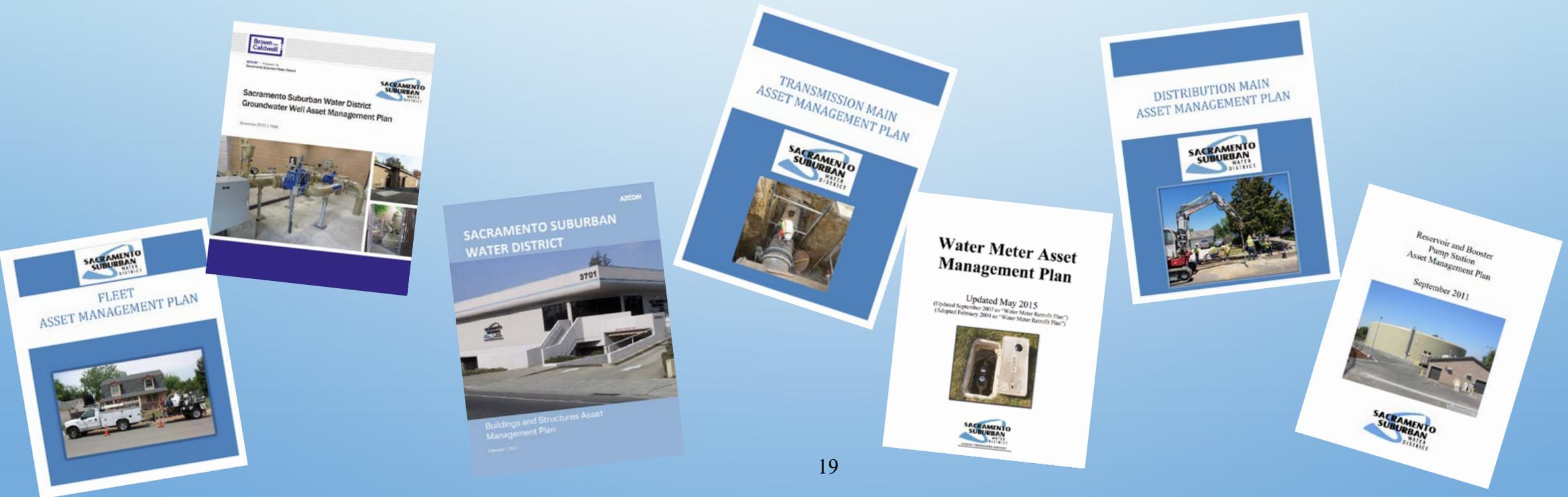
CONDITION ASSESSMENTS FOR CAPITAL PROJECTS

- WELLS
 - VIDEO
 - CLEANING
 - METAL THICKNESS
 - RE-VIDEO
- RESERVOIRS
 - 15 YEAR CYCLE
- PIPELINES
 - ONGOING BASED ON DESKTOP ANALYSIS (AGE, LEAKS, MATERIAL, ETC.)



ASSET MANAGEMENT PLANS (AMPS)

- MULTI-YEAR EFFORT TO BRING ALL AMPS CURRENT IS FORECASTED TO BE COMPLETED IN 2024
- FIVE OF SEVEN AMPS HAVE BEEN UPDATED
- WATER METER AMP CURRENTLY UNDERWAY



NORTH SERVICE AREA OPERATIONAL IMPROVEMENTS

- RESERVOIR OPERATIONAL IMPROVEMENTS HAVE ENABLED BETTER OPERATOR CONTROL TO MANAGE SYSTEM PERFORMANCE AND STORED WATER QUALITY.
- OPENING OF CLOSED LEGACY INTRA-TIES BETWEEN THE FORMER ARCADE WATER DISTRICT AND NORTHRIDGE WATER DISTRICT HAS ALLOWED FOR INCREASED FLEXIBILITY AND BETTER DISTRIBUTION OF WATER RESOURCES.



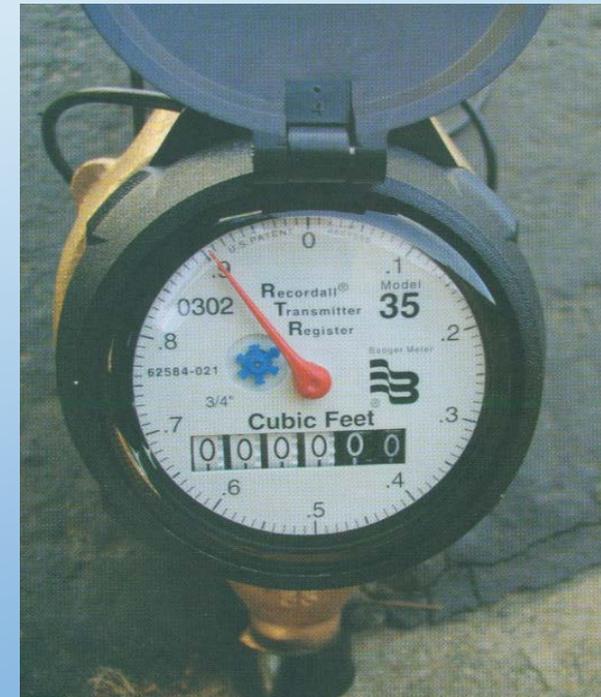
PREVENTIVE MAINTENANCE (PM)

- MEETING DISTRIBUTION PM GOALS
- MEETING METER PM GOALS
- COMPLETED YEAR ONE OF TWO YEAR HIGH TRAFFIC VALVE PM PROJECT



METER PROGRAMS

- METER RETROFIT IS EXPECTED TO WRAP-UP IN 2022 - 2023
- AFTER 30 YEARS OF DRIVE-BY METER READING, ALL AMR ENDPOINTS HAVE BEEN REPLACED, THUS ELIMINATING THE NEED FOR MOBILE METER READING



GOAL C

ENSURE FISCAL RESPONSIBILITY AND AFFORDABLE RATES



GOAL C: STRATEGIC OBJECTIVES

Ensure Sustainable Water Supply

- CONTINUE UPDATING ESTABLISHED FISCAL/FUNDING MANAGEMENT PRACTICES.
- DEVELOP ANNUAL FINANCIAL PLANS THAT ALIGN CIP PROJECTS WITH THE APPROVED RATE STRUCTURE.
- PROVIDE SEMI-ANNUAL FORECASTING OF BUDGET-TO-ACTUAL FINANCIAL DATA TO THE PUBLIC AND THE BOARD OF DIRECTORS.
- SEEK OPPORTUNITIES FOR ALTERNATE FUNDING SOURCES TO AUGMENT REVENUE.
- REVIEW APPROVED WATER RATES ANNUALLY IN CONCERT WITH THE BUDGET SETTING PROCESS.



OUTSTANDING INVENTORY CONTROLS

- INVENTORY VARIANCES REMAIN AT EXTREMELY LOW LEVELS (LESS THAN 10 ITEMS/PARTS) COMPARED TO 473 ITEMS IN INVENTORY.
- ~1,880 TRANSACTIONS IN 2021 ISSUING OVER 20,000 ITEMS AND OVER 6,700 FEET OF MATERIALS VALUED AT MORE THAN \$1.4M.



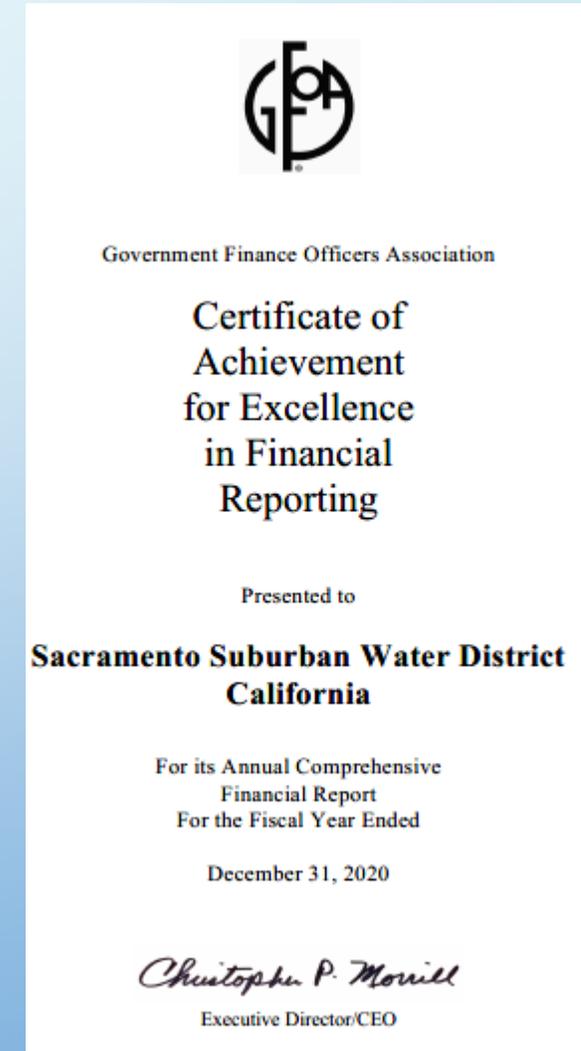
EVALUATE INVENTORY LEVELS AND OPTIMIZE FOR DISTRICT NEEDS

- DISTRICT HAS INCREASED STOCK LEVELS OF INVENTORY ITEMS ON-HAND TO COMBAT LONG LEAD-TIMES AND SHORTAGES. ADDITIONAL ITEMS HAVE BEEN ADDED TO INVENTORY.



AUDITS AND FINANCIAL REPORTING

- 10 STRAIGHT YEARS OF “EXCELLENCE IN FINANCIAL REPORTING” AWARDS FROM GFOA.
- 20 YEARS OF CLEAN AUDITS WITH NO MATERIAL INTERNAL CONTROL WEAKNESSES IDENTIFIED.



CONTINUING TO NEGOTIATE AND PARTNER WITH CITY OF SACRAMENTO ON SURFACE WATER COSTS

- TEMPORARY SURFACE WATER AGREEMENT FOR \$120.00/AF.



SURFACE WATER PURCHASES

- REDUCED SURFACE WATER BUDGET; WILL UTILIZE RESERVES TO MEET TAKE OR PAY LIMITS.



WATER TRANSFERS

- 2020 WATER TRANSFER: ~980K IN REVENUE
- DROP-FOR-DROP EXCHANGES WITH CITY OF SACRAMENTO: ~7,000AF BALANCE



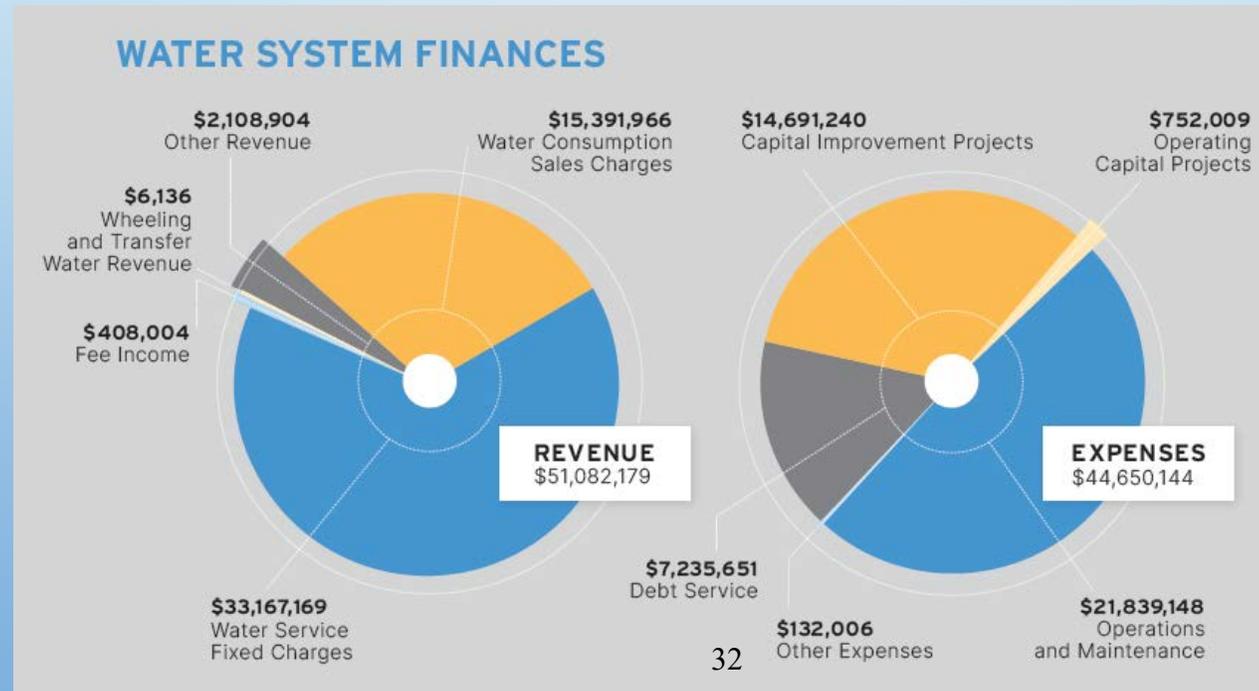
CREDIT RATING AND FINANCIAL STABILITY

- THE DISTRICT HAS MAINTAINED ITS AA+ CREDIT RATING AND CONTINUES TO IMPROVE ITS FINANCIAL POSITION.



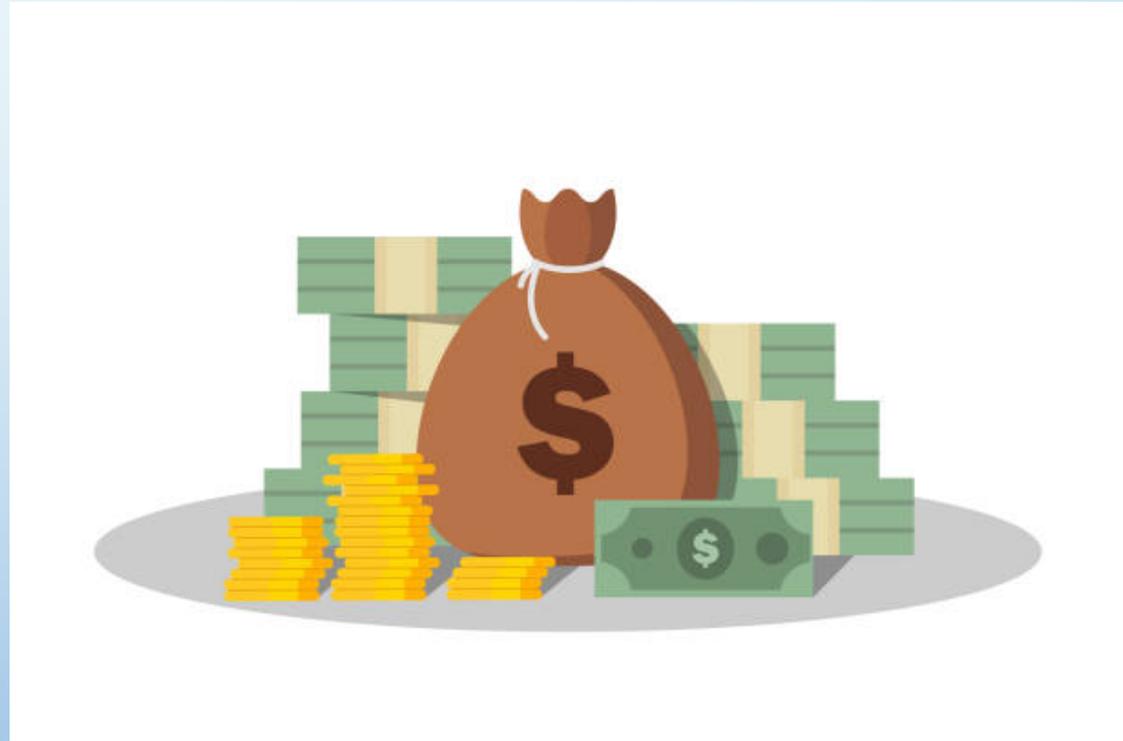
REVIEW BUDGETED EXPENDITURES FOR POTENTIAL SAVINGS

- DURING BUDGET PREPARATION, RECURRING ITEMS ARE INVESTIGATED FOR POTENTIAL SAVINGS.
- REFINANCED DISTRICT DEBT TO REDUCE TOTAL DEBT SERVICE COSTS, REDUCED ASSOCIATED RISK AND REDUCED PAYBACK PERIOD.
- MID-YEAR BUDGET TO ACTUAL ANALYSIS PREPARED AND PRESENTED TO BOARD.



GRANTS

- 2021 SWRCB CUSTOMER ARREARAGES GRANT: ~\$700K
- PROP 1 GRANT DWR
- PROP. 1 DWR GRANT: \$1M FOR WELL 79 CONSTRUCTION



GOAL D

MAINTAIN EXCELLENT CUSTOMER SERVICE



GOAL D: STRATEGIC OBJECTIVES

- TRAIN ALL STAFF TO BE AMBASSADORS OF CUSTOMER SERVICE TO IMPROVE INTERNAL AND EXTERNAL CONNECTIVITY.
- ENGAGE CUSTOMERS THROUGH A VARIETY OF VENUES/METHODS TO CREATE BROADER BASED OUTREACH.
- EDUCATE AND INFORM CUSTOMERS ON RELEVANT REAL TIME TOPICS.
- PROVIDE CUSTOMERS WITH EXPEDIENT FEEDBACK BY UTILIZING TECHNOLOGY AND ENGAGEMENT PLATFORMS (E.G. LEAK NOTIFICATION, WATER OUTAGES, AND CIP PROJECT UPDATES).
- INCLUDE LANGUAGE IN SUBCONTRACTORS' CONTRACTS ON CUSTOMER SERVICE PROTOCOLS AND PROCEDURE EXPECTATIONS TO PROVIDE SEAMLESS CUSTOMER SERVICE AND ACCOUNTABILITY (E.G. UPHOLD STANDARDS WHEN WORKING IN NEIGHBORHOOD STREETS).
- CONDUCT CUSTOMER SURVEYS.



COVID RESPONSE

- LOBBY CLOSED MARCH 2020 THROUGH MARCH 2022
- RELIEF PROGRAMS
- MAINTAINED EXCELLENT RESPONSIVENESS AND CUSTOMER SERVICE



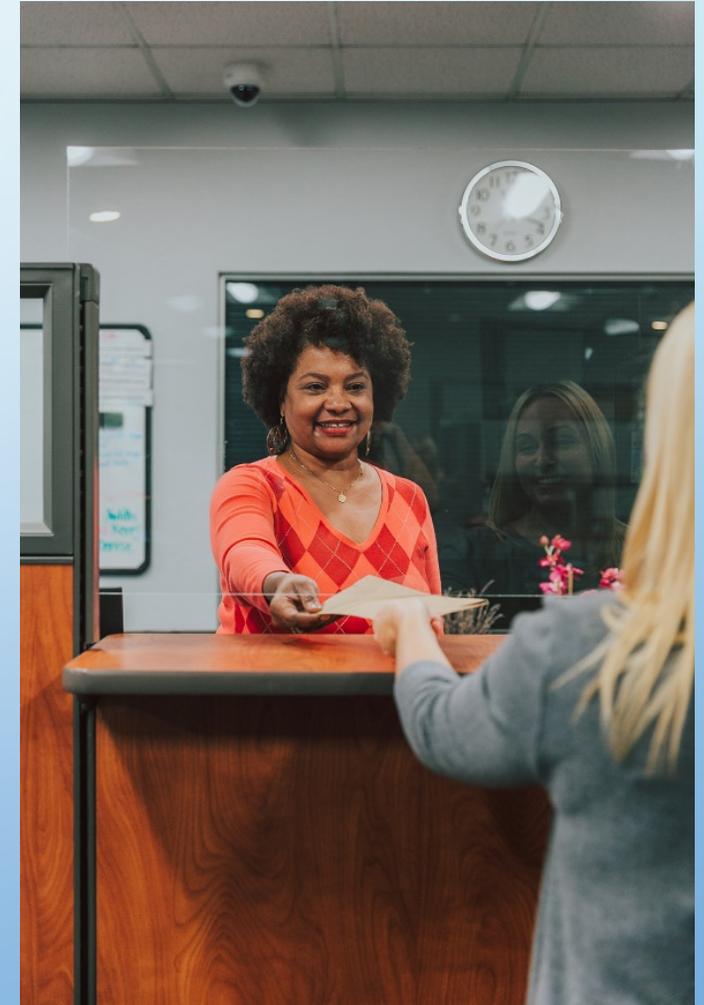
CUSTOMER SERVICE SECURITY PROJECT

- COMPLETED DECEMBER 2021
- LEVEL 2 BALLISTIC SECURITY
- OPEN AND WELCOME ATMOSPHERE



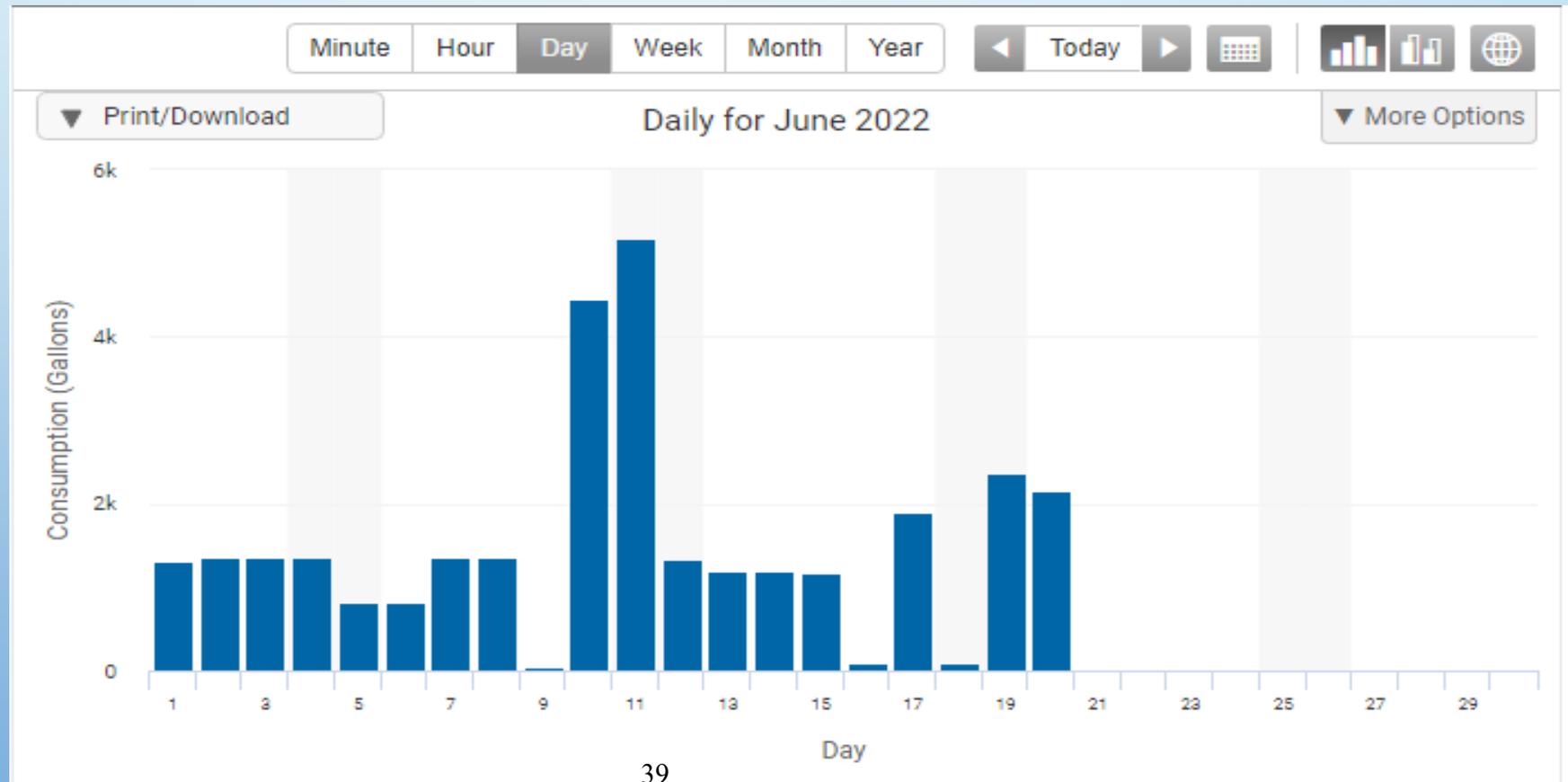
CUSTOMER CONTACT AND EDUCATION

- TARGETED MAILINGS
- BILL INSERTS
- NEWSLETTERS
- CONTACT INFORMATION DATA GATHERING
- ONGOING CUSTOMER SERVICE TRAINING PROGRAM
- SOCIAL MEDIA – FACEBOOK AND YOUTUBE APPROVED AND BEING ACTIVATED



AMI

- DISTRICT-WIDE DEPLOYMENT COMPLETE IN LATE 2021
- REMOTE READS, HOURLY READ DATA, LEAK DETECTION, HIGH USAGE DETECTION



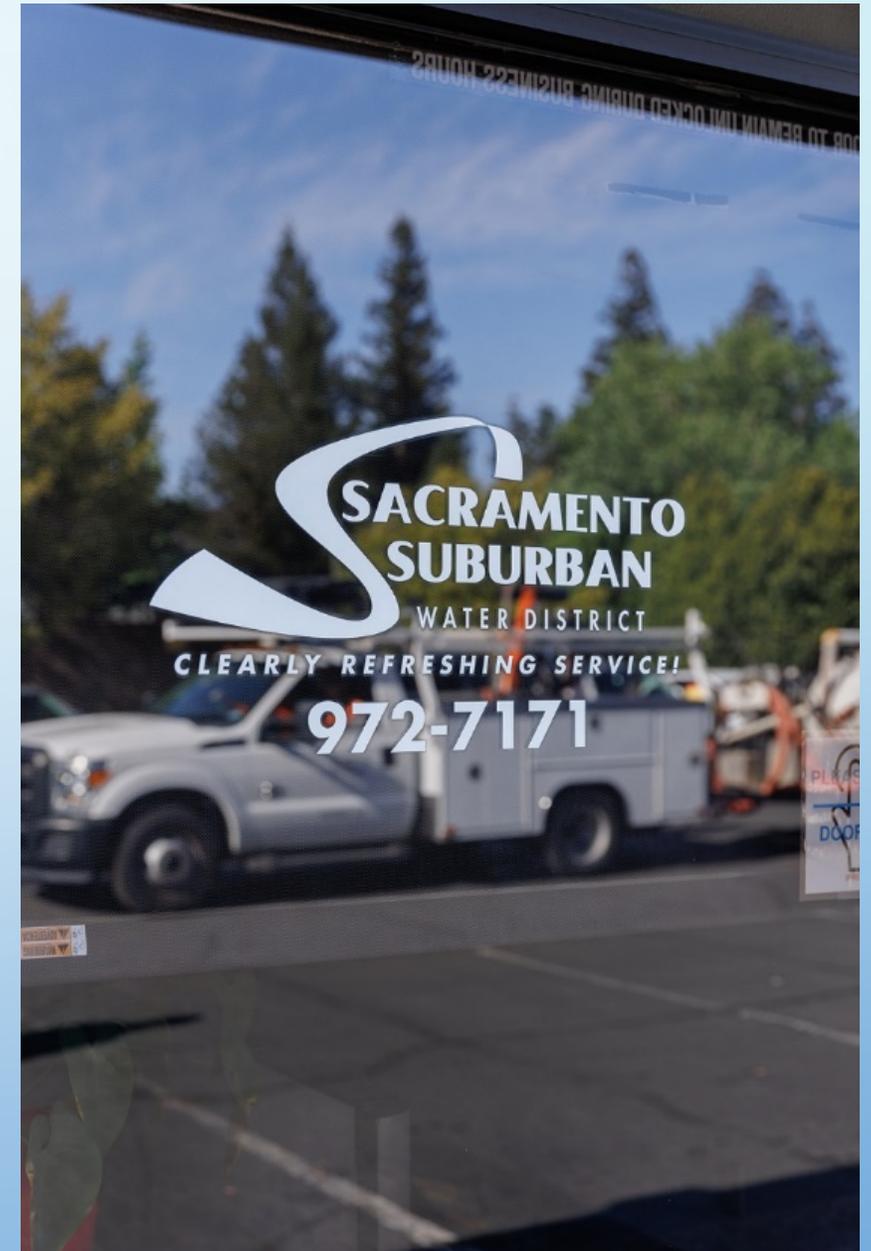
CUSTOMER INFORMATION PORTAL/VOICE RESPONSE SYSTEM

- EXTENSIVE 24/7 SELF-SERVICE FOR CUSTOMERS AND/OR TENANTS
- USAGE DATA
- UPGRADED IVR TO BE DEPLOYED IN JULY 2022



RESPONSE TIME

- AVERAGE WAIT TIME FOR CALLERS OF ONLY 21 SECONDS
- TYPICAL AFTER-HOURS EMERGENCY RESPONSE TIME OF 30 MINUTES OR LESS



WATER CONSERVATION

- SYSTEM LEAK DETECTION
- WATER-WISE HOUSE CALLS
- LEAK INVESTIGATIONS
- DROUGHT RESPONSE
- CUSTOMER LEAK NOTIFICATION PROGRAM
- UWMP/WSCP
- REBATE PROGRAM
- PRESENTATIONS
- CONSERVATION CLASSES
- MULCH MAYHEM



GOAL E

RETAIN AND RECRUIT A QUALIFIED AND STABLE WORKFORCE



GOAL E: STRATEGIC OBJECTIVES

- INVEST IN FUTURE LEADERS THROUGH COMPETITIVE COMPENSATION, REWARDING GOOD WORK THROUGH INCENTIVE COMPENSATION, TRAINING, AND MENTORING TO ENSURE SUCCESSION PLANNING.
- CREATE AN ENVIRONMENT THAT ENCOURAGES STAFF RETENTION AND RECRUITMENT TO MEET OUR MISSION.
- CREATE AN ANNUAL STAFFING PLAN THAT ANTICIPATES RETIREMENTS AND MAINTAINS APPROPRIATE LEVELS OF EXPERTISE TO ENSURE OPERATIONAL STABILITY.
- CREATE FUTURE LEADERS BY PROVIDING TRAINING, CROSS TRAINING, NETWORKING WITH OTHER DISTRICTS, AND MENTORING TO ENSURE A HIGH LEVEL OF PERFORMANCE AND SUCCESSION PLANNING.
- DEVELOP AN INTERNSHIP PROGRAM UTILIZING A VARIETY OF DISTRICT AND REGIONAL RESOURCES TO EMPLOY TEMPORARY WORKERS THROUGH WATER EDUCATION PROGRAMS.
- CREATE PROFESSIONAL ADVANCEMENT PATHWAYS FOR RETENTION (E.G. CONSIDER ADDITIONAL CLASSIFICATION LEVELS FOR ADVANCEMENT WITHIN POSITIONS).
- PROVIDE THE OPPORTUNITY TO ATTEND CONFERENCES AND BECOME MEMBERS IN ORGANIZATIONS FOR PROFESSIONAL DEVELOPMENT.



Goal E

- SUCCESSION PLANNING – IN PROCESS FOR BOARD REVIEW IN COMING MONTHS
- CREATED AND IMPLEMENTED ALTERNATE/REMOTE WORK PROGRAM
- ADAPTED TO CONSISTENTLY CHANGING COVID-19 REGULATIONS TO MAINTAIN SAFETY AND HEALTH OF EMPLOYEES



Goal E

- REVISED EMPLOYEE HANDBOOK TO DELINEATE BOARD AND GENERAL MANAGER RESPONSIBILITIES
- ADDED HIGHER-LEVEL RECRUITMENT AND OUTREACH EFFORTS, INCLUDING INDUSTRY-SPECIFIC RECRUITMENT SITES AND RESOURCES
- IMPLEMENTED ON-LINE APPLICATION PROCESS LINKED TO DISTRICT'S HRIS
- WORKED WITH VARIOUS DEPARTMENTS AND THE GENERAL MANAGER TO UPDATE JOB SPECIFICATIONS FOR SEVERAL POSITIONS



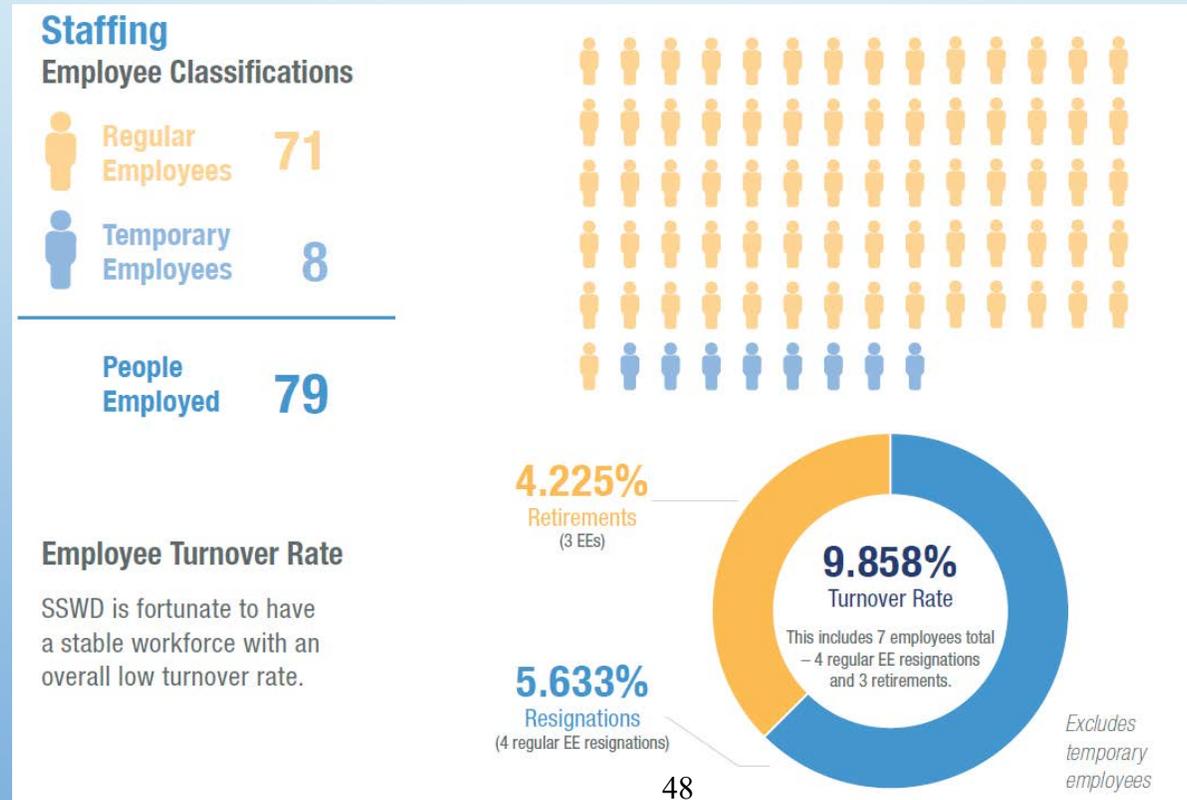
INTERNAL PROMOTIONS:

- OPERATIONS MANAGER TO AGM
- SUPERINTENDENT TO OPERATIONS MANAGER
- TWO FOREMAN TO SUPERINTENDENTS
- THREE OPERATORS TO FOREMEN
- TWO ENGINEERING INTERNS TO ASSISTANT ENGINEERS
- CUSTOMER SERVICE REPRESENTATIVE II TO SENIOR CUSTOMER SERVICE REPRESENTATIVE
- PRODUCTION OPERATOR I TO FACILITIES AND FLEET SPECIALIST



Goal E

- CREATED CONTROLLER, HUMAN RESOURCES TECHNICIAN, SCADA ANALYST, SAFETY AND RISK OFFICER, AND PM FOREMAN POSITIONS, INCLUDING JOB SPECIFICATIONS AND SALARY RECOMMENDATIONS
- HIRED 19 REGULAR EMPLOYEES AND 8 TEMPORARY EMPLOYEES SINCE 2020
- LOW TURNOVER RATE OF 9.858% IN 2021



SAFETY ACCOMPLISHMENTS/OBJECTIVES

- HIRED A DEDICATED SAFETY/RISK OFFICER (JUNE 2019)



SAFETY ACCOMPLISHMENTS/OBJECTIVES

- JPIA H.R. LABOUNTY AWARD WINNERS SINCE 2019
 - HYDRANT BACKFLOW METER CART – TOM DICKINSON
 - CHEMICAL TRAILER CHARGING STATION IMPROVEMENT – PAUL MILLER
 - HYDROFLUOROSILICIC ACID (HFA) TRANSFER JHA – WILLIAM SADLER
 - RHINO LINER TRAILER DECK – GEREY MOODY
 - FIELD WILDLIFE SAFETY – GREG BUNDESEN
 - BLUE CARD HAZARD RECOGNITION PROGRAM – BEN HARRIS
- SAFETY CENTER “EXCELLENCE IN SAFETY” AWARD



SAFETY ACCOMPLISHMENTS/OBJECTIVES

SAFETY PROCEDURES/PROGRAMS CREATED:

- WILDFIRE SMOKE
- CONFINED SPACE
- EMERGENCY ACTION
- COVID-19 PANDEMIC
- LOCKOUT/TAGOUT
- HAZARD COMMUNICATION
- BLUE CARD HAZARD RECOGNITION
- FALL PROTECTION
- LADDER SAFETY
- FIRST AID
- DRIVER SAFETY



SAFETY ACCOMPLISHMENTS/OBJECTIVES

- SPILL PREVENTION CONTROLS & COUNTERMEASURES (SPCC) TRAINING
- RISK AND RESILIENCE ASSESSMENT
- EMERGENCY RESPONSE PLAN
- EMERGENCY PREPAREDNESS TABLE TOP EXERCISE – WATER CONTAMINATION INCIDENT



SAFETY ACCOMPLISHMENTS/OBJECTIVES

- JPIA PRESIDENT RECOGNITION FOR ACHIEVING LOW RATIOS OF “PAID CLAIMS AND CASE RESERVES” TO “DEPOSIT PREMIUMS” IN THE LIABILITY PROGRAM FOR THE PERIOD 10/01/2016 – 09/30/2019, AND IN THE WORKERS’ COMPENSATION PROGRAM FOR THE PERIOD 07/01/2016 – 06/30/2019. (FEBRUARY 2021)
- JPIA PRESIDENT RECOGNITION FOR ACHIEVING LOW RATIOS OF “PAID CLAIMS AND CASE RESERVES” TO “DEPOSIT PREMIUMS” IN THE WORKERS’ COMPENSATION PROGRAM FOR THE PERIOD 07/01/2017 – 06/30/2020 (FEBRUARY 2022)



SAFETY ACCOMPLISHMENTS/OBJECTIVES

- 2020 DISTRICT OSHA TOTAL RECORDABLE INCIDENT RATE (TRIR) COMPARED TO NATIONAL AVERAGE FOR WATER SUPPLIERS (2020 DATA LATEST YEAR AVAILABLE):
 - NATIONAL AVERAGE = 3.3
 - SSWD = 1.5
 - 2020 SSWD INJURY RATE WAS 55% LOWER THAN NATIONAL AVERAGE FOR OUR INDUSTRY



QUESTIONS?

