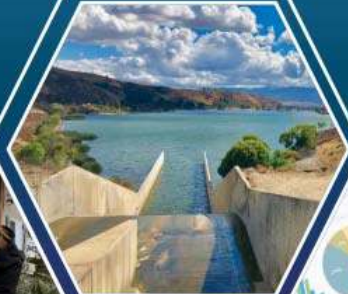


2019

SANTA CLARITA VALLEY WATER AGENCY
5-YEAR STRATEGIC PLAN

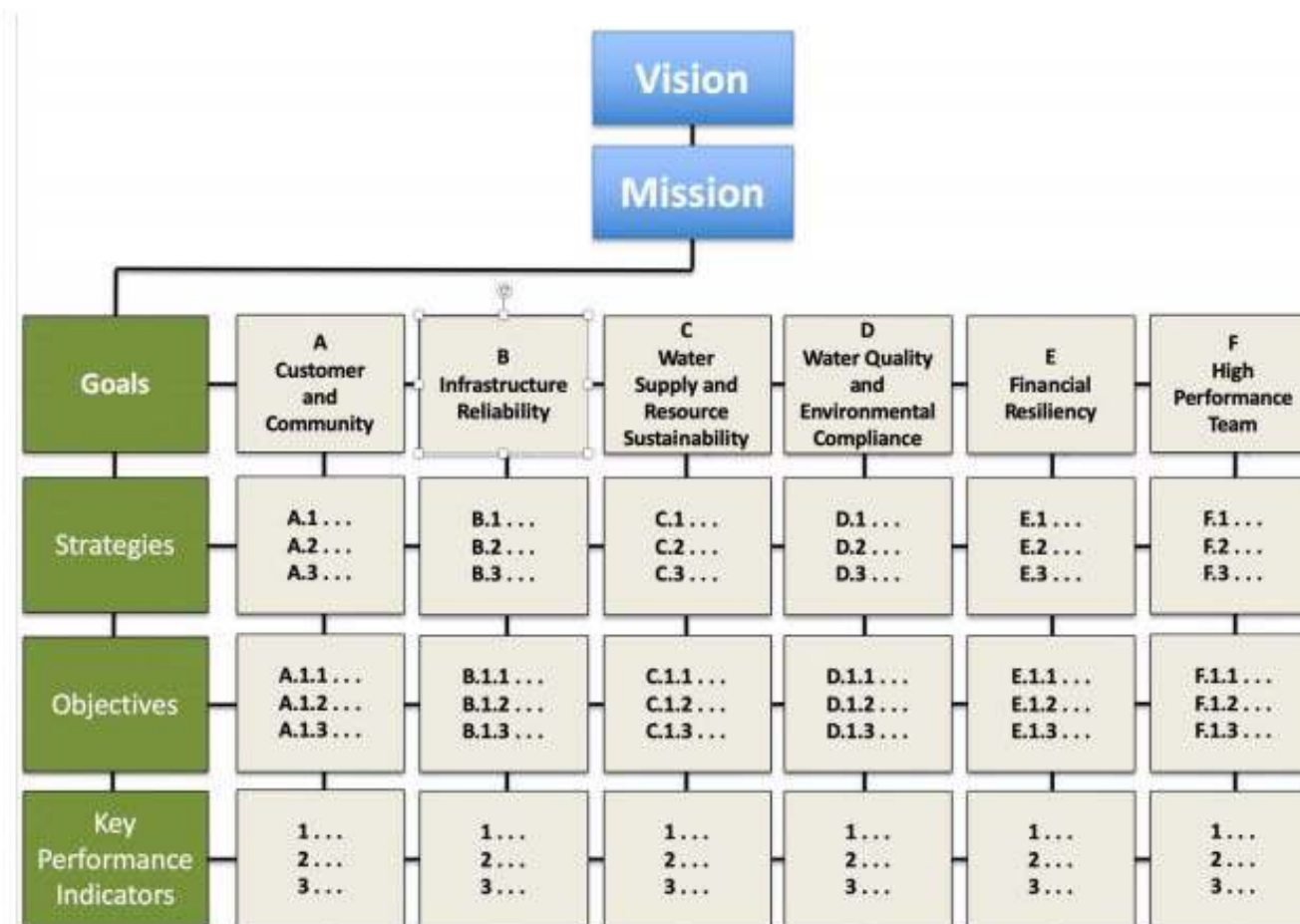
Unified. Integrated. Best in class. A new era in regional water resource management for a valley that shares one river, one watershed.



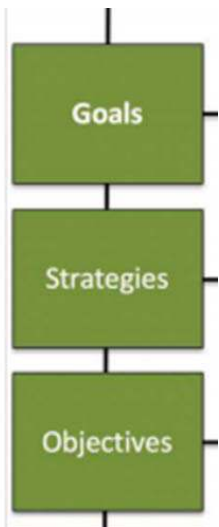
A quick introduction to performance reporting























Strategic Plan Hierarchy



Strategy “Owners” and “Collaborators”



 Strategy Owners & Collaborators <small>SCV Water</small>			
Goal	Strategy	Strategy Owner	Collaborators
Goal "B": Infrastructure Reliability Implement, operate, and maintain water infrastructure to ensure sustainable water service provision.	B.1 -- Plan, design and build facilities to meet demand, including storage capacity and interconnections between regional and retail water systems	 Brian Folsom	 Keith Abercrombie  Steve Cole
	B.2 -- Plan and budget for long-term replacements and improvements	 Mike Alvord	 Brian Folsom
	B.3 -- Implement improved planning tools	 Brian Folsom	
	B.4 -- Develop standard designs, policies and procedures	 Brian Folsom	
	B.5 -- Operate and maintain facilities	 Mike Alvord	
	B.6 -- Plan and prepare for catastrophic emergencies	 Mike Alvord	
Goal "C": Water Supply & Resource Sustainability Implement water supply programs to ensure the service area has reliable and sustainable supplies of water.	C.1 -- Conduct planning to ensure long-term water demands are met	 Steve Cole	 Dirk Marks
	C.2 -- Protect the SCV Water interests in the State Water Project	 Dirk Marks	
	C.3 -- Advance the integrated management of water resources	 Dirk Marks	
	C.4 -- Advance demand management and achieve state-mandated water-use efficiency targets	 Dirk Marks	 Steve Cole
	C.5 -- Respond to anticipated near-term droughts through rate structure modification, conservation assistance, customer service and outreach	 Dirk Marks	
	C.6 -- Actively manage natural resource use	 Steve Cole	 Keith Abercrombie  Mike Alvord

Strategy “Owners” and Objective “Owners”



Strategy Owner	Strategy	Objectives	Objective Owner
SC Steve Cole	A.5 -- Adopt environment sustainable business practices	<ul style="list-style-type: none"> <input type="checkbox"/> A.5.1 -- Move to paperless processes 	EC Eric Campbell
SC Steve Cole	C.1 -- Conduct planning to ensure long-term water demands are met	<input type="checkbox"/> C.1.1 Complete the 2020 Urban Water Management Plan	DM Dirk Marks
		<input type="checkbox"/> C.1.2 Identify projects and initiate planning for projects to enhance long-term water supply reliability consistent with the updated Water Supply Reliability Report	DM Dirk Marks
		<input type="checkbox"/> C.1.3 Respond to SB 610 Water Supply Assessments and SB 221 Water Supply Verifications	DM Dirk Marks
		<input type="checkbox"/> C.1.4 Analyze the seismic resiliency of SCV Water's supply portfolio	SC Steve Cole
		<input type="checkbox"/> C.1.5 Monitor climate change science and public policy. Incorporate climate change impacts on water demand and supplies into long-term plans and programs to maintain reliable and sustainable water supplies.	DM Dirk Marks
SC Steve Cole	C.6 -- Actively manage natural resource use	<input type="checkbox"/> C.6.1 Conduct organization-wide energy assessment to identify opportunities to reduce energy use	MD Matt Dickens
		<input type="checkbox"/> C.6.2 Evaluate SCV Water's solar power contracts and options to optimize the cost and value to SCV Water	KA Keith Abercrombie
		<input type="checkbox"/> C.6.3 Optimize facility operations to minimize power, supplies, chemicals, and labor consumption	KA Keith Abercrombie
		<input type="checkbox"/> C.6.4 Assess the carbon footprint of SCV Water	MD Matt Dickens
		<input type="checkbox"/> C.6.5 Develop/implement appropriate emissions reductions	MD Matt Dickens

Illustrative Example of Objective Timelines

Name	2019				2020				2021				2022			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
SCV Water																
A.5.1 -- Move to paperless processes																
E.1.1 Construct a financial model that can forecast financial requirements and results through the service area build out																
E.1.2 Incorporate the use of stochastic analysis in the financial planning model																
E.1.3 Implement staff tracking and assessment of debt portfolio																
E.1.4 Develop a Long-Range Finance Plan																
E.2.1 Update cost of service models utilizing the long-term financial plan and enterprise cost allocations																
E.2.2 Update the recycled water rate																
E.2.3 Develop a multi-year rate implementation plan that will establish consistent levels of funding and cash reserves throughout the service area																
E.4.1 Establish financial dashboards that will communicate financial performance/health of the Agency																
E.4.2 Establish operational performance dashboards that communicate execution of the strategic plan																
E.4.3 Build internal capabilities for rate, financial, and performance analysis and reporting through training and adding staff as necessary																
E.5.1 Evaluate opportunities to hedge financial risks with insurance																
E.5.2 Evaluate opportunities to improve the relationship between fixed costs and fixed revenues in rate and fee structures																
F.2.01 Complete an organizational design study that results in updated job requirements, job classifications, clear career paths, and appropriate pay levels																
F.2.02 Research compensation for licenses and certifications through a market survey																
F.2.08 Budget for sufficient staffing to meet adopted objectives																

F.3.03 Consolidate telecommunication and network equipment

SCV Water

Objective Owner 2

CP Cris Perez

Collaborators

JH Jeff Herbert

Description

Evaluate solutions relative to organizational infrastructure and deploy technology to resolve and consolidate telecommunication needs.

Start Date

12/1/19

Analysis

October 2019

End Date

6/30/21

Recommendations

October 2019

Milestones

Create Ad Hoc Working Group
SCV Water | 12/18/19 - 6/30/21

Select Telecommunication System
SCV Water | 4/2/20 - 6/30/20

Strategies


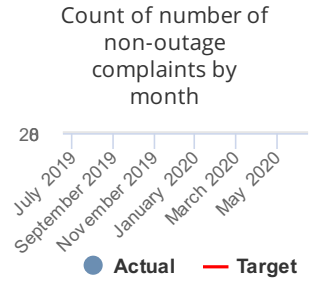

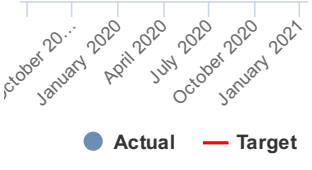





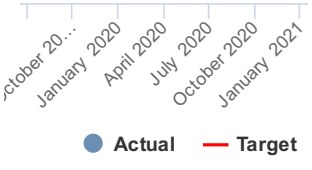
F.3 -- Implement integrated technology and applicatio..
SCV Water





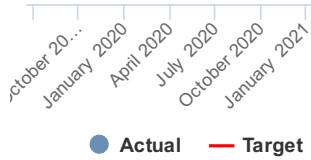
Gantt Chart

Name	2019	2020				2021	
	Q4 19	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21
SCV Water							
F.3.03 Consolidate telecommunication and network							
Create Ad Hoc Working Group							
Select Telecommunication System							


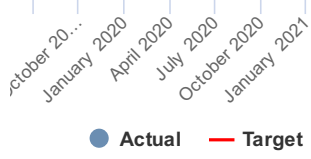

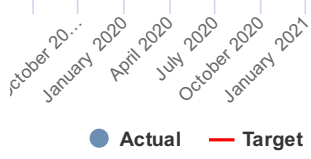
Measures of Progress

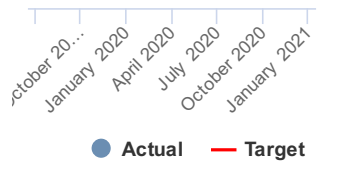
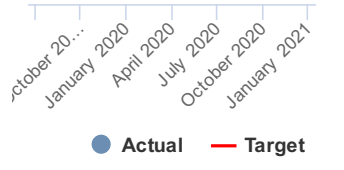
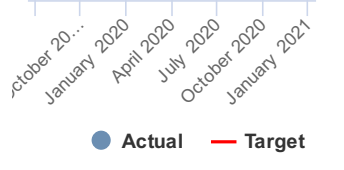
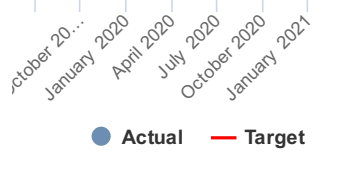
SCV Water



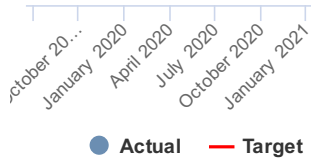
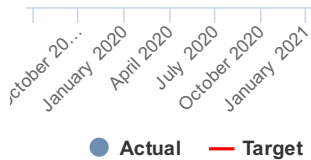
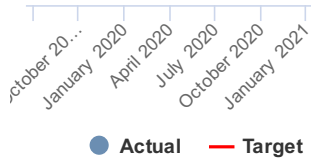
Goal	KPI	Description	Charts
<p>Goal "A": Customer/Community</p> <p>Implement policies supporting the social, quality of life, and environmental values of the community.</p>	<p> (Goal A) 1. Complaint log statistics</p>	<p>A complaint log is maintained by Customer Service to document customer concerns and their outcomes. A quarterly internal review of the log will occur and summarized for mention to the Board.</p>	<p>Count of number of non-outage complaints by month</p> 
	<p> (Goal A) 2. The length of time it takes to resolve customer issues</p>	<p>The average time it takes to close a customer issue from the time it is received.</p>	
	<p> (Goal A) 3. Number of unscheduled emergency shut-offs and scheduled shut-offs</p>	<p>The count of all unscheduled, emergency shut-offs during the reporting period.</p>	
	<p> (Goal A) 4. Stakeholder awareness of water issues affecting ratepayers and SCV Water</p>		
	<p> (Goal A) 5. Level of public awareness of available water saving rebates and programs</p>		

Goal	KPI	Description	Charts
	<p>(Goal A) 6. Public awareness and opinion of SCV Water, the services it provides and its role in the community</p>		
	<p>(Goal A) 7. Level of active participation in organizations by SCV Water Directors and staff</p>		
	<p>(Goal A) 8. Diversity of organization memberships</p>		
<p>Goal "B": Infrastructure Reliability Implement, operate, and maintain water infrastructure to ensure sustainable water service provision.</p>	<p>(Goal B) 1. Sufficient water storage and put-and-take capacity to ensure water banking program success in meeting annual demands</p>	<p>Target: 95% confidence level</p>	
	<p>(Goal B) 2. Annual Major Capital Improvement Program (CIP) actual expenditures against planned</p>	<p>Budget vs actual expenditure to evaluate progress, project management, and timing of bond issues</p>	

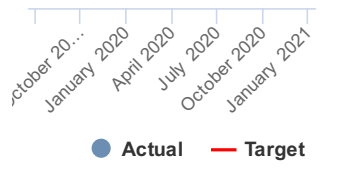
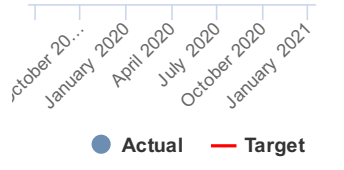
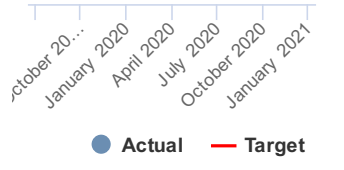
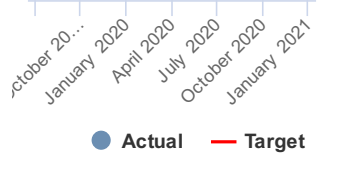
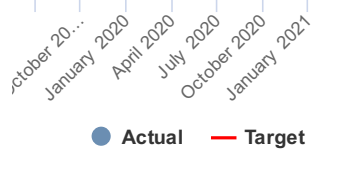
Goal	KPI	Description	Charts
	<p>■ (Goal B) 3. Progress of the Pipeline Inspection Program</p>		
	<p>■ (Goal B) 4. Progress to develop and implement an Asset Management Program</p>		
	<p>■ (Goal B) 5. Number and volume of service leaks and main breaks</p>	<p>Proportion of service line leaks to service connections and mainline breaks to miles of mainline.</p>	
	<p>■ (Goal B) 6. Service line replacement progress</p>	<p>Proportion of services lines replaced vs number of service line leaks</p>	
	<p>■ (Goal B) 7. Number of valves exercised</p>	<p>Proportion of valves exercised vs number of valves in the system</p>	

Goal	KPI	Description	Charts
	<p>■ (Goal B) 8. Number of dead-end areas flushed</p>	<p>Proportion of dead-ends flushed compared to number of dead-ends in the system</p>	
	<p>■ (Goal B) 9. Number of meters replaced compared to planned</p>	<p>Proportion of meters replaced compared to number planned at the beginning of each FY.</p>	
<p>Goal "C": Water Supply & Resource Sustainability</p> <p>Implement water supply programs to ensure the service area has reliable and sustainable supplies of water.</p>	<p>■ (Goal C) 1. Average year water supply exceeds ten-year projected water demand</p>		
	<p>■ (Goal C) 2. Compliance with state requirements (SBX 7-7, SB 60 and AB 2668) to improve urban water-use efficiency</p>		

Goal	KPI	Description	Charts
	<p>(Goal C) 3. Maintain use of groundwater supplies consistent with the groundwater basin operating plan and UWMP</p>		
	<p>(Goal C) 4. SWP supply reliability consistent with the SWP Delivery Capability Report and the UWMP</p>		
	<p>(Goal C) 5. Monthly monitoring of production and consumption compared to historic months</p>		
	<p>(Goal C) 6. Monthly monitoring of water loss</p>		

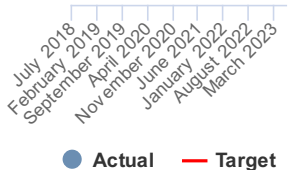
Goal	KPI	Description	Charts
	<p>(Goal C) 7. Lead implementation of the Sustainable Groundwater Management Act including preparation of a groundwater sustainability plan</p>		 <p>● Actual — Target</p>
	<p>(Goal C) 8. Percent change in recycled water use</p>		 <p>● Actual — Target</p>
	<p>(Goal C) 9. Protect the availability of local water resources (capacity and quality)</p>		 <p>● Actual — Target</p>
	<p>(Goal C) 10. Per capita water use</p>		 <p>● Actual — Target</p>
<p>Goal "D": Water Quality & Environmental Compliance</p> <p>Protect the quality of our water supplies and environment and ensure our drinking water quality is consistent and meets or surpasses all water quality requirements.</p>	<p>(Goal D) 1. Completion of required Division of Drinking Water monitoring sampling and analyses</p>		 <p>● Actual — Target</p>

Goal	KPI	Description	Charts
	<p>(Goal D) 2. Maintain compliance with Safe Drinking Water Act</p>		
	<p>(Goal D) 3. Groundwater pumped from Saugus wells and treated at the Saugus Perchlorate Treatment Facility</p>		
	<p>(Goal D) 4. Complete Consumer Confidence Report</p>		
	<p>(Goal D) 5. Impacted well capacity</p>		
<p>Goal "E": Financial Resiliency Maintain a long-range, transparent, stable and well-planned financial condition, resulting in current and future water users receiving fair and equitable rates and charges.</p>	<p>(Goal E) 1. Maintain existing bond ratings</p>	<p>Avoid a bond rating downgrade. All future issues to be rated at least at the level of the immediate prior bond issue.</p>	

Goal	KPI	Description	Charts
	<ul style="list-style-type: none"> (Goal E) 2. Meet debt service coverage ratio 	Annual Actuals and in all Financial plans	
	<ul style="list-style-type: none"> (Goal E) 3. Meet reserve fund targets 		
	<ul style="list-style-type: none"> (Goal E) 4. Actual costs compared to project budgets 		
	<ul style="list-style-type: none"> (Goal E) 5. Actual costs compared to annual budget 		
	<ul style="list-style-type: none"> (Goal E) 6. Number and magnitude of change orders for major capital improvement program projects 		

Goal	KPI	Description	Charts
<p>Goal "F": High Performance Team</p> <p>Grow a culture of continuous improvement that fosters SCV Water's values.</p>	<p>(Goal F) 1. Number and percentage of Financial and Administrative policies that have been updated in the last five years</p>		
	<p>(Goal F) 2. Pace of technology, tools and equipment maintenance relative to workflow demand</p>		
	<p>(Goal F) 3. Contact hours and continuing education units (average of total and by department)</p>		
	<p>(Goal F) 4. Number and types of certified and licensed staff</p>		
	<p>(Goal F) 5. On-time completion of annual performance evaluations and inclusion of employee input on career advancement plans</p>		

Goal	KPI	Description	Charts
	(Goal F) 6. SCV Water use of education reimbursement program		
	(Goal F) 7. Number of days lost to workplace personal injuries		
	(Goal F) 8. Service desk time to resolution less than 24 hours		
	(Goal F) 9. Network availability - High availability sites uptime percentage		

Goal	KPI	Description	Charts
	(Goal F) 10. IT service desk ■ first contact resolution percentage		 <p>● Actual — Target</p>

Dashboard 1.0

SCV Water



