

Agenda

Sacramento Suburban Water District Strategic Plan Workshop

3701 Marconi Avenue, Suite 100
Sacramento, California 95821

Monday, February 11, 2019
2:00 p.m.

Where appropriate or deemed necessary, the Board may take action on any item listed on the agenda, including items listed as information items. Public documents relating to any open session item listed on this agenda that are distributed to all or a majority of the members of the Board of Directors less than 72 hours before the meeting are available for public inspection in the customer service area of the District's Administrative Office at the address listed above.

The public may address the Board concerning an agenda item either before or during the Board's consideration of that agenda item. Persons who wish to comment on either agenda or non-agenda items should fill out a Comment Card and give it to the General Manager. The President will call for comments at the appropriate time. Comments will be subject to reasonable time limits (3 minutes).

In compliance with the Americans with Disabilities Act, if you have a disability, and you need a disability-related modification or accommodation to participate in this meeting, then please contact Sacramento Suburban Water District Human Resources at 916.679.3972. Requests must be made as early as possible, and at least one full business day before the start of the meeting.

Call to Order

Roll Call

Public Comment

This is the opportunity for the public to comment on non-agenda items within the Board's jurisdiction. Comments are limited to 3 minutes.

Items for Discussion and Action

1. Strategic Plan Workshop
Recommendation: Review the Mission, Vision, Values, Goals, and Objectives of the Strategic Plan in a full Board discussion.

Closed Session (Closed Session Items are not opened to the public)

2. Public employee performance evaluation involving the General Manager under Government Code section 54954.5(e) and 54957.

3. Conference to provide District's labor negotiator, Dave Jones, with direction concerning changes to General Manager's compensation and benefits; Government Code sections 54954.5(f) and 54957.6.

Adjournment

Upcoming Meetings:

Monday, February 25, 2019 at 6:00 p.m., Regular Board Meeting

I certify that the foregoing agenda for the February 11, 2019 meeting of the Sacramento Suburban Water District Board of Directors was posted by February 7, 2019 in a publicly-accessible location at the Sacramento Suburban Water District office, 3701 Marconi Avenue, Suite 100, Sacramento, California, and was freely available to the public.

Dan York
General Manager/Secretary
Sacramento Suburban Water District



Agenda Item: 1

Date: February 6, 2019

Subject: Strategic Plan Workshop

Staff Contact: Mike Huot, Assistant General Manager

Background:

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 serves as guidance to communicate broadly the organizational goals and the actions needed to achieve those goals as well as create alignment and focus to successfully achieve the 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.

The District conducted its first Strategic Planning process in 2004. The meeting was conducted with the assistance of a consultant that specialized in the strategic planning process. The most recent Strategic Plan Workshop was conducted by the District in March 2011. It is important to review the District's Strategic Plan since there have been significant changes to the region and state since 2011. In addition, it is relevant to review strategic plans on a periodic basis to address and maintain organizational alignment and adjust to a changing environment.

In September 2018 staff contracted with Ellen Cross of Strategy Driver, Inc. to assist in the District's Strategic Plan Update. Ellen helped District staff conduct staff and Board surveys, facilitate a staff workshop, draft a new vision, revise values and goals, and produce new objectives to be acted upon over the next 1-5 years. The content, to date, has been derived from the staff and Board surveys and the staff workshop.

Discussion:

The Board workshop on February 11, 2019, is an opportunity for the Board and the public to weigh-in on and inform key components of the draft Strategic Plan – Mission, Vision, Values, Goals, and Objectives (Attachment 1). Ellen Cross will co-facilitate the workshop along with the management team that participated in the staff workshops.

After the Board workshop is complete, Ellen and management will prepare a draft Strategic Plan that will include the Board workshop feedback and comments. The draft Strategic Plan is anticipated to be ready for the Board to review in Spring, 2019.

Strategic Plan Workshop

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An important bi-product of the Strategic Plan is the Implementation Plan that comes out of the Strategic Planning process. The Implementation Plan includes 1-5 year action items, known as business initiatives. Some of the comments and feedback from the Board workshop will likely be incorporated into the Implementation Plan, which will be updated annually and will be presented to the Board annually.

Attachment:

1. DRAFT MISSION, VISION, VALUES, GOALS, AND OBJECTIVES

DRAFT MISSION, VISION, VALUES, GOALS, AND OBJECTIVES

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Introduction

Updating the Strategic Plan is a process that includes multiple steps. The management team and staff have reviewed the Mission (who we are) and it remains unchanged. The Vision (what we aspire to be) is new and is intended to provide a picture of what SSWD sees itself in the future. The Values (our moral code and standards) have been revised to be more concise and easier to remember and embrace. The Goals and Objectives drafted below are based on the current Mission and Draft Vision and Values and were developed by the Board and Staff Surveys circulated in October, 2018 and the Staff Workshop conducted on December 19, 2018. Although all components remain open for suggestions, this workshop will focus on the Goals and Objectives.

Mission:

To deliver a high quality, reliable supply of water and superior customer service at the lowest responsible water rate.

Draft Vision:

Sacramento Suburban Water District will be a model agency that upholds and retains trust and reputation with customers and regional partners through fiscal responsibility, environment stewardship, and leadership within the water industry.

Draft Values:

Professionalism - Attract and retain a skilled and professional workforce to deliver high quality water and customer service.

Ethics - Practice ethical standards and integrity in all of our communications and actions.

Respect - Respect customers and stakeholders by conducting business through open and transparent governance, communication, and conduct.

Robust Standards - Maintain sustainable resources and facilities asset management through cost effective business practices.

Collaboration - Emphasize internal and external collaboration in addressing issues and attaining objectives.

Health and Safety - Ensure public health and safety by conducting operations in accordance with statutory and regulatory requirements.

Goals and Objectives:

GOAL 1: Provide a Sustainable Clean, Safe, and Reliable Water Supply

OBJECTIVES:

- Enhance collaboration with regional and state partners to establish a conjunctive use program, water transfers, and banking for water reliability.

DRAFT MISSION, VISION, VALUES, GOALS, AND OBJECTIVES

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- Develop a groundwater contaminants and treatment plan (e.g. Chrom 6 Management Plan) to meet and/or exceed regulations.
- Improve water quality by determining whether fluoridation in the South Service Area should be eliminated or upgraded (erroneous alarms) per California Division of Drinking Water; managing aquifer at regional scale, and proactively managing the Cross Connection Control Program.
- Optimize our existing supply and evaluate new supply options including identifying, evaluating, and acquiring new water rights and supplies for future generations (e.g., RiverArc; Surface Water Rights from City of Sacramento, explore new well campuses, reduce inventory of decommissioned wells, create policies to inactivate wells to protect water supply).
- Explore retaining a legislative advocate to inform policies, monitor regulatory and legislative developments, and collaborate with RWA, SAWWA, and SGA to protect our water rights from external threats (e.g., WaterFix, SGMA, WQCP, Folsom Operations, and unbalanced affordable water language).
- Implement our Regulatory and Operational priorities based on best management practices and risk management to meet our obligations and customer expectations. (e.g. complete Lead Service Line Inventory.)
- Improve conservation through enhanced customer education and incentive programs.

GOAL 2: Enhance the Process of Evaluating, Planning, and Funding of SSWD's Infrastructure to Ensure Fiscal Responsibility

OBJECTIVES:

- Develop a robust, annual Capital Improvement Program, which is derived from the Master Plan, Asset Management Plans, condition assessments, and institutional knowledge that is updated to reflect current data and technology.
Examples include:
 - Replace infrastructure that has outlived its useful life, such as main lines and wells.
 - Improve and standardize interties to ensure water quality and accurate metering.
 - Improve the District's creek-crossing inspection program to include improvements where necessary.
- Participate in Asset Management venues to increase knowledge of Best Management Practices.
- Seek opportunities for alternate funding sources to augment revenue:
 - Engage federal, state, and local agencies to maintain understanding of funding sources.
 - Apply for funding as it aligns with the District's Mission Statement.
- Review and set water rates annually to ensure operations and capital improvement costs are fully funded.

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GOAL 3: Improve Operational Efficiencies to Ensure Affordable Rates

OBJECTIVES:

- Work across the region to reduce operational costs by realizing economies of scale through collective purchasing agreements and alignment of policies (e.g., invest in Regional Water Meter Consortium, water transfers).
- Evaluate centralizing SSWD's staff for better teamwork and communication.
- Invest in technology to maximize efficiencies and document management procedures (e.g. SCADA, tablets, etc.).
- Evaluate benefits/cons of standardizing assets (e.g. Interties).
- Optimize use of land for locating and consolidating wells and facilities in SSWD's service area and consider eliminating surplus properties.
- Consider consolidating with other agencies to achieve more efficient and reliable water deliveries (e.g. SJWD, smaller districts).
- Create stronger alignment among Board of Directors, Management, and Staff.
- Seek opportunities to improve operational efficiency and reliability including optimizing and/or eliminating pressure zones and intraties (i.e. Bainbridge/Walerga Intratie/PRV Station, reoperation of Antelope Reservoir, and operations of groundwater vs surface water supplies).
- Establish Standard Operating Procedures (SOPs) to standardize operations and communications and improve efficiency within the District as well as within the region (e.g. Water Shortage Contingency Plan).
- Create annual asset purchasing plan and solicit staff input (e.g. when purchasing trucks consider buying uniform trucks with appropriate vehicle capability).
- Develop resource (staffing/budget) plan for all projects to determine appropriate levels of outsourcing.
- Develop water conservation and use efficiency strategies through proven cost effective measures.

GOAL 4: Maintain Superior Customer Service

OBJECTIVES:

- Train all staff to be ambassadors of customer service, including job shadowing and ride-a-longs in an effort to increase staff understanding of each other's jobs, which will lead to increased customer service.
- Improve internal customer service.
- Engage customers through multiple outreach methods (e.g. Schools, open house).
- Inform and educate customers on important topics such as changing regulations and other impacts to SSWD's rates and water use efficiencies.
- Share studies on efficient rates with conservation (e.g. CA Water Efficiency Partnership, Alliance for Water Efficiency).

DRAFT MISSION, VISION, VALUES, GOALS, AND OBJECTIVES

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- Provide continuous customer service training, including seminars, guest speakers, and in-house training.
- Provide customers with expedient feedback by utilizing technology and engagement platforms, as well as email, texts, website, social media, apps, Facebook, Instagram, and Twitter to provide outreach to customers on critical issues (e.g. leak notification, water outages, and CIP project updates).

GOAL 5: Retain and Recruit a Qualified and Stable Workforce to Serve High Quality, Reliable Water to Our Customers

OBJECTIVES:

- Invest in future leaders through competitive 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, aligns with AWWA Utility Benchmarking, and maintains appropriate levels of expertise.
- Create future leaders by providing training, cross training, networking with other districts, and mentoring to ensure high level of performance and succession planning.
- Use technology/innovation to improve staff efficiency of operations (I.e. GIS, SCADA, GPS, etc.)
- Research a variety of sources for an Operations Department Internship Program and temporary workers (Example: Folsom college, Youth outreach for potential operators).
- Create professional advancement pathways for retention (e.g. consider additional classification levels for advancement within positions).
- Locate all staff at one location to streamline internal process, increase efficiency, and improve communication and staff morale.
- Provide the opportunity to attend conferences and become members in organizations to gain required Continuing Education credits.