

APPENDIX A – ACTION PLAN

Objectives = * Priorities, dates, and responsible Divisions are included in the Budget document.

Yellow highlighted items are a focus in FY20 & 21
Green highlighted items are completed
Blue highlighted items are challenges

Goal A: Implement and communicate policies supporting the social, quality of life, and environmental values of the community.			
Strategy	Objective	Time Frame	Status/Comment
A.1 - Provide "best in class" customer service.			
A.1.1	Reassess delegation of authority to Customer Care Representatives for improving first call resolution	12/31/2019	
A.1.2	Standardize customer service procedures across SCV Water	9/30/2019	
A.1.3	Redesign bills, with Customer Care Representative's input	5/31/21	This will be addressed after the CIS integration & new rates are designed.
A.2 - Proactively communicate with and engage our community on water matters of importance to the region positioning SCV Water as a leading resource and reliable authority on water issues.			
A.2.1	Develop an annual outreach plan that supports the priorities of the Strategic Plan	9/1/20	
A.2.2	Increase public awareness and understanding of water issues (e.g. water quality, emergency preparedness, value of water, regulatory challenges, etc.)	Ongoing	
A.2.3	Develop and implement engagement tools to receive feedback and measure awareness from stakeholders (e.g. Customer Service Survey)	2/28/20	
A.2.4	Support Finance in conveying message of how to do business with SCV Water	8/1/20	
A.2.5	Foster partnerships in the community through participation on committees, boards and special alliances with area organizations (e.g., College of the Canyons, City of Santa Clarita, Chamber, VIA)	8/1/20	
A.2.6	In coordination with Conservation staff, raise awareness of and demand for conservation programs through available agency outlets and resources	Ongoing	
A.2.7	Build positive public perception of SCV Water as a leading resource and reliable authority on water issues by engaging stakeholders through selected advisory committees, learning opportunities and an agency speaker's bureau	Ongoing	

A.2.8	Support SCV Water efforts to work with public agencies and industry associations to influence water policy	Ongoing	Resource Conservation Manager is Chair of the Research & Evaluation Committee for the California Water Efficiency Partnership (CalWEP) and Co-Chair for R&E Committee for the Alliance for Water Efficiency (AWE).
A.2.9	Engage local media to ensure accurate reporting	6/30/20	
A.2.10	Produce an SCV Water Summit event for agency stakeholders	6/30/2020	
A.3 - Work with local, regional, state and federal agencies, industry associations and organizations to influence water policy for the benefit of our service area customers.			
A.3.1	Engage in local, state and federal activities to further the interests of water in the Santa Clarita Valley	Ongoing	
A.3.2	Maintain strong working relationships with local agencies (water agencies, special districts, city, and local governments)	Ongoing	
A.4 - Engage in statewide and federal water legislative and policy issues.			
A.4.1	Continue coordination with SCV Water legislative analysts in communications with local, state, and federal elected officials and their staffs	Ongoing	01/01/20 we retained new federal lobbyist firm to assist with a more proactive and strategic approach
A.4.2	Foster and continue effective working relationships with the Department of Water Resources and other State Water Project Contractors	Ongoing	SCV Water GM serves as president of the SWC, Director of WR serves as co-chair of the Operation, Maintenance and Engineering Committee, CFAO as member of Audit-Finance Committee. Staff participated in Delta Conveyance Facility negotiation
A.4.3	Coordinate legislative initiatives concerning Sacramento-San Joaquin Delta and water conservation with legislative analysts, Association of California Water Agencies, State Water Contractors and other necessary parties to enhance the reliability and cost effectiveness of the SCV Water's SWP water supply	Ongoing	

A.5 - Adopt environmentally sustainable business practices.			
A.5.1	Launch cross-organizational Green Team to advise, evaluate, and support sustainability initiatives.	9/1/2019	SCV Water Green Team launched in 2019.
A.5.2	Initiate a strategic sustainability action planning effort based on sustainable smart practice research (Collaboration with USC)	12/31/2019	Completed in December 2019.
A.5.3	Develop and implement the 'SCV Water Sustainability Action Plan'.	Ongoing	
A.5.4	Develop and implement employee sustainability communication and engagement activities.	Ongoing	
A.5.5	Move to paperless processes	1/31/25	
A.6 - Develop and lead the community vision for the watershed.			
A.6.1	Incorporate meaningful stakeholder engagement in development of the groundwater sustainability plan.	1/31/2022	Seated a SGMA Stakeholder Committee with broad community representation
A.6.2	Work with NGOs to understand common goals within the community/watershed, including disadvantaged communities, using the Integrated Regional Management Program as a communication vehicle	Ongoing	Staff met with Sierra Club regarding future Recycled Water development.
Goal B: Infrastructure Reliability – Implement, operate, and maintain water infrastructure to ensure sustainable water service provision.			
Strategy	Objective	Time Frame	
B.1 - Plan, design and build facilities to meet demand including storage capacity and interconnections between wholesale and retail water systems.			
B.1.1	Implement capital projects related to infrastructure reliability	Ongoing	
B.1.1.1	Complete design and construction of Groundwater VOC Treatment Improvement Project	6/30/2021	
B.1.1.2	Complete design and construction of the Saugus Replacement Wells Project	6/30/2021	Currently being designed
B.1.1.3	Complete design and initiate construction of the Phase 2B Recycled Water backbone pipeline, distribution pipeline and tank	2/1/2020	
B.1.1.4	Complete final design of the South End Recycled Water Project (Phase 2C)	9/30/2019	
B.1.1.5	Complete final design and initiate construction of the West Ranch Recycled Water Project (Phase 2D)	2/1/2020	
B.1.1.6	Complete land acquisition for Castaic Conduit Project	6/30/2020	

B.1.1.7	Complete design and initiate construction of the Earl Schmidt Sludge Collection System Project	6/30/2020	
B.1.1.8	Complete construction of Magic Mountain Pipeline Phase 4 project	3/30/2020	Currently under construction
B.1.1.9	Complete construction of Magic Mountain Pipeline Phase 5 project	3/30/2020	Currently under construction
B.1.1.10	Complete construction of Magic Mountain Pipeline Phase 6A project	9/30/2020	Currently under construction
B.1.1.11	Complete design of Magic Mountain Pipeline Phase 6B project	3/1/2020	
B.1.1.12	Complete planning phase of the Magic Mountain Reservoir Project	6/30/2021	
B.1.1.13	Complete design and initiate construction of Deane Pump Station	9/30/2020	
B.1.1.14	Complete design and initiate construction of first Deane Storage Tank	9/30/2020	
B.1.1.15	Complete design and construction of Water Pipeline to LARC Ranch	6/30/2021	Pending grant funding approval
B.1.2	Implement next phase of the Graphical Information System (GIS)	12/31/23	
B.1.3	Develop and configure water system hydraulic model for the SCV water service area	6/30/2020	Separate models currently exist and are being used. Staff is working toward combining the models into one cohesive model
B.1.4	Develop recycled water policies and ordinances	6/30/2020	
B.2 - Plan and budget for long-term replacements and improvements.			
B.2.1	Update and carryout capital projects related to water system reliability and sustainability	Ongoing	
B.2.1.1	Replace ammonia pumping system at Earl Schmidt Filtration Plant	6/30/2020 Completed 1/30/20	
B.2.1.2	Inspect and Repair Earl Schmidt Filtration Plant clear wells interior coating	6/30/2020 On schedule	
B.2.1.3	Replace all valves on treatment vessels at Saugus Perchlorate Treatment Facility	6/30/2022	six valves replaced; balance done by 6/30/20
B.2.1.4	Replace sludge check valves at Earl Schmidt Filtration Plant	6/30/2020	deferred. Now part of WWR project.
B.2.1.5	Continue acquiring and entering asset information into Computer Maintenance Management System	Ongoing	
B.2.1.6	Remove and replace one pressure reducing valve station at Rainbow Glen/Sierra Highway	6/30/2020	On schedule

B.2.1.7	Conduct meter replacement program	Ongoing	Separate meter replacement programs exist, and staff is working to consolidate into one cohesive plan
B.2.1.8	Conduct annual tank inspection and maintenance program	Ongoing	Separate tank inspection and maintenance programs exist and staff is working to consolidate into one cohesive plan
B.2.1.9	Conduct annual well inspection	Ongoing	Working on consolidated plan Separate well inspection and maintenance programs exist and staff is working to consolidate into one cohesive plan
B.2.1.10	Complete Rainbow Glen pipeline (WMP PIPE #5)	6/30/2021	on schedule
B.2.1.11	Complete West Newhall Alley pipeline upgrade	complete	
B.2.1.12	Complete SCADA (Sensor/Equipment) Upgrade	Ongoing	In progress of consolidating distribution system SCADA
B.2.1.13	Complete Well Mag meter upgrade program	Ongoing	In progress working on a formal program
B.2.1.14	Prepare and Implement formal Meter Testing Program / Schedule for Large Customer Meter and Production Meters	6/30/2020	in progress
B.2.1.15	Analyze and implement land use changes at Devil's Den that provide revenue and/or reduced operating costs, including potential development of solar facilities and land sales	12/31/2020	
B.2.2	Conduct facility optimization study	6/30/2021	Ongoing
B.2.3	Conduct an evaluation of water system security	9/30/2020	AWIA 3/31/20 and revised ERP 9/30/20
B.3 - Implement improved planning tools.			
B.3.1	Develop and implement a SCV Water-wide asset management program with end user/operations level asset management tools to enhance performance	6/30/2022	Initiated investigation of 3D visualization software to communicate groundwater and surface water alternatives to the public.
B.3.2	Assess current maintenance intervals on infrastructure and benchmark to industry best practice	6/30/2023	

B.4 - Develop standard designs, policies, and procedures.			
B.4.1	Develop recycled water design standards and specifications	6/30/2020	
B.4.2	Maintain as-built drawings	6/30/24	
B.4.3	Develop internal CEQA standard operating procedures	6/30/21	
B.5 - Operate and maintain facilities.			
B.5.1	Maintain all facilities and appurtenances in a consistent fashion to achieve operational efficiency and functionality	Ongoing	
B.5.2	Exercise / replace water system valves	Ongoing	Working on consolidated plan
B.5.3	Evaluate opportunities to centralize staff to improve operating efficiency	Ongoing	Prod/WQ/Ops relocations and continuing to look for other improvements
B.5.4	Set standards for leak repairs	Ongoing	Working on consolidated plan
B.5.5	Continue providing effective wholesale water service to Los Angeles. County Waterworks District #36	Ongoing	
B.5.6	Implement asphalt maintenance program	Ongoing	Working on consolidated plan
B.6 - Plan and prepare for catastrophic emergencies.			
B.6.1	Develop an Emergency Response Plan for SCV Water	09/30/20	
B.6.2	Evaluate materials needs for earthquake response	10/1/2019	Ongoing
B.6.3	Evaluate system interconnection opportunities	Ongoing	In progress (Tesoro/VWD & SCWD/VWD)
B.6.4	Develop plan to convey local supplies within service area should a prolonged outage of imported water infrastructure occur	Ongoing	
B.6.5	Develop emergency power strategy to assure ability to respond to short term and long term power supply outages for key facilities	Ongoing	
B.6.6	Coordinate emergency response planning efforts with the regional water agencies, county, and cities	Ongoing	Mark/Jon part of LA County DMAC Area D
B.6.7	Conduct emergency preparedness planning and training for all staff	Ongoing	Will begin after 9/30/20
B.6.8	Conduct semiannual tests of SCV Water's disaster recovery plan	Ongoing	Will begin after 9/30/20
B.6.9	Develop a network security plan including a cyber-security policy and threat response plan	6/30/2021	
B.6.10	Evaluate installation of an alarm in the garden area for emergencies	6/30/2020	Ongoing

Goal C: Water Supply and Resource Sustainability – Implement programs to ensure the service area has reliable and sustainable supplies of water.			
Strategy	Objective	Time Frame	
C.1 - Conduct planning to ensure long-term water demands are met.			
C.1.1	Complete the 2020 Urban Water Management Plan	6/30/2021	
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	Ongoing.	Staff participated in Delta Conveyance Facility negotiations, Sites Reservoir Committee and has initiated discussions with AVEK regarding a potential water banking program. In 2019, the Agency exchanged ~20 TAF to store 10 TAF of excess SWP supplies utilizing 3 exchange programs
C.1.3	Respond to SB 610 Water Supply Assessments and SB 221 Water Supply Verifications	Ongoing	
C.1.4	Analyze the seismic resiliency of SCV Water's supply portfolio	6/30/2021	
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	Ongoing	In 2019. Staff participated in the Climate Change Meeting (part 2) with the Watersheds Coalition of Ventura County, the Extreme Precipitation Conference and the Climate Change Vulnerability and Adaptation Summit.
C.1.6	Integrate sustainable management criteria from the Groundwater Sustainability Plan into an updated/refreshed Urban Water Management Plan	6/30/22	

C.2 - Protect the SCV Water interests in the State Water Project.			
C.2.1	Ensure that SCV Water has full access to water supplies available to it under its SWP contract and other water supply agreements that rely on SWP conveyance to meet customer water demands and store water for reliability enhancement and dry year use	Ongoing;	Coordinated response on various issues including with SWC members including SWRCB Voluntary Settlement Agreements, SWP CESA operating permits and revised federal Biologic Opinions. Participated in SWC OM&E committee's tracking of DWR progress on dealing with subsidence along the California Aqueduct.
C.2.2	Participate in planning, financing, development, and implementation of the Delta Conveyance Facility (DCF)	Ongoing;	Participating in SWP contract amendment for the Delta Conveyance Facility (DCF). General Manager represents Agency on the DFC finance JPA.
C.2.3	Collaborate with DWR and other SWP contractors to improve the administration of the SWP in a manner that promotes long-term cost effectiveness, operational reliability and supply availability	Ongoing;	Participated in SWC annual review/analysis of the SWP budget. Fiscal policies and business processes reviewed at the Audit Finance Committee. Specific projects tracked at the Operation, Maintenance and Engineering Committee.
C.3 - Advance the integrated management of water resources.			
C.3.1	Lead the implementation of the Sustainable Groundwater Management Act for the Santa Clarita Valley and complete the Groundwater Sustainability Plan	1/30/2022	Supported SCV-GSA Board, applied for second round grant funding, formed Stakeholder Advisory Committee
C.3.2	Prepare the SCV Water Recycled Water Master Plan Update and California Environmental Quality Act document	5/31/2021	

C.3.3	Work with agencies to develop foundation for a successful recycled water program	Ongoing	Implemented "New Drop" concept for construction water permit.
C.3.4	Pursue grant funding for recycled water projects	Ongoing	
C.3.5	Coordinate and analyze performance of water banking and exchange programs, local groundwater production and water conservation measures	Ongoing	Screening modeling tools to transition to a from an annual to a monthly time step
C.3.6	Implement dry-year recovery project for the Rosedale-Rio Bravo Water Storage District Water Exchange and Banking Program	12/31/2019	Project completed 10/1/2019
C.3.7	Identify and secure access or ownership of suitable groundwater recharge areas in the watershed	Ongoing	Retained consultant to conduct site screening along Castaic Creek and the east side of the Santa Clara River. Collaborating with the City of Santa Clarita on access and utilization of the City's groundwater infiltration facilities
C.3.8	Work with potential recycled water customers to plan and prepare for transition from potable to non-potable supply.	Ongoing	Launched the Purple PREP (Planning, Retrofit, and Effectuating Program) to assist RW end-users with anticipated conversion.
C.3.9	Continue to provide key support for the USCR IRWM via leading administration, contracting, plan updates, grant applications, and providing chair and engage in DACIP.		
C.4 - Advance demand management and achieve state mandated water use efficiency targets.			
C.4.1	Continue to implement and assess programs identified in the updated Santa Clarita Valley Water Use Efficiency Strategic Plan (SCV WUE SP)	12/31/20	Increased participation in conservation programs in 2019.
C.4.2	Support local and statewide regulations consistent with the goals of the Water Use Efficiency Strategic Plan	12/31/20	

C.4.3	Monitor and provide input into State-mandated water efficiency targets, including final year of 20% by 2020, and planning for implementation of AB 1668 and SB 606 (Water Conservation and Drought Planning)	12/31/20	Resource Conservation Manager is a member of the Water Studies Committee, Director of IT is a member of the Data Streamlining Committee, and Director of Water Resources is a member of UWMP committee.
C.4.4			MD comment: Is this still relevant. While we are working with some legacy members via the Rapid Response Network, the Water Committee is inactive
C.4.5	Reevaluate and prioritize outreach targets and methods to maximize rebates and incentive benefits to encourage additional conservation	Ongoing	Implemented Multi-Family Project to identify water efficiency opportunities based on performance and analysis via Energy Star's Portfolio Manager tool. In CY 2019, 4 complexes (1,551 units) have participated in the Check-Up Program (Indoor and Outdoor Inspections). 1,875 HE shower heads, 2,604 HE kitchen and bathroom faucet aerators were retrofitted and 1,469 Ultra-High Efficiency Toilets were installed.
C.4.6	Develop equitable conservation/demand management programs to meet current and upcoming regulatory measures	Ongoing	Completed the WaterSMART Workshop, and online interactive tool that enables customers to engage in water efficiency education at their convenience.

C.4.7	Evaluate infrastructure technology (AMI/AMR) and operational strategies to better manage demands	Ongoing	Resource Conservation is Chair of the Research and Evaluation Committee for California Water Efficiency Partnership and Vice-Chair for R&E for the Alliance for Water Efficiency.
C.4.8	Work with developers and/or permitting agencies to get the appropriate water efficient landscapes in new development	Ongoing	
C.4.9	Promote drought tolerant and water efficient landscapes out into the community	Ongoing	Completed initial design of the Bridgeport Pocket Park in partnership with the City of Santa Clarita and collaboration with community landscape designers.
C.4.10	Communicate with customers the message that “conservation is a way of life”	Ongoing	
C.5 - Respond to anticipated near-term droughts through rate structure modification, conservation assistance, customer service and outreach.			
C.5.1	Implement a system to respond to droughts	Ongoing	
C.6 - Actively manage natural resource use.			
C.6.1	Conduct organization-wide energy assessment to identify opportunities to reduce energy use	6/30/2023	
C.6.2	Evaluate SCV Water's solar power contracts and options to optimize the cost and value to SCV Water	Ongoing	
C.6.3	Optimize facility operations to minimize power, supplies, chemicals, and labor consumption	Ongoing	
C.6.4	Assess the carbon footprint of SCV Water	Ongoing	
C.6.5	Develop/implement appropriate emissions reductions	Ongoing	
Goal D: Water Quality and Environmental Compliance – 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.			
Strategy	Objective	Time Frame	
D.1 - Achieve 100% compliance with all environmental regulations and standards.			
D 1.1	Meet all applicable water quality regulations	Ongoing	

D.1.2	Evaluate a long-term strategy to provide consistent water quality across the service area (evaluate blending, well head softening, versus point-of-use homeowner expense of water softening systems)	Ongoing	
D.1.3	Engage the public to understand and meet customer's water quality requirements/demands	Ongoing	
D.1.4	Communicate transparently regarding water quality trends and objectives	Ongoing	
D.1.5	Track and report water quality complaints	Ongoing	
D.2 - Proactively install, operate, and maintain groundwater treatment infrastructure to avoid impacts on water supply reliability (e.g. VOCs, perchlorate, PFAS, etc.).			
D.2.1	Regulatory agency coordination, communication and collaboration toward the aggressive pursuit of responsible parties.	Ongoing	
D.2.2	Complete design and initiate construction for PFAS Treatment at N Wells	6/30/20	Treatment vessels have been ordered, design is complete and a construction NTP has been issued
D.2.3	Develop an agency-wide plan for long-term PFAS treatment	6/30/21	A prioritized list of wells needing treatment has been prepared. A scope of work for a study has been prepared and a contract is being drafted
D.3 - Anticipate and comply with regulatory and environmental changes.			
D.3.1	Track regulatory and statutory changes at both the federal and state levels pertaining to the Safe Drinking Water Act, the Clean Water Act and the potable water community in general	Ongoing	
D.3.2	Maintain interagency water quality communication collaborations	Ongoing	
D.3.3	Evaluate environmental compliance tracking software	12/31/2019	Completed. Permit Tracking Software in Use
D.3.4	Develop a contaminants of emerging concern (CEC) strategy	12/31/2019	complete as part of UCMR
D.4 - Implement long-term salinity management/nutrient management plan.			
D.4.1	Work through the Groundwater Sustainability Agency to protect the watershed	Ongoing	
D.4.2	Engage in watershed nutrient and salinity management activities	Ongoing	

D.5 - Seek cost recovery from responsible parties.			
D.5.1	Continue litigation to hold parties responsible for groundwater contamination	Ongoing	
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			
Strategy	Objective	Time Frame	
E.1 - Increase focus on forward looking financial information.			
E.1.1	Construct a financial model that can forecast financial requirements and results through the service area build out	3/31/2020	
E.1.2	Incorporate the use of stochastic analysis in the financial planning model to assess uncertainty and explore the sensitivity of sales volumes and costs to rates and cash flow	3/31/2020	Stochastic FCF model was created for FCF Update.
E.1.3	Implement staff tracking and assessment of debt portfolio	3/31/2020	
E.1.4	Develop a Long-Range Finance Plan that considers:	1/31/2021	
	<ul style="list-style-type: none"> Policy for managing debt versus pay-go 		
	<ul style="list-style-type: none"> Cash reserve requirements 		
	<ul style="list-style-type: none"> OPEB funding 		
	<ul style="list-style-type: none"> Rate management 		
	<ul style="list-style-type: none"> Funding for carrying out the Strategic Plan 		
E.2 - Establish a path towards uniform retail rates.			
E.2.1	Update cost of service models utilizing the long-term financial plan and enterprise cost allocations	05/30/20	Early in process with F&A Committee, establish guiding policies and goals for retail rates (Transition to one retail rate, adequacy of revenues, goals for rate elements (fixed and variable cost recovery))
E.2.2	Update the recycled water rate	7/1/21	This item has been placed on the same timeline as retail rates
E.2.3	Develop a multi-year rate implementation plan that will lead to a single retail rate throughout SCVWA service area as well as provide adequate levels of funding and cash reserves throughout the service area	7/1/21	

E.2.4	Establish a uniform retail capacity buy-in fee	Complete by 2023	This project is planned to be kicked off after completion of the retail rate update.
E.3 - Improve treasury and cash management practices.			
E.3.1	Consolidate the business process of managing the fund investment activities for the SCV Water.	9/30/21	Will begin after the FMIS project is completed
E.3.2	Establish the practice of preparing monthly cash flow reporting.	9/30/2021	
E.3.3	Update financial policies to reflect gains in capabilities to manage and control cash management as new financial and customer billing systems go live	12/31/2021	Work will begin as CIS and FMIS implementation projects are near completion and continue for several months as business processes are refined.
E.4 - Expand Financial & Performance Reporting			
E.4.1	Establish management dashboards that will communicate operational performance to management and staff	06/30/20	Assign responsibility to gather data, produce metrics; agree on metrics to initially produce, give access to dashboard system
E.4.2	Establish financial dashboards that will communicate financial performance and health of the Agency	9/30/2021	This project will be enabled with successful implementation of new FMIS system (planned go live is April 2021)
E.4.3	Build internal capabilities for rate, financial, and performance analysis and reporting through training and adding staff as necessary	Ongoing	
E.5 - Improve financial risk management.			
E.5.1	Evaluate opportunities to hedge financial risks with insurance	9/30/21	After completion of the FMIS project, staff will do a formal analysis.
E.5.2	Evaluate opportunities to improve the relationship between fixed costs and fixed revenues in rate and fee structures	8/31/20	Part of the retail and recycled water rate update
E.6 - Improve cost accounting.			
E. 6.1	Implement project costing functionality in the new accounting system	12/31/2021	This is a subtask of F.3.1 FMIS project
E. 6.2	Standardize warehouse inventory practices and centralize purchasing for parts, meters, tools, and other maintenance and repair inventory items	6/30/2020	This is a subtask of F.3.1 FMIS project

E. 6.3	Update the cost allocation methodology to reflect the new Agency organizational structure	03/31/20	Required for finalization of cost of service study
Goal F: High Performance Team – Grow a culture of continuous improvement that fosters SCV Water's values.			
Strategy	Objective	Time Frame	
F.1 - Implement post-merger integration of the new agency.			
F.1.1	Reduce the number of customer service field offices, increase offsite payment locations.	12/31/2019	Closed NWD customer service field office, added payment locations at retail convenience stores, increasing cash paying customers payment locations.
F.1.2	Standardize operating procedures and business processes across the organization	6/30/2024	
F.1.3	Update, develop, and maintain clear and comprehensive policies for SCV Water	6/30/2024	
F.1.4	Remain in compliance with the requirements of SB 634	6/30/2024	
F.1.5	Optimize use of SCV Water real estate	6/30/2024	
F.2 - Attract, train, and retain quality staff.			
F.2.1	Complete an organizational design study that results in updated job requirements, job classifications, clear career paths, and appropriate pay levels	7/31/2020	
F.2.2	Research compensation for licenses and certifications through a market survey	7/31/2020	This is a subtask of F.2.1
F.2.3	Implement electronic benefits enrollment	6/30/2024	
F.2.4	Provide supervisor training to enhance working knowledge and a general understanding of the SCV Water's recruitment, and performance evaluation and other human relations processes	10/31/2020	
F.2.5	Update the SCV Water's Employee Handbook	12/31/2019	
F.2.6	Conduct sexual harassment awareness and prevention training for all employees	12/31/2020	
F.2.7	Implement an employee portal or intranet for posting various often-requested forms, documents, etc.	12/31/20	Beta testing is underway
F.2.8	Budget for sufficient staffing to meet adopted objectives (particularly in Water Resources, Operations, Engineering, Finance, and Communications)	4/29/2024	

F.2.9	Examine practicality/benefits of establishing a mentoring program	12/31/2019	
F.2.10	Review team building strategy to foster trust and shared values	1/31/2020	
F.2.11	Develop / document employee and Director onboarding approach	3/31/2020	Include the current strategic plan in the information packet
F.2.12	Document and optimize the delegation of authority to improve efficiency	6/30/2022	
F.2.13	Evaluate the economics of providing benefits to part-time employees	6/30/2021	
F.2.14	Develop a comprehensive training plan considering:	6/30/2021	
	<ul style="list-style-type: none"> • Providing facility tours for staff 		
	<ul style="list-style-type: none"> • Coaching/mentoring for staff 		
	<ul style="list-style-type: none"> • Improving training programs so all equal positions are trained to the same level 		
	<ul style="list-style-type: none"> • Developing a cross training program 		
	<ul style="list-style-type: none"> • Developing an internship program 		
	<ul style="list-style-type: none"> • Providing training for teamwork and conflict management 		
	<ul style="list-style-type: none"> • Supervisor and management training 		
	<ul style="list-style-type: none"> • Encouragement of project management certification 		
	<ul style="list-style-type: none"> • Uniform training standards across the divisions 		
	<ul style="list-style-type: none"> • Safety training 		
	<ul style="list-style-type: none"> • Heavy equipment operations certification 		
	<ul style="list-style-type: none"> • Hostile interaction training 		
	<ul style="list-style-type: none"> • Terrorism response 		
<i>F.3 - Implement integrated technology and applications across the organization.</i>			
F.3.1	Assess, select, and implement a single accounting and financial reporting system	3/31/2021	This is the FMIS project
F.3.2	Assess, select, and implement a single customer service and billing system	1/31/21	SCWD CIS integration into EnQuesta is scheduled to begin in July 2020 and all customers of SCVWA are expected to be in EnQuesta by the end of January 2021.
F.3.3	Consolidate telecommunication and network equipment	6/30/2020	
F.3.4	Develop and implement a tiered end-user support system with scaled resources	3/31/2021	

F.3.5	Deploy end-point management solution for mobile and stationed devices	6/30/21	
F.3.6	Improve integration of IT systems/platforms	6/30/2024	
F.3.7	Improve breadth, depth, quality and timeliness of business planning information	6/30/2024	
F.3.8	Implement integrated applications (Asset Management) across the organization	6/30/24	
F.3.9	Improve technology and data risk management processes	6/30/2024	
F.3.10	Develop an Information Technology Strategic Plan	12/31/20	
F.3.11	Implement redundant gateway routing	6/30/20	
F.3.12	Consolidate and align the servers to efficiently meet the needs of the organization	6/30/20	
F.3.13	Standardize network access throughout the organization	4/30/2020	
F.3.14	Standardize virtual server approach across the organization	2/28/2020	
F.3.15	Realign and improve internet and business network traffic at Summit Circle	6/30/20	
F.3.16	Conduct an analysis and evaluation of the network vulnerabilities	10/31/2019	
F.3.18	Evaluate and implement mobile solutions for certain field job tasks	6/30/2022	
F.3.19	Maintain regular and routine computer replacement program and management of technology through an asset management approach	6/30/2024	
F.3.20	Evaluate need for computers in the education department	6/30/2021	
F.3.21	Maintain regular and routine network appliance replacement schedule	6/30/2024	complete
F.3.22	Update and modernize collaborative workspaces to meet the needs of the modern workforce	6/30/2020	
F.4 - Promote an open and professional work environment.			
F.4.1	Continue to provide employees with “bottom-up” communication through all employee meetings (All Hands, etc.)	Ongoing	
F.4.2	Continue to (1) provide General Manager-to-staff memos and quarterly employee newsletters and (2) hold employee meetings updating all employees of important events and news.	Ongoing	
F.4.3	Continue bi-weekly executive staff and periodic manager/supervisor meetings to enhance staff productivity and coordination work efforts	Ongoing	

F.4.4	Continue the new e-newsletter	Ongoing	
F.4.5	Develop a comprehensive staff engagement strategy considering:	Ongoing	
	<ul style="list-style-type: none"> • Activities/accomplishments of the new agency 		
	<ul style="list-style-type: none"> • Implement internal / external communications improvements 		
	<ul style="list-style-type: none"> • Consistent communication processes 		
	<ul style="list-style-type: none"> • Enhance quality/consistency of email communication 		
	<ul style="list-style-type: none"> • Management-to-supervisors engagement 		
	<ul style="list-style-type: none"> • Supervisor-to-staff communication 		
	<ul style="list-style-type: none"> • Interagency communication 		
	<ul style="list-style-type: none"> • Teambuilding activities 		
F.4.6	Include staff in key planning/implementing of policy changes	Ongoing	
F.4.7	Develop an innovation program to encourage, capture, and deploy new ideas/suggestions	6/30/2021	
F.5 - Maintain a safe and secure work environment.			
F.5.1	Continue to provide all required and recommended safety training	Ongoing; complete and ongoing	
F.5.2	Continue to emphasize safety through weekly tailgate and safety meetings	Ongoing; complete and ongoing	
F.5.3	Conduct live confined space entry and rescue drill	Ongoing; complete and ongoing	
F.5.4	Conduct a live chemical spill response drill with local fire department and/or emergency services contractor	Ongoing	
F.5.5	Improve Rio Vista Water Treatment Plant back gate and access road by adding safety and security signage and traffic striping	6/30/2022	on schedule
F.5.6	Improve Earl Schmidt Filtration Plant road access gate	6/30/2022	on schedule
F.5.7	Develop protocol for dealing with phone and in-person threats	6/30/2020	on schedule