NOTICE AND AGENDA OF MANAGEMENT ASSESSMENT COMMITTEE MEETING

MONDAY, JANUARY 6, 2020 • 4:30 P.M.

Committee Members
Sandra Rose, President
G. Michael Milhisser, Vice-President

1. CALL TO ORDER

2. PUBLIC COMMENT

3. DISCUSSION AND/OR ACTION ITEMS

A. Committee Meeting Minutes
   Meeting Date: December 3, 2019
   Recommendation: Approve as presented.

B. Resolution 761-20: Establishing a Water Service Disconnection Policy
   Recommendation: Review and forward a recommendation to the Board of Directors.

C. Performance Management Project Final Report (verbal)
   Recommendation: Receive and file report.

4. ADJOURNMENT
MINUTES OF THE MANAGEMENT ASSESSMENT COMMITTEE
OF THE MONTE VISTA WATER DISTRICT

December 3, 2019

1. CALL TO ORDER
   The meeting was called to order at 4:31 p.m.

2. COMMITTEE MEMBERS PRESENT:
   President Sandra Rose
   Vice-President G. Michael Milhiser

COMMITTEE MEMBERS ABSENT:
None

STAFF PRESENT:
Justin Scott-Coe, Assistant General Manager
Ray Harton, Director of Finance and Administrative Services
Stephanie Reimer, Finance and Information Technology Manager
Juan Ventura, Customer Service Supervisor

OTHERS IN ATTENDANCE:
None

PUBLIC COMMENT/OPEN FORUM
None

AGENDA CHANGES/ADDITIONS
None

3. DISCUSSION ITEMS:

   A. APPROVAL OF MINUTES
      Action Taken: The committee approved the minutes of the November 7, 2019 meeting, as submitted.

   B. Resolution 761-20: Establishing a Water Service Disconnection Policy
      Action Taken: The committee reviewed this item and recommended it be forwarded to the Board for approval.

   C. Resolution 762-20: Establishing the Lifeline Assistance Program
      Action Taken: The committee reviewed this item and recommended it be forwarded to the Board for approval.

With no further business to come before the Management Assessment Committee, President Rose adjourned the meeting at 5:04 p.m.

Respectfully submitted,

Justin M. Scott-Coe
Assistant General Manager
January 6, 2020

Honorable Management Assessment Committee
Monte Vista Water District

SUBJECT: Resolution 761-20: Establishing a Water Service Discontinuation Policy

STAFF RECOMMENDATION:

It is recommended that the Management Assessment Committee recommend that the Board of Directors adopt Resolution 761-20 establishing a water service discontinuation policy.

PRIOR COMMITTEE ACTION:

A prior version of this item was referred to the Management Assessment Committee on Tuesday, December 3, 2019, and the Committee recommended it be forwarded to the Board of Directors on December 11, 2019, for approval. Upon subsequent review by Legal Counsel, staff requested that the item be rescheduled for the next regularly scheduled Board of Directors meeting on January 8, 2020.

PRIOR BOARD ACTION:

On September 11, 2019, the Board of Directors received and filed a presentation regarding Senate Bill 998 and potential impacts to the District’s bill collection process.

FINANCIAL IMPACT:

Due to changes in District practices as required by Senate Bill 998, additional account balances are projected to be carried over and paid during the following billing cycle.

CONSISTENCY WITH STRATEGIC PLAN GOALS/INITIATIVES:

Strategic Goal 1: Continually strive to provide high quality customer service.

Strategic Initiative 1.4: Develop a customer service policy and procedures manual, incorporating formal policies for positions overseeing customer service, billing, and accounts payable.
BACKGROUND

On September 28, 2018, Governor Brown signed into law Senate Bill (SB) 998, the “Water Shutoff Protection Act,” which changes the requirements and procedures relative to the discontinuation of residential water service for non-payment beginning February 1, 2020. This legislation requires the Monte Vista Water District (District) to take the following actions:

1. Establish a written discontinuation policy that is available in multiple languages and posted on the District’s website

2. Provide customers with the formal mechanism to appeal bills and request payment extensions and/or payment arrangements

3. Ensure that customers are given proper notifications prior to discontinuation of service

4. Annually post the number of times the District has discontinued service for non-payment on the District’s website

On September 11, 2019, staff provided the Board with an overview of SB 998 and indicated that staff would return to the Board with a proposed District policy consistent with SB 998 requirements.

DISCUSSION

The District has internal procedures for billing customers, collecting payments, notifying customers on overdue bills, and discontinuing service upon non-payment. Staff has determined that the following minimal changes to the District’s current policies and procedures are required in order to be compliant with SB 998 and continue to provide the highest quality service to our customers:

1. Establish a written water service discontinuation policy

2. Replace the due date on the initial bill with the statement, “Due Upon Issuance,” which will begin a 60-day window for bill payment

3. Revise the dates for when collection notifications are initiated
   a. Past Due Notice – Remains the same at 30 days after bill issuance
   b. Shut Off Notice – Change from 38 days to 45 days after bill issuance
   c. Shut Off Automated Messages – Change from 45 days to 52 days after bill issuance

4. Revise the dates when services are discontinued from approximately 54 days to 60 days after bill issuance

5. Update notices to include language regarding options for payment extensions and/or arrangements
6. Report on the District website at beginning of every fiscal year the number of annual discontinuations of residential service for inability to pay

Respectfully submitted,

Juan Ventura, Jr.
Customer Service Supervisor

Ray L. Harton
Director of Finance & Administrative Services

Justin M. Scott-Coe
General Manager

Attachments
Resolution 761-20: Establishing a Water Service Discontinuation Policy
RESOLUTION 761-20
RESOLUTION OF THE BOARD OF DIRECTORS
OF THE MONTE VISTA WATER DISTRICT,
COUNTY OF SAN BERNARDINO, STATE OF CALIFORNIA,
ESTABLISHING A WATER SERVICE DISCONTINUATION POLICY

WHEREAS, in 2012 the California Legislature passed and the Governor signed into law Assembly Bill 685 which declares that "every human being has the right to safe, clean, affordable, and accessible water"; and

WHEREAS, in 2018 the California Legislature passed and the Governor signed into law Senate Bill 998 which will take effect February 1, 2020 and would require water agencies to have a formal written residential service discontinuation policy, the intent of which is to reduce the number of Californians who lose access to water service due to inability to pay; and

WHEREAS, the Board of Directors expresses similar sentiment in its desire to ensure that all residents are afforded the opportunity to find resolution without the interruption of water service; and

WHEREAS, the Monte Vista Water District Strategic Plan Initiative 1.4 states that the Monte Vista Water District will develop a customer service policy and procedures manual, incorporating formal policies for positions overseeing customer service, billing, and accounts payable.

THEREFORE, BE IT RESOLVED THAT the Board of Directors of the Monte Vista Water District do determine as follows:

1. The Water Service Discontinuation Policy is hereby adopted and set forth in Exhibit “A” to this Resolution and is incorporated as part of the Monte Vista Water District Administrative Policy and Procedures Manual.

2. This Resolution shall be effective as of the date of adoption.

ADOPTED this 8th day of January 2020.

Sandra S. Rose
President of the Board of Directors
MONTE VISTA WATER DISTRICT

ATTEST:

Justin M. Scott-Coe
Secretary to the Board of Directors
MONTE VISTA WATER DISTRICT
Policy D-29
Discontinuation of Water Service for Nonpayment Policy
Administrative Policies
And Procedures Handbook

Subject: Discontinuation of Water Service for Nonpayment Policy

1.0 GENERAL POLICY AND AUTHORIZATION

1.1 Governing Authority. Monte Vista Water District, as an agency of the state, formed as a special district pursuant to the County Water District Act (Water Code § 30000 et seq.) (“District”), is governed in the execution of the collection of delinquent accounts by California Government Code Sections 60370 – 60375.5. As an urban or community water system that supplies water to more than 200 service connections, the District is also governed, effective February 1, 2020, by Sections 116900 - 116926 of the California Health & Safety Code, which is known as the Water Shutoff Protection Act.

1.2 Discontinuation Policy. The Monte Vista Water District Discontinuation of Water Service for Nonpayment Policy (“Policy”) establishes policies and procedures when a water bill becomes delinquent. Discontinuance of water service for nonpayment is considered the final phase of the collection procedure and will be instituted only after both sufficient notification and all other reasonable payment alternatives have been exhausted. To the extent if this Policy conflicts with any other District rules, regulations, or policies, this Policy shall control.

1.3 General Manager Authority. By adoption of this Policy, the Board of Directors is authorizing the General Manager and their designee to exercise certain duties and responsibilities under this Policy that are essential for the operation of the District.

1.4 Contact Information. For questions or assistance regarding one’s water bill, including options to avoid discontinuation of service for nonpayment, the District’s Customer Service staff can be reached at 909-624-0035. Customers may also visit the District’s Customer Service desk in person Monday through Thursday, from 7:30 a.m. to 5:30 p.m. and Friday from 8:00 a.m. to 5:00 p.m., except on District holidays.

2.0 DISCONTINUATION OF SERVICE FOR NONPAYMENT OF DELINQUENT ACCOUNTS

2.1 Delinquent Accounts. Bills are mailed out bi-monthly and are due upon issuance. This Policy applies to the collection of delinquent accounts.
2.2 **Small Balance Accounts.** Any balance on a bill of $20 or less may be carried over, and added to, the next billing period without being assessed a late fee or incurring further collection action.

2.3 **Time Period to Discontinue Service.** The District will discontinue water service for water service charges that have become delinquent for at least sixty (60) days.

3.0. **NOTICES TO CUSTOMER**

3.1. **Reminder Notice.** The District will provide a mailed notice to the customer of record if payment is not received within thirty (30) days after bill issuance. The notice will advise customer of outstanding balance and to contact Customer Service for further information.

3.2. **Shut-Off Notice.** The District will provide a mailed notice to the customer of record if payment is not received within forty-five (45) days after bill issuance. A late fee (based on current District’s schedule of fees) will be assessed at that time. If the customer’s mailing address is not the water service address, the District will also send notice to the address of the property to which residential service is provided and will be addressed to “Occupant/Water Consumer.”

3.2.a. The notice required in Section 3.2 above will contain:

   i. the name and address of the customer, where applicable;

   ii. the amount of the delinquency;

   iii. the date by which payment or payment arrangements must be made to avoid discontinuation of service;

   iv. the procedure by which the customer may request an extension or alternative payment arrangement described in Section 4;

   v. the procedure by which the customer may contest a water bill and appeal as described in Section 12;

   vi. information regarding the availability of financial assistance, including private, local, state, or federal sources, if applicable; and

   vii. the telephone number where the customer may request a payment arrangement or receive additional information from the District.

3.2.b. If the notice is returned through the mail as undeliverable or the customer has not paid their delinquent account at least ten (10) days before discontinuation of service, the District will also make a reasonable, good faith effort to contact the customer of record, or an adult person living at the premises of the customer, by telephone. The District will offer to provide a copy of this Policy and to discuss options to avert discontinuation of water service for nonpayment, including the possibility of an extension or other payment arrangement listed in Section 4 below.
3.3. **Telephonic Notice.** The District will generate an automated voice message five (5) days prior to discontinuation of water service. The message will provide a call back number for customers to call to make a payment and/or arrangement in order to avoid discontinuation of water service. It is the customer’s responsibility to ensure that current contact information is on record with the District.

4.0 **EXTENSIONS AND OTHER ALTERNATIVE PAYMENT ARRANGEMENTS**

4.1 **Time to Request an Extension or Other Alternative Payment Arrangement.** If a customer is unable to pay a bill within sixty (60) days of bill issuance, the customer may request an extension or other alternative payment arrangement described in this Section 4. If a customer makes a request prior to discontinuation of service by the District, the request will be reviewed by the General Manager or its designee.

4.2 **Extension.** If approved by the District, a customer’s payment of their unpaid balance may be temporarily extended. The General Manager or its designee shall determine, in their discretion, whether to provide an extension, and how long an extension shall be provided, to the customer. The customer shall pay the full unpaid balance by the date set by the District and must remain current on all water service charges accruing during any subsequent billing periods. The extended payment date will be set forth in writing and provided to the customer.

4.3 **Alternative Payment Schedule.** As determined by the General Manager or its designee in their discretion, a customer may pay their unpaid balance pursuant to an alternative payment schedule that will not exceed three (3) months. If approved, the alternative payment schedule may allow periodic lump-sum payments that do not coincide with the District’s established payment date or may provide for payments made more or less frequently than the District’s regular payment date. During the period of the alternative payment schedule, the customer must remain current on all water service charges accruing during any subsequent billing periods. The alternative payment schedule and amounts due will be set forth in writing and provided to the customer.

4.4 **Failure to Comply.** If a customer has been granted a payment arrangement under this Section 4 and (a) the original bill amount is delinquent by at least sixty (60) days and (b) the customer fails to: (i) pay the unpaid charges by the extension date; or (ii) pay an amount due under an alternative payment schedule by its due date, then the District may discontinue water service and customer forfeits the right to any payment arrangement under this section for six (6) months from the date that payment under an extension or alternative payment schedule was due. Customer may appeal this forfeited right to the General Manager or its designee, who in their sole discretion may reinstate that right.
5.0 RECONNECTION OF SERVICE

5.1 Reconnection Requirements. Customers whose water service has been discontinued may contact the District regarding requirements to reconnect service.

5.2 Reconnection Fees. Reconnection will be subject to (a) payment of a reconnection fee based on current schedule of fees, (b) the amount of the delinquent account, including applicable interest or penalties, and (c) a security deposit, if required by the District. All payments must be made by cash, credit card, or certified funds. Requests to reconnect after 5:30 pm Monday through Thursday and 5:00pm on Friday, or any time on Saturday through Sunday, or holidays will be charged an after-hours reconnection fee and any applicable fees listed as (a)-(c) in this paragraph.

6.0 WHEN SERVICE WILL NOT BE DISCONTINUED

6.1 General. The District will not discontinue water service for delinquent accounts (a) on a Friday, Saturday, Sunday, legal holiday, or at any time during which the District’s office is not open to the public; (b) during the District’s investigation of a timely customer complaint or request for investigation, or appeal of the District’s decision, under Section 12; or (c) during a District review of, or time period for, an approved extension or alternative payment arrangement under Section 4, if the customer remains in compliance with one of those payment arrangements.

6.2 Special Medical and Financial Circumstances with Alternative Payment Arrangement Agreement. In addition to Section 6.1, the District will not discontinue water service if all of the following are met:

i. The customer, or a tenant of the customer, submits to the District the certification of a licensed primary care provider that discontinuation of water service will be life threatening to, or pose a serious threat to the health and safety of, a resident of the premises where residential service is provided;

ii. The customer demonstrates, as described below under Section 6.2.a., that they are financially unable to pay for residential service within the District’s normal billing cycle. The customer is deemed financially unable to pay during the normal billing cycle if: (a) any member of the customer’s household is a current recipient of CalWORKs, CalFresh, general assistance, Medi-Cal, California SSI/SSP, or California Special Supplemental Nutrition Program for Women, Infants, and Children, or (b) the customer declares under penalty of perjury that the household’s annual income is less than two hundred percent (200%) of the federal poverty level; and
iii. The customer is willing to enter into a written agreement with the District regarding an extension or other alternative payment arrangement under Section 4 above for the delinquent charges. The District will select terms and conditions of the payment plan that will be set forth in a written agreement.

6.2.a. **Customer Demonstration, and District Review, of Qualifications.** The customer is responsible for demonstrating that the qualifications in Section 6.2 above have been met. Upon receipt of documentation from the customer, the District will review the documentation within seven (7) calendar days and either: (a) notify the customer of the terms and conditions selected by the District and require the customer’s signature on the payment plan agreement; (b) request additional information from the customer; or (c) notify the customer that they do not meet the qualifications.

6.2.b. **Failure to Comply.** The District may discontinue water service if a customer, who has been granted an alternate payment arrangement under this Section 6, (a) is delinquent for sixty (60) days or more and (b) fails to do either of the following: (i) pay any amount due under the payment plan; or (ii) pay their current charges for water service. The District will post a final notice of intent to discontinue service in a prominent and conspicuous location at the service address at least five (5) business days before discontinuation of service. The final notice will not entitle the customer to any investigation or review by the District under Section 12.

7.0 **SPECIFIC PROGRAM FOR LOW-INCOME CUSTOMERS**

7.1 **Fee Waiver and Reconnection Fees.** For residential customers who demonstrate household income below two hundred percent (200%) of the federal poverty level, the District will:

7.1.a. Upon request by the customer, waive interest charges or penalties on delinquent bills once every twelve (12) months.

7.1.b. Limit a reconnection of service fee during normal operating hours at an amount not to exceed fifty dollars ($50) and during nonoperational hours at an amount not to exceed one hundred fifty dollars ($150), but neither reconnection fee is to exceed the actual cost of reconnection if it is less. Both reconnection fees shall be subject to an annual adjustment for changes in the Consumer Price Index beginning January 1, 2021.

7.2 **How to Qualify as a Low-Income Customer.** The customer is deemed to have an income below two hundred percent (200%) of the federal poverty level if: (a) any member of the customer’s household is a current recipient of CalWORKs,
CalFresh, general assistance, Medi-Cal, California SSI/SSP, or California Special Supplemental Nutrition Program for Women, Infants, and Children, or (b) the customer declares under penalty of perjury that the household’s annual income is less than two hundred percent (200%) of the federal poverty level.

8.0 PROCEDURES FOR OCCUPANTS OR TENANTS TO BECOME CUSTOMERS OF THE DISTRICT

8.1 Applicability. This section only applies when a property owner, landlord, manager, or operator of a residential service address is listed as the customer of record and has been issued a notice of intent to discontinue water service under Section 3.

8.2 Agreement to District Terms and Conditions of Service. The District shall make good faith effort to inform the residential occupants, by means of written notice, when the account is in arrears that service will be terminated at least ten (10) days prior to the termination. The written notice shall indicate the District will make service available to the actual residential occupants if occupant agrees to both the District’s terms and conditions of service and the District’s Rules and Regulations for Water Service, which are available at www.mvwd.org/billing or upon request.

8.2.b. If one or more of the occupants are willing and able to assume responsibility for the subsequent non-delinquent charges to the account to the satisfaction of the District, the District will make service available to the occupants who have met those requirements.

8.3 Verification of Tenancy. In order for the occupant not to be responsible for the amount due on the delinquent account, an occupant who becomes a customer will verify that the delinquent account customer of record is, or was, the landlord, manager, or agent of the dwelling. Verification may include, but is not limited to, a lease or rental agreement, rent receipts, a government document indicating that the occupant is renting the property, or information disclosed pursuant to Section 1962 of the Civil Code.

8.4 Deductions from Rental Payment. Pursuant to Government Code Sections 60371(d) and 116916(e), any occupant who becomes a customer of the District pursuant to this Section 8 and whose periodic payments, such as rental payments, include charges for residential water service, where those charges are not separately stated, may deduct from the periodic rental payment each payment period all reasonable charges paid to the District for those services during the preceding payment period. The District has no authority to enforce Section 60371(d) or 116916(e) and any such decision by the occupant to deduct charges is made by the occupant and not authorized by the District.
9.0 OTHER REMEDIES

9.1 In addition to discontinuation of water service, the District may pursue any other remedies available in law or equity for nonpayment of water service charges, including, but not limited to: (a) securing delinquent amounts by filing liens on real property, (b) filing a claim or legal action, or (c) referring the unpaid amount to collections. In the event a legal action is decided in favor of the District, the District will be entitled to the payment of all costs and expenses, including attorneys’ fees and accumulated fees.

10.0 DISCONTINUATION OF WATER SERVICE FOR OTHER CUSTOMER VIOLATIONS

10.1 The District reserves the right to discontinue water service for any violations of District ordinances, rules, or regulations other than for nonpayment of a delinquent account.

11.0 FEES AND CHARGES INCURRED

11.1 Except as otherwise expressly stated in this Policy, any fees and charges incurred by a customer under any other District rules, regulations, or policies will be due and payable as established in said rules, regulations, or policies.

12.0 PROCEDURES TO CONTEST A WATER BILL

12.1 Time to Initiate a Complaint or Request an Investigation. Any customer may initiate a written complaint to, or request an investigation by, the General Manager or its designee into the charges on their bill within twenty one (21) days of the “bill date” on the contested bill. The District may, in its discretion, review untimely complaints or requests for investigation; however, such untimely complaints or requests are not appealable to the District Board of Directors.

12.2 Review by District. Upon receipt of written complaint or request, the General Manager or its designee shall review the complaint and/or conduct an investigation determined to be appropriate in their sole discretion. The General Manager or its designee’s review will include consideration of whether the customer may receive an extension or alternative payment schedule under Section 4. During the review and/or investigation, the customer will be provided an extension in order to avoid late fees if the fees have not already been assessed as stated in Section 3.2, but the customer will not be provided an extension of the sixty (60) day time period provided under Section 2.3. The investigation shall be completed within ten (10) days from receipt of the written complaint or request, where the customer shall be notified of the decision.
12.3 Outcomes of the Decision. If the review and/or investigation results in favor of the customer, where the billing is incorrect due to a misread, an adjustment shall be applied to the customer account. This is separate from a variance adjustment provided for in the District’s Water Budget Variance Policy (e.g. leak variance), which takes one to two billing cycles to process, and the customer may be placed on a payment arrangement if needed. If the billing is correct, the bill balance shall be paid within forty-five (45) days of bill issuance to avoid any further collection activity. If before completion of the investigation additional bill(s) become due, the customer is required to make payment of the entire amount due by the specified due date. Failure to do so may result in assessed late fees or discontinuation of service, due to non-payment, in accordance with this Policy.

12.4 Appeal of Initial Review. Any customer whose timely complaint or request for an investigation under this Section 12 resulted in a decision unsatisfactory to the customer may appeal the decision to the District’s Senior Management by filing a written notice of appeal with the District Secretary at 10575 Central Avenue, Montclair, CA 91763 within ten (10) days of the District’s mailing of its determination. The decision of this second review is final.

13. PUBLICATION ON THE DISTRICT WEBSITE AND TRANSLATED VERSIONS

13.1 This Policy is available on the District’s website at www.mvwd.org/billing. This Policy and all written notices issued under this Policy are provided in English, Spanish, Chinese, Tagalog, Vietnamese, Korean, and any other language spoken by at least ten percent (10%) of the population within the District’s service area.

APPROVED:

_________________________ Date: __________________________
Justin M. Scott-Coe, General Manager
Performance Management Final Report
Performance Management
FINAL REPORT

Kevin S. Milligan Consultancy, LLC
kevinmilliganpe@gmail.com

January 2, 2020
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1. **Project Management**

Consultant shall provide professional project management to ensure work is completed timely and within budget. Consultant shall provide regular and periodic communication throughout the engagement including:

a. Monthly progress summaries; and,

b. Agendas and meeting notes for three meetings:
   
   1. Kickoff Meeting
   2. Progress Meeting
   3. Project Completion Meeting
2. **Review Project Materials**

   a. The consultant shall review District provided records, reports or other pertinent materials, including:

      1. existing performance assessment template,
      2. District policies and procedures for performance assessments, and
      3. the incoming General Manager’s organizational and executive team goals.

   b. The consultant shall research and review water utility best practices for executive and management team performance.
3. **Executive Team Goals and Assessment Tools**

a. Adapt the incoming General Manager goals for the executive team, ensuring alignment of those and subordinate goals to support broad organizational goals.

b. Develop specific, measurable two, four, and six-month objectives and performance measures to support goal attainment for 2 executive team (Director level) positions.

c. Develop executive team reporting template to support objective and goal attainment reporting.

d. Facilitate a half-day workshop with executive team and key managers (up to 10 staff) to develop expected behavioral norms based on District’s adopted Core Values and Critical Behaviors; prepare summary notes and template for implementing agreed upon behavioral norms.
4. **Project Reporting**

   a. Prepare final report with summary recommendations and guide for use of templates and tools. Deliver 1 hard copy and 1 PDF formatted soft copy. Provide templates in District editable format (*.docx or *.xlsx).
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Findings & Recommendations
Findings and Recommendations

• The General Manager has expressed an interest in information, reporting and transparency at a higher level than currently observed within the organization.

• Recommendations and resulting goals and objectives developed in this report are intended to accomplish this overarching theme.

• A broad organizational assessment is outside the scope of work for this engagement. As such, recommendations have been limited to information garnered from conversations with the General Manager and Human Resources/Risk Administrator and limited document review.
Findings and Recommendations

Performance Appraisal Process

- The District has well-developed Performance Appraisal templates suitable for assessment of employees at all organizational levels
- Execution of performance appraisals has been inconsistent at the executive level

Recommendations:

- District supervisors and management should complete performance appraisals of all employees on an annual basis
- District supervisors and managers should complete all out of date performance appraisals by June 30, 2020
- The District should consider shifting all performance appraisals to a fiscal year basis
- The District should develop cascading goals for employees at all levels of the organization from goals identified in the ongoing Strategic Plan
Findings and Recommendations

Finance and Administration

- The District’s financial reporting documents appear to broadly conform with the District’s current Investment Policy and applicable Government Code sections
- The District’s quarterly financial reporting is largely narrative and could be enhanced through use of graphics and increased use of industry benchmark metrics
- The District’s monthly Investment Report lacks a transaction report element tracking investment turnover

Recommendations:

- The District Treasurer should develop enhanced financial and investment reporting as outlined in the applicable Goals and Objectives section of this report
Findings and Recommendations

Engineering, Operations and Maintenance

- The District appears to lack any routine periodic reporting of common industry performance benchmarks related to system operation and maintenance
- The District would benefit from an update of the 2008 Master Plan to support capital planning and resource allocation

Recommendations:

- The Director of Engineering, Operations and Maintenance should develop a report measuring the District’s performance against standard industry benchmarks as outlined in the applicable Goals and Objectives section of this report
- The Director of Engineering, Operations and Maintenance should conduct a series of internal staff workshops to update the Master Plan as outlined in the applicable Goals and Objectives section of this report
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Executive Team
Goals & Objectives

Summary of six-month goals and objectives:
Director of Finance and Administration
Director of Engineering, Operations and Maintenance
Goals & Objectives Summary

- Goals for Director of Finance and Administration and Director of Engineering, Operations and Maintenance developed based on General Manager’s Board-adopted six-month goals
- Goals are phrased as SMART goals
  - S – Specific (clear and unambiguous)
  - M – Measurable (clear completion criteria)
  - A – Attainable (required resources are available)
  - R – Relevant (contributes to broader organization goals)
  - T – Timely (has a completion date)
- Goals cover a time period through June 30, 2020 to facilitate FYE performance appraisal
- Goals and Objectives reporting template included in Appendix A
Recommendations for Updates

- Appendix A Template should be updated monthly
  - Current Status and % Complete should reflect status at end on calendar month
  - Discussion should include description of current status and any changes to Due Date
  - Changes in Due Date should occur only as a result of resource constraints following discussion with General Manager
  - Revisions and Edits should be redlined the month of change and revised to normal font/text the following month
- Intermediate progress should be reported using the Weekly General Manager Report (See Appendix B)
- New Objectives should be developed bi-annually (July and December) based on Strategic Plan Goals and annual budget
- Template should be adapted for use by subordinate managers and staff, with appropriate objectives to support overall organizational goals
Implement adopted rates by January 2020 and communicate results with the Board by April 2020

• Implement new billing rates for bills issued beginning January 1, 2020

• By April 15, 2020, prepare a status update on rate implementation for inclusion in Board of Directors agenda packet
Completion of bond debt issuance by February 5, 2020

- By January 22, 2020 in consultation with General Manager, discuss and approve bond pricing with underwriter.
- By January 22, 2020 approve and complete new bond sales transaction and closing documents with underwriter.
- By February 6, 2020 deposit bond proceeds in appropriate investment or cash accounts.
- By March 15, 2020, prepare update to Board of Directors regarding bond sales closing including pricing, proceeds, fees, etc.
Develop financial reporting ratios to include in quarterly and annual financial updates by May 15, 2020

- By February 15, 2020, calculate financial ratios for current and historic reporting periods, including Current Ratio, Operating Ratio (with and without depreciation), Debt Service Coverage, and Liquidity (Days cash)
- By March 15, 2020, research and report water industry financial benchmarks
- By April 15, 2020, develop revised quarterly financial update template to include financial ratios, benchmarks and explanatory text, bond ratings and explanation of District financial trends using graphic and text elements
- By May 15, 2020 and quarterly thereafter, prepare financial updates for inclusion with Board agenda.
Develop enhanced investment report for monthly and annual financial updates by May 15, 2020

- By January 30, 2020, research industry best practice reporting and develop investment report template for review with the General Manager
- By February 28, 2020, develop an enhanced Investment Transaction report for inclusion with the March 2020 Board agenda packet and monthly thereafter
- By February 28, 2020 develop strategies for review with the General Manager and Finance Committee to investment portfolio performance to match benchmark performance.
- By February 28, 2020 develop draft reporting language to report investment performance relative to benchmark performance for inclusion in enhance month investment report.
- By March 15, 2020, develop enhanced investment report based on industry best practice to include addition of Investment Type, Investment Instrument Credit Rating, Weighted Average and Maximum Maturity of individual and portfolio weighted investment types, Market Value source identification, and statement that investments are in conformance with adopted Investment Policy.
- By April 15, 2020, prepare cash flow projection to support Investment Report certification statement for inclusion with Board agenda.
Develop enhanced monthly financial report by March 30, 2020

- By February 1, 2020 develop enhanced monthly check registrar report to include certification statement by Board auditor
- By March 30, 2020 develop enhanced monthly financial report for inclusion in the Board agenda package to graphically reflect information currently provided in verbal comments to the Board
- Evaluate cost and benefit of EDEN chart of accounts redo by May 30, 2020
- By March 15, 2020 facilitate conversations with each District manager/supervisor to assess needs and gaps with current financial reporting system
- By April 15 assess staff effort to meet needs identified in gap analysis and potential options/alternatives to meet those needs
- By May 30, 2020 prepare and present results of the gap analysis and solutions to the General Manager
Completion of Main Office Site Renovation Project final design by early Summer 2020

- By January 30, 2020 in consultation with the assigned Landscape Committee and project architect, complete all landscape design elements for review by the General Manager.
- By June 30, 2020 in consultation with the assigned Aesthetics Committee and project architect, complete all necessary design elements for review by the General Manager.
- By June 30, 2020 in consultation with the assigned Facilities Committee and project architect, complete all necessary design elements for review by the General Manager.
- By June 30, 2020 in consultation with the General Manager and project architect, complete final design for review by the Board Ad-Hoc Committee.
Initiation of Plant 30 Wellhead Treatment Project construction bidding process by late Spring 2020, contingent on coordination with grant funding and project partners; project completion estimated at one year after bid.

- By February 1, 2020 in consultation with project engineer complete final design of Plant 30 Wellhead Treatment Project
- By February 1, 2020 in consultation with project engineer complete final bid documents and specifications for Plant 30 Wellhead Treatment Project
- By May 15, 2020 prepare Bid Award documents for consideration by Board of Directors
Develop Operation and Maintenance "Report Card" for quarterly and annual- reporting of key performance indicators by May 15, 2020

- By February 28, 2020, calculate performance metrics for current and historic reporting periods, such as: Employee Health and Safety Severity Rating; Infrastructure Leakage Index; Leaks & Breaks per 100 miles of pipeline; O&M Cost per MG delivered; Valve turning or exercise rate; estimated consumption at each well site per AF produced
- By March 15, 2020, research and report water industry performance benchmarks
- By April 15, 2020, develop quarterly and annual system performance update template to include performance metrics, benchmarks and explanatory text
- By May 15, 2020 and quarterly thereafter, prepare performance updates for inclusion with Board agenda.
Develop Master Plan mini update to include condition assessment and 5-year prioritized CIP by April 15, 2020

- By January 30, 2020 convene a staff workshop (to include Superintendents, lead operators and lead utility service workers) to develop condition assessment of all District well, pump and storage water works assets.
- By February 20, 2020 convene a staff workshop (to include Superintendents, lead operators and lead utility service workers) to develop condition assessment of all District pipeline and service water works assets.
- By March 12, 2020 convene a staff workshop (to include Superintendents, lead operators, lead utility service workers and meter technicians) to develop condition assessment of all District appurtenant water works assets.
- By April 2, 2020, convene a staff workshop (to include Superintendents, lead operators, lead utility service workers and meter technicians) to develop a prioritized 5-year replacement list for District water works assets.
- By April 23, 2020, convene a staff workshop (to include Superintendents, lead operators, lead utility service workers and meter technicians) to develop a prioritized preventive maintenance schedule (monthly, quarterly & annual) for District water works assets.
- By May 14, 2020, prepare a report documenting staff review and prioritized asset replacement and preventive maintenance schedules for review with the Director of Finance and Administration, General Manager and Board.
Complete a gap analysis for a water quality specialist position by April 2020

- By April 30, 2020, in consultation with Human Resources and Risk Administrator and working with managers and staff, identify current roles, responsibilities and essential duties associated with the District's water quality program
Weekly General Manager Report
Weekly Report

- A weekly report was developed to support goals reporting and foster communication with the General Manager
- Report template designed for use by employees at all levels
- Report template is flexible for time reporting (i.e. could be shifted to bi-weekly or monthly)
- Weekly report should be primary driver for General Manager’s 1:1 meeting with subordinate staff
- Report template is designed intentionally for strategic issues, not operational issues
  - Operational discussion should take place at weekly manager operation meeting
- Report Template and user guide included in Appendix B
A. Meetings Attended:
For each outside meeting attended identify location, purpose and meeting outcome and action items

B. Accomplishments:
For each primary Goal, identify outcome(s) achieved during the reporting period

C. Focus For Next Report Period:
For each primary Goal, identify expected outcome(s) for the next reporting period

D. Follow-up From Prior Board Actions:
For each assigned Board follow-up action, identify item title, agenda date, assigned action and status

E. Issues Requiring General Manager Action:
For any issue requiring General Manager action or decision, identify item, recommendation and one or more feasible alternatives

F. Scheduled Out Of Office:
List date and purpose of scheduled out of office periods
Behavioral Norms – Core Values

Consensus developed norms based on
District adopted Core Values
**District Core Values**

**Excellence in quality and customer service**
We value working as a team to provide the highest quality service to our customers, demonstrating courtesy, respect, efficiency and diligence.

**Fiscal Responsibility**
We value being accountable and transparent in carrying out all District operations, particularly in financial management.

**Integrity**
We value providing our services in an honest, candid, ethical, responsible and respectful manner.

**People - our employees**
We value supporting a diverse and talented team of workers who demonstrate loyalty and dedication to service.

**Public trust**
We value maintaining and enhancing the trust and confidence that our customers and the public expect and require of us.
Workshop Objectives

- Develop consensus based cultural or behavioral norms for staff based on the District’s adopted Core Values
- Create consensus-based descriptors (words and phrases) for each Core Value
- Identify “I will...” statements to support each behavioral norm
MVWD Managers developed Core Values descriptors – from December 11, 2019 workshop
Workshop Outcomes

Excellence in quality and customer service:

“I will…” statements:

• I will further my knowledge through training and education to develop innovative solutions for delivery of high quality and reliable services.

• I will identify new opportunities to collaborate and improve efficiency in all aspects of service.

• I will ensure public confidence by delivering the highest quality water and service.

• I will deliver customer service that is truthful, respectful, and empathetic.

• I will pursue continuous self-improvement to provide the highest level of customer service.

• I will follow through on all customer inquiries in a timely, professional, and respectful manner.
Fiscal Responsibility:

“I will…” statements:

- I will respect public funds by evaluating expenditures and staying within budgetary constraints.
- I will maintain transparency by communicating and educating the public about the District’s operating costs and affordability.
- I will take an ownership approach to financial stewardship by researching, analyzing, forecasting, and prioritizing future District needs.
Workshop Outcomes

Integrity:

“I will...” statements:

• I will provide the District’s customers and my colleagues with dependable and unbiased service.
• I will conduct myself in a professional and ethical manner.
• I will approach my daily tasks with honesty, accountability, and thoughtfulness.
People - our employees:

“I will...” statements:

• I will uphold a work environment that is committed to education, training, and professional development to further the strategic goals of the District.

• I will foster a healthy, collaborative and encouraging culture that supports all employees in being awesome public servants.

• I will hold myself accountable in achieving my defined goals and assisting my colleagues in achieving theirs.
Workshop Outcomes

Public trust:

“I will...” statements:

• I will strive to be flawless in delivering life-essential water and service, safely and efficiently, in order to maintain public trust.

• I will actively build public trust by making decisions that are ethically and fiscally responsible.

• I will commit myself to the cultural norms that foster public trust.

• I will promote public trust through transparent processes, record keeping, and communication.
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Appendix A

Goals and Objectives Report Template
# Status Update

Current Status Key:  
- **On Schedule**
- **Watch**
- **Off Schedule - attention required**

## Director of Finance and Administration

<table>
<thead>
<tr>
<th>Priority Order</th>
<th>Goal/Objective</th>
<th>Projected Outcome</th>
<th>Due Date</th>
<th>Current Status &amp; % complete</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implement adopted rates by January 2020 and communicate results with the Board by April 2020</td>
<td>Revenue recovery in line with cost of service</td>
<td>4/15/20</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>1a</td>
<td>Implement new billing rates for bills issued beginning January 1, 2020</td>
<td>Revenue recovery in line with cost of service</td>
<td>1/1/20</td>
<td>Green</td>
<td></td>
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<tr>
<td>1b</td>
<td>By April 15, 2020, prepare a status update on rate implementation for inclusion in Board of Directors agenda packet</td>
<td>Board awareness of rate implementation</td>
<td>4/15/20</td>
<td>Green</td>
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</tbody>
</table>
### Status Update

Current Status Key:  
- **Green**: On Schedule;
- **Yellow**: Watch;
- **Red**: Off Schedule - attention required

<table>
<thead>
<tr>
<th>Director of Finance and Administration</th>
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<tbody>
<tr>
<td><strong>Priority Order</strong></td>
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<td>2</td>
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<td>2a</td>
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<td>2b</td>
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<td>2c</td>
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<td>2d</td>
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### Status Update

**Current Status Key:**
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**Director of Finance and Administration**

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<tbody>
<tr>
<td>3</td>
<td><strong>Develop financial reporting ratios to include in quarterly and annual financial updates by May 15, 2020</strong></td>
<td>Enhanced financial reporting to GM and Board</td>
<td>5/15/20</td>
<td></td>
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<tr>
<td>3a</td>
<td>By February 15, 2020, calculate financial ratios for current and historic reporting periods, including Current Ratio, Operating Ratio (with and without depreciation), Debt Service Coverage, and Liquidity (Days cash)</td>
<td>Insight on key financial ratios/metrics</td>
<td>2/15/20</td>
<td></td>
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<tr>
<td>3b</td>
<td>By March 15, 2020, research and report water industry financial benchmarks</td>
<td>Industry financial benchmark reference</td>
<td>3/15/20</td>
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<tr>
<td>3c</td>
<td>By April 15, 2020, develop revised quarterly financial update template to include financial ratios, benchmarks and explanatory text, bond ratings and explanation of District financial trends using graphic and text elements</td>
<td>Enhanced financial report template</td>
<td>4/15/20</td>
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<tr>
<td>3d</td>
<td>By May 15, 2020 and quarterly thereafter, prepare financial updates for inclusion with Board agenda.</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>5/15/20</td>
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<td>Priority Order</td>
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<td>Due Date</td>
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<td>4</td>
<td>Develop enhanced investment report for monthly and annual financial updates by May 15, 2020</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>5/15/20</td>
<td><img src="#" alt="Green" /></td>
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<tr>
<td>4a</td>
<td>By January 30, 2020, research industry best practice reporting and develop investment report template for review with the General Manager</td>
<td>Industry reporting benchmark</td>
<td>1/30/20</td>
<td><img src="#" alt="Green" /></td>
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<tr>
<td>4b</td>
<td>By February 28, 2020 develop an enhanced Investment Transaction report for inclusion with the March 2020 Board agenda packet and monthly thereafter</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>2/28/20</td>
<td><img src="#" alt="Green" /></td>
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<tr>
<td>4c</td>
<td>By February 28, 2020 develop strategies for review with the General Manager and Finance Committee to investment portfolio performance to match benchmark performance.</td>
<td>Enhance District financial performance</td>
<td>2/28/20</td>
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<td>Priority Order</td>
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<tr>
<td>4</td>
<td>Develop enhanced investment report for monthly and annual financial updates by May 15, 2020</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>5/15/20</td>
<td></td>
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</tr>
<tr>
<td>4d</td>
<td>By February 28, 2020 develop draft reporting language to report investment performance relative to benchmark performance for inclusion in enhance month investment report.</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>2/28/20</td>
<td></td>
<td></td>
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<tr>
<td>4e</td>
<td>By March 15, 2020, develop enhanced investment report based on industry best practice to include addition of Investment Type, Investment Instrument Credit Rating, Weighted Average and Maximum Maturity of individual and portfolio weighted investment types, Market Value source identification, and statement that investments are in conformance with adopted Investment Policy.</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>3/15/20</td>
<td></td>
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<tr>
<td>4f</td>
<td>By April 15, 2020, prepare cash flow projection to support Investment Report certification statement for inclusion with Board agenda.</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>4/15/20</td>
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</tbody>
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### Status Update

Current Status Key:
- **On Schedule;**
- **Watch;**
- **Off Schedule - attention required**

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>5</td>
<td>Develop enhanced monthly financial report by March 30, 2020</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>3/30/20</td>
<td></td>
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</tr>
<tr>
<td>5a</td>
<td>By February 1, 2020 develop enhanced monthly check registrar report to include certification statement by Board auditor</td>
<td>Enhanced financial reporting and accountability</td>
<td>2/1/20</td>
<td></td>
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</tr>
<tr>
<td>5b</td>
<td>By March 30, 2020 develop enhanced monthly financial report for inclusion in the Board agenda package to graphically reflect information currently provided in verbal comments to the Board</td>
<td>Enhanced financial reporting and transparency</td>
<td>3/30/20</td>
<td></td>
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</table>
# Status Update

Current Status Key:  
- **Green**: On Schedule;  
- **Yellow**: Watch;  
- **Red**: Off Schedule - attention required

## Director of Finance and Administration

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<tbody>
<tr>
<td>6</td>
<td>Evaluate cost and benefit of EDEN chart of accounts redo by May 30, 2020</td>
<td>Enhanced financial reporting to GM and Board</td>
<td>5/30/19</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>6a</td>
<td>By March 15, 2020 facilitate conversations with each District manager/supervisor to assess needs and gaps with current financial reporting system</td>
<td>Awareness of current financial information needs and gaps</td>
<td>3/15/20</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>6b</td>
<td>By April 15 assess staff effort to meet needs identified in gap analysis and potential options/alternatives to meet those needs</td>
<td>Lowest cost options to meet District needs</td>
<td>4/15/20</td>
<td>Green</td>
<td></td>
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<tr>
<td>6c</td>
<td>By May 30, 2020 prepare and present results of the gap analysis and solutions to the General Manager</td>
<td>Cost-Benefit assessment to support decision making for financial system enhancements</td>
<td>5/30/20</td>
<td>Green</td>
<td></td>
</tr>
</tbody>
</table>

Kevin S. Milligan Consultancy, LLC  
50
## Status Update

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<tbody>
<tr>
<td>1</td>
<td>Completion of Main Office Site Renovation Project final design by early Summer 2020</td>
<td>Design of new office to improve customer experience and enhance District operations</td>
<td>6/30/20</td>
<td>On Schedule</td>
<td></td>
</tr>
<tr>
<td>1a</td>
<td>By January 30, 2020 in consultation with the assigned Landscape Committee and project architect, complete all landscape design elements for review by the General Manager</td>
<td>Appropriate landscape design elements included in final project design</td>
<td>1/30/20</td>
<td>On Schedule</td>
<td></td>
</tr>
<tr>
<td>1b</td>
<td>By June 30, 2020 in consultation with the assigned Aesthetics Committee and project architect, complete all necessary design elements for review by the General Manager</td>
<td>Appropriate aesthetic design elements included in final project design</td>
<td>6/30/20</td>
<td>On Schedule</td>
<td></td>
</tr>
</tbody>
</table>

The Current Status Key is as follows:
- **On Schedule**: Project is on track as per the planned schedule.
- **Watch**: Project is showing potential delays or is currently behind schedule.
- **Off Schedule - attention required**: Project is significantly behind schedule and requiring immediate attention.

Director of Engineering, Operations and Maintenance
### Status Update

Current Status Key:  
- **On Schedule:**  
- **Watch:**  
- **Off Schedule - attention required:**

#### Director of Engineering, Operations and Maintenance

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<thead>
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<th>Priority Order</th>
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<tr>
<td>1</td>
<td>Completion of Main Office Site Renovation Project final design by early Summer 2020</td>
<td>Design of new office to improve customer experience and enhance District operations</td>
<td>6/30/20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1c</td>
<td>By June 30, 2020 in consultation with the assigned Facilities Committee and project architect, complete all necessary design elements for review by the General Manager</td>
<td>Appropriate facilities design elements included in final project design</td>
<td>6/30/20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1d</td>
<td>By June 30, 2020 in consultation with the General Manager and project architect, complete final design for review by the Board Ad-Hoc Committee</td>
<td>Final design approval by Board Ad-Hoc Committee</td>
<td>6/30/20</td>
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</table>
## Status Update

Current Status Key: ⬤ On Schedule; ⬤ Watch; ⬤ Off Schedule - attention required

### Director of Engineering, Operations and Maintenance

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<th>Discussion</th>
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<tbody>
<tr>
<td>2</td>
<td><strong>Initiation of Plant 30 Wellhead Treatment Project construction bidding process by late Spring 2020, contingent on coordination with grant funding and project partners; project completion estimated at one year after bid.</strong></td>
<td>Water quality that meets or surpasses state and federal standards</td>
<td><strong>6/30/20</strong></td>
<td>⬤ On Schedule</td>
<td>Schedule contingent on State grant funding application and approvals</td>
</tr>
<tr>
<td>2a</td>
<td>By February 1, 2020 in consultation with project engineer complete final design of Plant 30 Wellhead Treatment Project</td>
<td>Approved final design documents</td>
<td><strong>2/1/20</strong></td>
<td>⬤ On Schedule</td>
<td></td>
</tr>
<tr>
<td>2b</td>
<td>By February 1, 2020 in consultation with project engineer complete final bid documents and specifications for Plant 30 Wellhead Treatment Project</td>
<td>Approved final bid documents</td>
<td><strong>2/1/20</strong></td>
<td>⬤ On Schedule</td>
<td></td>
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<tr>
<td>2c</td>
<td>By May 15, 2020 prepare Bid Award documents for consideration by Board of Directors</td>
<td>Board approval of project</td>
<td><strong>5/15/20</strong></td>
<td>⬤ On Schedule</td>
<td></td>
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### Status Update

**Current Status Key:**
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**Director of Engineering, Operations and Maintenance**

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<tbody>
<tr>
<td>3</td>
<td>Develop Operation and Maintenance &quot;Report Card&quot; for quarterly and annual</td>
<td>Benchmarked performance indicators to highlight District performance</td>
<td>5/15/20</td>
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<td>reporting of key performance indicators by May 15, 2020</td>
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<tr>
<td>3a</td>
<td>By February 28, 2020, calculate performance metrics for current and historic</td>
<td>Insight on key performance metrics</td>
<td>2/28/20</td>
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<td>reporting periods, such as: Employee Health and Safety Severity Rating;</td>
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<td>Infrastructure Leakage Index; Leaks &amp; Breaks per 100 miles of pipeline; O&amp;M</td>
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<td>Cost per MG delivered; Valve turning or exercise rate; estimated consumption</td>
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<td>at each well site per AF produced</td>
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<tr>
<td>3c</td>
<td>By April 15, 2020, develop quarterly and annual system performance update</td>
<td>Enhanced operational report template</td>
<td>4/15/20</td>
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<td>template to include performance metrics, benchmarks and explanatory</td>
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<tr>
<td>3d</td>
<td>By May 15, 2020 and quarterly thereafter, prepare performance updates for</td>
<td>Enhanced operational reporting to GM and Board</td>
<td>5/15/20</td>
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<td>inclusion with Board agenda.</td>
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Current Status Key:  
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### Director of Engineering, Operations and Maintenance

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</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Develop Master Plan mini-update to include condition assessment and 5 year prioritized CIP by April 15, 2020</td>
<td>Enhanced capital and maintenance planning</td>
<td>4/15/20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4a</td>
<td>By January 30, 2020 convene a staff workshop (to include Superintendents, lead operators and lead utility service workers) to develop condition assessment of all District well, pump and storage water works assets.</td>
<td>Documented condition assessment for water works assets</td>
<td>1/30/20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4b</td>
<td>By February 20, 2020 convene a staff workshop (to include Superintendents, lead operators and lead utility service workers) to develop condition assessment of all District pipeline and service water works assets.</td>
<td>Documented condition assessment for water works assets</td>
<td>2/20/20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4c</td>
<td>By March 12, 2020 convene a staff workshop (to include Superintendents, lead operators, lead utility service workers and meter technicians) to develop condition assessment of all District appurtenant water works assets.</td>
<td>Documented condition assessment for water works assets</td>
<td>3/12/20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority Order</td>
<td>Goal/Objective</td>
<td>Projected Outcome</td>
<td>Due Date</td>
<td>Current Status &amp; % complete</td>
<td>Discussion</td>
</tr>
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<tr>
<td>4</td>
<td>Develop Master Plan mini-update to include condition assessment and 5 year prioritized CIP by April 15, 2020</td>
<td>Enhanced capital and maintenance planning</td>
<td>4/15/20</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>4d</td>
<td>By April 2, 2020, convene a staff workshop (to include Superintendents, lead operators, lead utility service workers and meter technicians) to develop a prioritized 5-year replacement list for District water works assets</td>
<td>Five-year prioritized Capital replacement list</td>
<td>4/2/20</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>4e</td>
<td>By April 23, 2020, convene a staff workshop (to include Superintendents, lead operators, lead utility service workers and meter technicians) to develop a prioritized preventive maintenance schedule (monthly, quarterly &amp; annual) for District water works assets</td>
<td>Prioritized asset maintenance schedule</td>
<td>4/23/20</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>4f</td>
<td>By May 14, 2020, prepare a report documenting staff review and prioritized asset replacement and preventive maintenance schedules for review with the Director of Finance and Administration, General Manager and Board</td>
<td>Staff and Board awareness of 5-year District capital requirements</td>
<td>5/14/20</td>
<td>Green</td>
<td></td>
</tr>
</tbody>
</table>
**Status Update**

Current Status Key:  ![Green] On Schedule;  ![Yellow] Watch;  ![Red] Off Schedule - attention required

**Director of Engineering, Operations and Maintenance**

<table>
<thead>
<tr>
<th>Priority Order</th>
<th>Goal/Objective</th>
<th>Projected Outcome</th>
<th>Due Date</th>
<th>Current Status &amp; % complete</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Complete analysis for a water quality program by April 2020</td>
<td>Staffing analysis to enhance District operations</td>
<td>4/30/20</td>
<td>![Green] On Schedule</td>
<td></td>
</tr>
<tr>
<td>5a</td>
<td>By April 30, 2020, in consultation with Human Resources and Risk Administrator and working with managers and staff, identify current roles, responsibilities and essential duties associated with the District's water quality program</td>
<td>Documentation of roles and responsibilities</td>
<td>4/30/20</td>
<td>![Green] On Schedule</td>
<td></td>
</tr>
</tbody>
</table>
Appendix B

Weekly General Manager Report Template
Monte Vista Water District
Weekly Report to General Manager

{DATE}

FROM: {NAME}, {TITLE}

A. MEETINGS ATTENDED:
1. [Meeting Title], [Location], [Purpose/Outcome]
2. [Meeting Title], [Location], [Purpose/Outcome]
3. [Meeting Title], [Location], [Purpose/Outcome]

B. ACCOMPLISHMENTS:
1. [Goal], [Status]
2. [Goal], [Status]
3. [Goal], [Status]

C. FOCUS FOR NEXT REPORT PERIOD:
1. [Goal], [Expected Outcome]
2. [Goal], [Expected Outcome]
3. [Goal], [Expected Outcome]

D. FOLLOW-UP FROM PRIOR BOARD ACTIONS:
1. [Title], [Board Date], [Action Item], [Status]
2. [Title], [Board Date], [Action Item], [Status]

E. ISSUES REQUIRING GENERAL MANAGER ACTION:
1. [Title], [Recommendation], [Alternative(s)]
2. [Title], [Recommendation], [Alternative(s)]

F. SCHEDULED OUT OF OFFICE:
1. [Date], [Purpose]
Monte Vista Water District
Weekly Report to General Manager

{DATE}

FROM: {NAME}, {TITLE}

A. MEETINGS ATTENDED:
   1. {Meeting Title}, {Location}, {Purpose/Outcome}
   2. {Meeting Title}, {Location}, {Purpose/Outcome}
   3. {Meeting Title}, {Location}, {Purpose/Outcome}

   This section recaps outside meetings attended plus any meetings held to advance strategic goals. **DO NOT** recap regularly scheduled staff, Committee or Board meetings.

   This is not a calendar check. Purpose should identify the manager's role in attending the meeting, accomplishments & action items resulting therefrom.

B. ACCOMPLISHMENTS:
   1. {Goal}, {Status}
   2. {Goal}, {Status}
   3. {Goal}, {Status}

   Recap specific accomplishments that advance the manager's identified goals/objectives, plus any new significant strategic assignments given by the General Manager. **DO NOT** report operational accomplishments or completion. Those should be reported in weekly ops coordination meeting.

   List order and titles should remain consistent week over week.

Staff should email by noon on last day of work week (Friday or Thursday on flex week)

Continued next page
Continued from prior page

C. FOCUS FOR NEXT REPORT PERIOD:
   1. {Goal}, {Expected Outcome}
   2. {Goal}, {Expected Outcome}
   3. {Goal}, {Expected Outcome}

   Use this section to identify planning for the following period. This becomes the manager’s to-do list and the General Manager’s insight for manager’s focus. Upon review, the General Manager can use this section to seek clarification or reprioritization of manager’s proposed actions/activities.

D. FOLLOW-UP FROM PRIOR BOARD ACTIONS:
   1. {Title}, {Board Date}, {Action Item}, {Status}
   2. {Title}, {Board Date}, {Action Item}, {Status}

   General Manager should use this section as prompt for follow-up and communication with Board.

E. ISSUES REQUIRING GENERAL MANAGER ACTION:
   1. {Title}, {Recommendation}, {Alternative(s)}
   2. {Title}, {Recommendation}, {Alternative(s)}

   Identify any issues or decisions that require General Manager action. Each issue requires a recommendation from staff and one or more feasible alternative actions.

F. SCHEDULED OUT OF OFFICE:
   1. {Date}, {Purpose}

   List any known out of office dates as far in advance as possible and the purpose, i.e. planned medical, vacation, conference, etc.
Appendix C

Behavioral Norms Workshop Record
Monte Vista Water District
Cultural Norms Workshop

Meeting Record
December 11, 2019 7:30 am – 1:00 pm
MVWD Board Room – 10575 Central Avenue, Montclair, CA

Attendees:
Justin Scott-Coe, General Manager
Van Jew, Director of Engineering, Operations and Maintenance
Ray Harton, Director of Finance and Administration
Kelley Donaldson, Community Affairs Manager
Betty Conti, Human Resources/Risk Administrator
Stephanie Reimer, Finance and Information Technology Manager
Juan Ventura, Customer Service Supervisor
John Hughes, Water Systems Superintendent
Hilton Saenz, Maintenance Superintendent

Facilitator: Kevin Milligan
LARGE GROUP EXERCISE #1 – Core Values
The group identified the following Core Value word and phrase associations (not in priority order):

**Integrity**
- Character
- Honesty
- Accountability
- Professionalism
- Follow Through
- Pride
- Service
- Unbiased
- Transparency
- Thoughtfulness
- Bigger than Oneself
- Supportive
- Respect
- Adherence
- Learning from Mistakes
- Responsibility
- Quality
- Conscience
- Dependability
- Awareness
- Approachable
- Trust
- Accepting
- Compliance
- Nice
- Expertise
- Forthright
- Value
- Morals
- Scruples
- Ethical
- Unity
- Consistency
- Openness
- Perspective
- Sound Judgement
- Public Process
- Forgiving
LARGE GROUP EXERCISE #1 – Core Values
The group identified the following Core Value word and phrase associations (not in priority order):

**Fiscal Responsibility**
- Agenda
- Balance
- Due diligence
- Documentation
- Commitment
- Transparency
- Honesty
- Accountability
- Integrity
- Stewardship
- Execution
- Debt Management
- Investment
- Approval
- Process
- Market Conditions
- Reserves
- Reporting
- Budget Constraints
- Customer Benefit

- Spend Wisely
- Quality Projects
- ROI
- Ownership Approach
- Efficiency
- Planning
- Analysis
- Continuous Improvement
- Resources
- Adherence to Policy
- Information
- Forecasting
- Preparing
- Research
- Clarity
- Simplicity
- Liquidity
- Understanding
- Educating
- Acknowledgement
- Historical Data

- Context
- Auditing
- Public Funds
- Evaluation
- Conservative
LARGE GROUP EXERCISE #1 – Core Values
The group identified the following Core Value word and phrase associations (not in priority order):

People – our employees
• All-in
• Awesome
• Value
• Skilled
• Responsible
• Complicated
• Resilient
• Talented
• Generous
• Compassionate
• Team Players
• Family
• Genuine
• Unique
• Trustworthy
• Honest
• Focused
• Advocators
• Approachable
• Trend Setters
• Diverse

• Committed
• Hard Working
• Loyal
• Above and Beyond
• Sacrificing
• Smart
• Personable
• Professional
• Goal Oriented
• First Responders
• Dependable
• Aspiration
• Subject Matter Expert
• Innovative
• Leaders
• Public Servants
• Collaborative
• Community Advocates
• Fun
• Foodies
• Dedicating
• Odd

• Driven
• Caring
• Customer Oriented
• Come Together
• Take Pride in Craft
• Knowledgeable
• Education and Training
• Educators
• Welcoming
• Participants
• Flexible
• Quality
• Accountable
LARGE GROUP EXERCISE #1 – Core Values
The group identified the following Core Value word and phrase associations (not in priority order):

**Excellence in quality & customer service**
- Accessibility
- Listening
- Knowledgeable
- Timely Response
- Follow Through
- Respectful
- Professional
- Safety/Safely
- Beyond Expectation
- Best in Class
- Generous with Time
- Continuous Improvement
- Fun

- Honesty
- Resourceful
- Empathy
- Clarity
- Flexibility
- Leadership
- Educating
- Friendly
- Understanding
- Responsible
- Accountable
- Giving
- 24/7
- Team Player
- Excitement
- Present

- Courteous
- Deference
- Commitment
- Public Trust
- Confidence
LARGE GROUP EXERCISE #1 – Core Values
The group identified the following Core Value word and phrase associations (not in priority order):

**Public trust**
- Stewardship
- Must
- Necessary
- Transparent
- Consistency
- Communication
- Honesty
- Responsive
- Fairness
- Commitment
- Culture
- Professional
- Public Process
- Fiscal Responsibility
- Representation
- Affordability
- Safety
- Meeting Customer Needs
- Trust Must be Earned
- Strategy

- Making Self Available
- Customer Service
- Easily Lost
- Ethical
- Messaging
- Return Calls
- Perception
- Health
- Accessible
- Accountable
- Integrity
- Do What You Say
- Constant Improvement
- Quality
- Clean Water
- Sacred
- Awareness
- Empathy
- Obligations
- Notification
- Education

- Value
- Environment
- Backbone
- Understanding
- Reliable
- Expectations
- Reputation
- Collaborative
- Public Ownership
LARGE GROUP EXERCISE #2 – Employee Norms Statements
The group identified the following consensus statements to reflect expected behavioral norms for all District staff (not in priority order):

**Integrity**
I will provide the District’s customers and my colleagues with dependable and unbiased service.

I will conduct myself in a professional and ethical manner.

I will approach my daily tasks with honesty, accountability, and thoughtfulness.

**Fiscal Responsibility**
I will respect public funds by evaluating expenditures and staying within budgetary constraints.

I will maintain transparency by communicating and educating the public about the District’s operating costs and affordability.

I will take an ownership approach to financial stewardship by researching, analyzing, forecasting, and prioritizing future District needs.
LARGE GROUP EXERCISE #2 – Employee Norms Statements
The group identified the following consensus statements to reflect expected behavioral norms for all District staff (not in priority order):

People – our employees
I will uphold a work environment that is committed to education, training, and professional development to further the strategic goals of the District.

I will foster a healthy, collaborative and encouraging culture that supports all employees in being awesome public servants.

I will hold myself accountable in achieving my defined goals and assisting my colleagues in achieving theirs.

Public trust
I will strive to be flawless in delivering life-essential water and service, safely and efficiently, in order to maintain public trust.

I will actively build public trust by making decisions that are ethically and fiscally responsible.

I will commit myself to the cultural norms that foster public trust.

I will promote public trust through transparent processes, record keeping, and communication.
LARGE GROUP EXERCISE #2 – Employee Norms Statements
The group identified the following consensus statements to reflect expected behavioral norms for all District staff (not in priority order):

Excellence in quality & customer service
I will further my knowledge through training and education to develop innovative solutions for delivery of high quality and reliable services.

I will identify new opportunities to collaborate and improve efficiency in all aspects of service.

I will ensure public confidence by delivering the highest quality water and service.

I will deliver customer service that is truthful, respectful, and empathetic.

I will pursue continuous self-improvement to provide the highest level of customer service.

I will follow through on all customer inquiries in a timely, professional, and respectful manner.
Next Steps

- By 4:30 pm, Kevin will submit the workshop record.
- By December 12, 2019, at 4:30 pm, attendees will review the workshop record.
- By December 27, 2019, attendees will discuss and share workshop record with all staff.
- By June 30, 2020, Betty, working with Justin, will incorporate core value behavior statements into performance review process.