

# Five Year Strategic Plan

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Alameda County Water District

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2018



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# INTRODUCTION

For more than 100 years, the Alameda County Water District (ACWD) has provided a reliable supply of high-quality water at a reasonable price to the communities of Fremont, Newark, and Union City. As we enter our second century of service, ACWD needs to adapt to the changes in the world around us to ensure the continued reliability and high quality of your water service. In 2017, the ACWD Board of Directors (Board) undertook a Strategic Planning effort to step back, consider the big picture, discuss current challenges, and set the strategic direction for the future.

Adapting to change is not easy, and the path is not always clear. Although ACWD successfully weathered the recent historic drought, many uncertainties lie ahead: climate change, future environmental and water-quality regulations, urbanization, a changing workforce, and evolving technology. Through the strategic planning process, the Board delved into the most important current and future issues—the challenges and opportunities facing the District. This included taking inventory of where we have been and where we need to be in the future to meet our mission and continue to earn the trust and respect of the communities we serve. We have examined all aspects of our work, including the areas of water supply, water quality, cost-effectiveness, staffing resources, financial stability and resiliency, emergency preparedness and response, and community outreach and engagement.

The Strategic Planning process consisted of three public workshops with the Board and senior staff. Through this process, the Board reaffirmed ACWD's core mission and established five strategic goals to drive organizational alignment and priorities for the next five years. This Five-Year Strategic Plan (Plan) was developed to communicate and track ACWD's strategic goals and objectives, as well as the activities being undertaken to achieve them. In some areas, the Plan documents how success will be measured in meeting these objectives. In other areas, we are developing measurements of success in 2018 that will communicate our progress over the next five years.

We are pleased to share the results of this process with you and look forward to communicating our progress on these goals and objectives in the coming years.

# MISSION STATEMENT

It is the mission of the Alameda County Water District to provide a reliable supply of high quality water at a reasonable price to our customers. To fulfill this mission, we will:

- Provide prompt, courteous, and responsive customer service.
- Ensure that sound, responsible financial management practices are observed in the conduct of District business.
- Plan, design, and operate District facilities efficiently, effectively, and safely, bearing in mind our responsibility to be a good neighbor and a good steward of the environment.
- Promote ethical behavior in the conduct of District affairs and facilitate the public's involvement in the planning and development of District policy.
- Recruit and retain a qualified, productive workforce and maintain a workplace environment where diversity and excellence are valued and where creativity, teamwork, and open communication are actively encouraged.

## 2018 STRATEGIC GOALS

1. Maintain and improve the cost effectiveness and value of District services.
2. Sustain a reliable, high quality water supply for District customers.
3. Improve the District's financial stability and transparency.
4. Improve workforce recruitment, maintain retention, and enhance employee engagement.
5. Promote clear and open communications, outreach, and engagement with customers and communities.

# STRATEGIC GOAL #1 – COST-EFFECTIVENESS & VALUE

## MAINTAIN AND IMPROVE THE COST EFFECTIVENESS AND VALUE OF DISTRICT SERVICES.

Ensuring District services continue to bring significant value to the communities we serve every day is our priority. This goal, which applies broadly to all District work and services, aims to ensure that we maintain and improve the value our services bring to customers and the cost effectiveness of all that we do.

Below are the objectives developed to work toward this strategic goal. They require work from and collaboration among various areas of the organization, including some activities that are already in progress, and some activities that will require broader organizational collaboration moving forward.

### Objectives

#### 1.1. EFFICIENTLY MANAGE AND MAINTAIN OUR INFRASTRUCTURE TO ENSURE RELIABILITY.

- Continue to review, update, prioritize, fund, and execute the Capital Improvement Program, including: Water Main Renewal Program, Condition Assessment Program, Seismic Improvement Program, IT Master Plan Update, and Renewable Energy.
- Continue Asset Management Programs to maintain infrastructure.
- Maintain 24/7 reliable operation for the community.
- Leverage technologies to improve system processes and facility security.

#### 1.2. CONTINUE TO MEET WATER QUALITY STANDARDS 100% OF THE TIME.

- Conduct all required water quality monitoring.
- Meet and surpass all primary and secondary water quality standards.
- Meet all regulatory requirements for treatment and distribution of water.
- Regularly meet the Blending Facility hardness target of 150 ppm.

#### 1.3. CONTINUOUSLY IMPROVE EMERGENCY PREPAREDNESS AND RESPONSE CAPABILITIES.

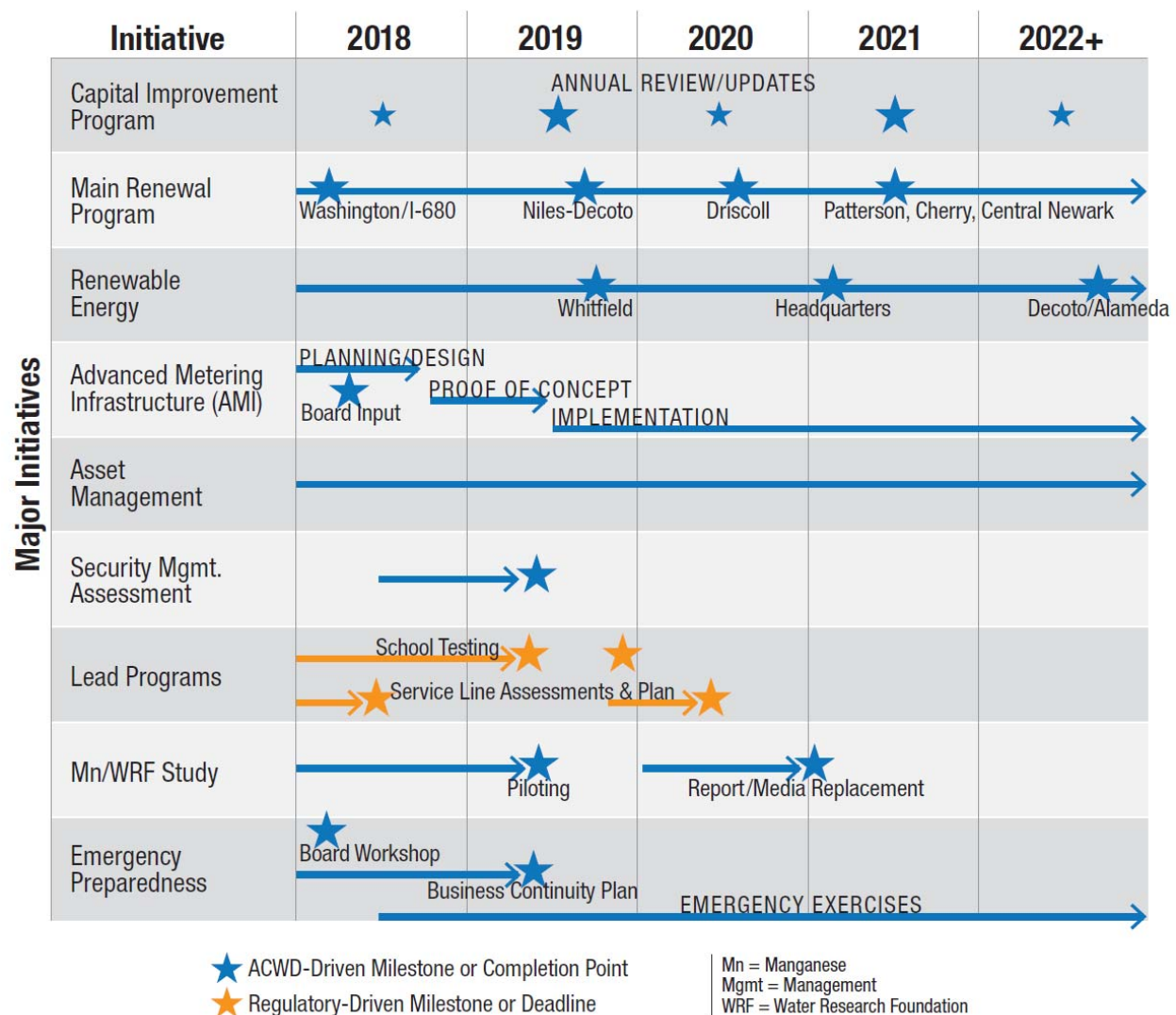
- Provide periodic Board briefings on emergency preparedness plans (e.g., emergency operations training and exercises) and Board role following a disaster.
- Enhance the management structure and District capabilities in responding to emergencies and routine outages.
- Facilitate and participate in training and exercises to advance staff preparedness.

#### 1.4. INVEST IN SYSTEM IMPROVEMENTS TO INCREASE CUSTOMER WATER USE EFFICIENCY AND ENGAGEMENT.

- Implement Advanced Metering Infrastructure (AMI).
- Implement new electronic customer e-payment portal and integrate with AMI.



## STRATEGIC GOAL #1: FIVE-YEAR MILESTONES



## STRATEGIC GOAL #1: OUTCOMES

- Meet or surpass primary and secondary drinking water standards 100% of the time.
- Annual Capital Improvement Program updates.
- Milestone completions for Main Renewal Program and Renewable Energy.
- Milestone completions for Advanced Metering Infrastructure .
- Security Management Assessment report.
- Milestone completions for lead testing and service line assessment programs.
- Milestone completions for Water Research Foundation Manganese Study and Pilot.
- Emergency Preparedness Board Workshop (2018) and periodic updates.
- Business Continuity Plan completion.
- *Additional metrics to be developed during 2018.*



# STRATEGIC GOAL #2 – WATER SUPPLY

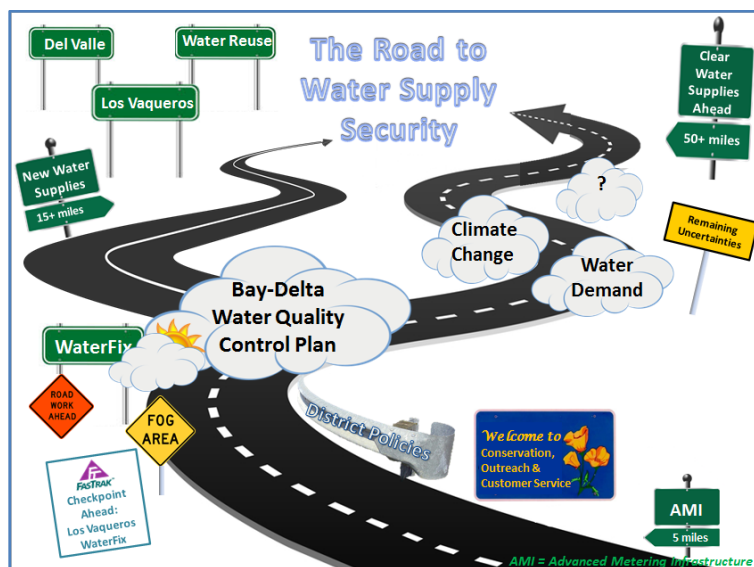
## SUSTAIN A RELIABLE, HIGH QUALITY WATER SUPPLY FOR DISTRICT CUSTOMERS.

A high quality, reliable and resilient water supply is essential to meet the needs of customers into the future. With changes in climate, water use, regulations and technology that lie ahead, this goal was developed to focus the District's efforts that will help to sustain a reliable supply for the long-term.

The Water Supply Road Map you see below shows the path forward. Ahead lie uncertainties about the reliability of our water sources and what our water needs will be – represented by banks of clouds. The biggest of these in the next five years will be decisions related to the Bay-Delta Water Quality Control Plan. The outcomes of those decisions and others will help to determine whether the District remains on the main road of managing our existing supplies, or takes a turn to a greater emphasis on developing new water supplies.

Because key challenges lie within the next five years, the District has developed several objectives to work toward this strategic goal. These include continued stewardship in managing and protecting our existing supplies, as well as substantial planning and coordination efforts. Accomplishing these objectives will require dedication and collaboration of teams from across the organization.

## WATER SUPPLY ROADMAP



### Key Initiatives, 2018-2022

California WaterFix: Monitor progress of project.  
Bay-Delta Water Quality Control Plan: Monitor; if "worst case" scenario, accelerate studies for future alternative water supplies.

Los Vaqueros Expansion: Continue to participate in ongoing studies; monitor decision points as project evolves.

Water Reuse: Continue to collaborate with Union Sanitary District; monitor legislation, regulation, and operator certification developments.

Lake Del Valle: Continue discussions with stakeholders on lake-lowering option.

Alameda Creek Initiatives: (see 2.1 below)

Planning Initiatives: (see 2.3, 2.4 and 2.5 below)

## Objectives

### 2.1. MAINTAIN AND ENHANCE SUSTAINABILITY AND RELIABILITY OF LOCAL AND REGIONAL WATER SUPPLIES.

- Ensure local supply reliability through sustainable groundwater management.
- Implement the Alameda Creek Fish Passage improvements.
- Implement new Alameda Creek operations and flow requirements<sup>1</sup> and collaborate with partners on watershed stewardship.
- Coordinate with local partners to enhance regional reliability and resilience.
- Promote water conservation as a California Way of Life.

### 2.2. PROTECT EXISTING IMPORTED WATER SUPPLIES.

- Monitor progress of California WaterFix project and evaluate options at major decision milestones.
- Monitor outcomes of Bay Delta Water Quality Control Plan and incorporate results into water supply planning.
- Represent District interests and coordinate with the State Water Contractors and Bay Area Water Supply & Conservation Agency.
- Participate in South Bay Aqueduct maintenance and reliability initiatives.

### 2.3. EVALUATE NEW AND INNOVATIVE WATER MANAGEMENT CONCEPTS.

- Continuously optimize water supply portfolio management and operations.
- Develop and implement a Water Efficiency Master Plan to leverage the benefits of Advanced Metering Infrastructure (AMI) and address changing water use efficiency regulations.
- Continue to participate in ongoing studies and monitor decision points for Los Vaqueros Reservoir Expansion.
- Develop and maintain a 3-year water supply reliability outlook consistent with state planning requirements.

### 2.4. PLAN FOR FUTURE WATER SUPPLIES.

- Evaluate/update water demand forecast.
- Update the Urban Water Management Plan.
- Initiate an update of the 30-year Integrated Resources Plan, including review & evaluation of criteria, supplies, opportunities, and contingencies.

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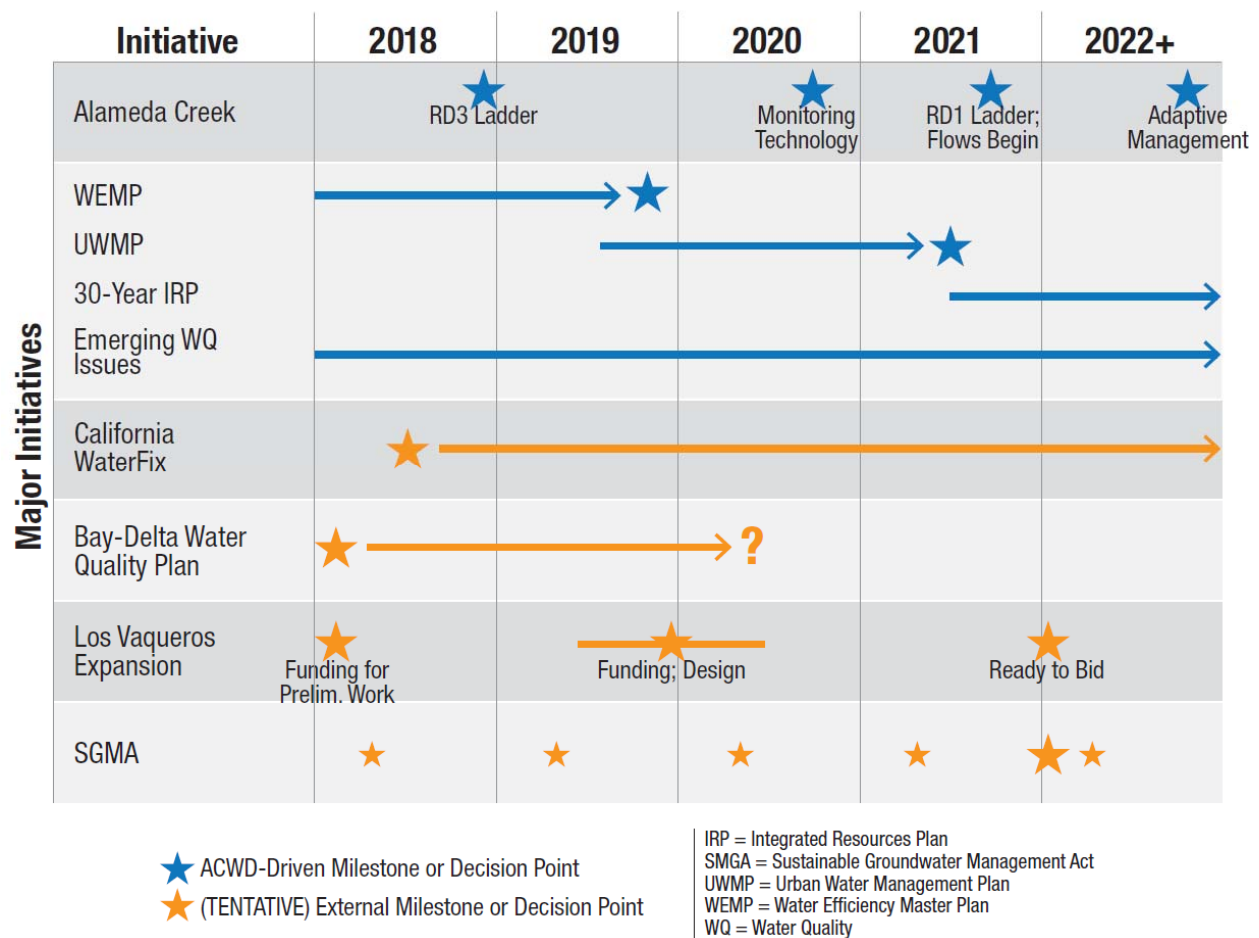
<sup>1</sup> Alameda Creek Fish Ladder Operations and Water Stewardship (FLOWS) Program

- Continue to collaborate with Union Sanitary District on water reuse opportunities and monitor water reuse legislation, regulation, and operator certification developments.
- Participate in stakeholder discussions on Lake del Valle management and evaluate benefits for ACWD water supply portfolio.
- Track changes and opportunities in future potential water supplies.

## 2.5. ENSURE HIGH QUALITY WATER SUPPLIES INTO THE FUTURE.

- Reconsider aesthetics (e.g., hardness, taste, and odor) and water quality objectives as part of the Integrated Resources Plan update.
- Track and proactively address emerging contaminants and issues to make necessary operational or facility enhancements.

## STRATEGIC GOAL #2: FIVE-YEAR MILESTONES



## STRATEGIC GOAL #2: OUTCOMES

- Comply with the Sustainable Groundwater Management Act requirements.
- Develop recommendations at major decision milestones for California WaterFix project.
- Board or Board Committee presentation on contingency supplies (2018).
- Update water demand forecast.
- Complete Water Efficiency Master Plan (2019) and begin implementation.
- Complete Urban Water Management Plan Update (2021).
- Make informed decisions about participation in Los Vaqueros Expansion and/or water reuse initiatives.
- Submit Draft Adaptive Management Plan and pulse flow framework for Alameda Creek FLOWS Program (2021).
- Submit Draft O&M Manual for Alameda Creek FLOWS Program to the California Department of Fish and Wildlife and the National Marine Fisheries Service (2023).
- *Additional metrics to be developed during 2018.*

# STRATEGIC GOAL #3 – FINANCE

## IMPROVE THE DISTRICT'S FINANCIAL STABILITY AND TRANSPARENCY.

Ensuring reliable delivery of high quality water at a reasonable cost to our customers remains a high priority for the District. This goal focuses on planning wisely for our financial future by enhancing our revenue stability, ensuring reasonable costs, and continuous improvement of financial transparency.

Below are objectives to achieve this strategic goal. These objectives require strategic alignment of efforts by Finance Department staff and throughout the organization to address many of the initiatives moving forward.

### Objectives

#### 3.1. ENHANCE REVENUE STABILITY.

- Dedicate available reserves to a rate stabilization fund to moderate the financial impact of revenue fluctuations.
- Continue to collect a baseline level of revenue through fixed service charges and property taxes.
- Increase stability of water sales through rate structures that may include stage rates.

#### 3.2. ENSURE COST REASONABLENESS.

- Benchmark against comparable agencies on finance and efficiency measures.
- Utilize existing processes to evaluate District practices and related costs, including budget development, water supply planning, capital planning and capital project reviews, labor negotiations, cost of service analyses, and rate setting.
- Incorporate AMI data into District programs to achieve efficiencies.
- Actively address long-term pension and other post-employment benefits and unfunded liabilities.
- Survey customers to better understand their perspectives on value and costs.

#### 3.3. PROMOTE FINANCIAL TRANSPARENCY.

- Publicly review/update District financial policies annually.
- Continue to implement new standards to improve the quality of financial reporting.
- Use the District website and other public outreach mechanisms to improve access to financial information.
- Annually report benchmarking results.
- Implement an online customer e-portal that will integrate with AMI data.

- Continue to earn the Excellence in Financial Reporting award from the Government Finance Officers Association (GFOA).
- Pursue the California Special Districts' Association (CSDA) District of Distinction Award.
- Begin to incorporate changes to the budget process and documents in order to pursue the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).

## STRATEGIC GOAL #3: FIVE-YEAR MILESTONES

Initiative		2018	2019	2020	2021	2022+
Major Initiatives	Rate Study	Study Period	★	Ongoing Evaluation & Future Studies		
	Benchmarking	Establish Metrics	★	Ongoing Evaluation - Annual		
	Customer E-Portal	Implement New E-portal	★	Integrate with AMI		
	Recurring Processes*		Continually Evaluate District Practices & Costs			
	Financial Policies	★	★	Annual Reviews ★	★	★

★ ACWD-Driven Milestone or Decision Point

AMI = Advanced Metering Infrastructure

\*Includes budget updates, capital improvement updates, cost of service/rates analyses, labor costs, water supply planning.

## STRATEGIC GOAL #3: OUTCOMES

- Comply with all District financial policies and federal, state, and local laws and regulations.
- Rank above the median in benchmarking.
  - Average household bill in the bottom half of comparable agencies (traditional 30 agency comparison).
  - *Additional metrics to be developed during 2018.*
- No unexpected or over-sized rate increases.

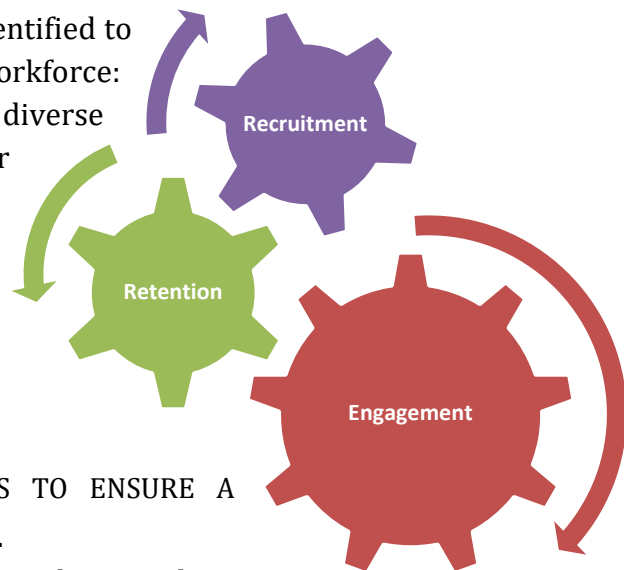
- Complete rates study (2019), including evaluation of revenue stability options.
  - Investigate customer perspectives on value and costs in future customer survey (2020+).
- Comprehensive financial transparency.
  - Annual public review of each financial policy and compliance noted publicly.
  - Implement single sign-on for billing and AMI water use data.
  - Continue to annually earn the Certificate of Achievement for Excellence in Financial Reporting (CAFR) Award from the Government Finance Officers Association (GFOA).

# STRATEGIC GOAL #4 - WORKFORCE

## IMPROVE WORKFORCE RECRUITMENT, MAINTAIN RETENTION, AND ENHANCE EMPLOYEE ENGAGEMENT.

One of the District's greatest assets is its workforce. It takes specialized skills and great dedication to meet the challenges of running a modern-day water system—24 hours a day, 7 days a week. To that end, this goal and associated objectives were developed to provide a plan for meeting current and future workforce needs, which will ensure continued high-quality water service to the community for the long-term.

Three key components of this effort were identified to ensure a talented, reliable and productive workforce: recruitment of a highly qualified and diverse workforce; retention of employees and their valuable skills; and ongoing employee engagement to drive productivity and innovation within the organization.



### Objectives

#### 4.1. ENHANCE RECRUITMENT PROCEDURES TO ENSURE A HIGHLY QUALIFIED AND DIVERSE WORKFORCE.

- Leverage technology to streamline procedures and increase recruitment speed and enhance communication with candidates.
- Create a “bigger” employer brand to promote ACWD as an innovative and creative employer of choice in the local competitive market.
- Continue efforts to capture a wider, more diverse candidate pool.
- Continue participation in BAYWORK efforts to ensure a reliable workforce for the future and promote awareness of water industry careers.

#### 4.2. MAINTAIN EMPLOYEE RETENTION BY ENCOURAGING AND VALUING EMPLOYEE WORK EFFORTS AND SKILLS.

- Maintain competitive salary and benefits to remain an employer of choice.
- Maintain a healthy level of employee turnover while encouraging retention for continuity of service.
- Review performance evaluation methods and efforts to better communicate the value of an employee's efforts and skills.



- Evaluate programs to retain employees and increase opportunities for professional development and engagement<sup>2</sup> within the District.

#### 4.3. ENHANCE EMPLOYEE ENGAGEMENT TO DRIVE PRODUCTIVITY AND INNOVATION.

- Identify, track and take action to improve employee engagement levels.
- Increase within- and across-workgroup communication to increase engagement, involvement, and role understanding.
- Promote a culture of innovation and encourage the exploration of new procedures and methods to drive employee engagement and satisfaction.
- Implement new performance management system for enhanced employee development and engagement.

### STRATEGIC GOAL #4: FIVE-YEAR MILESTONES

Initiative		2018	2019	2020	2021	2022+
Major Initiatives	Employee Engagement Survey	First survey; evaluate/ implement consultant recommendations	★	Second survey and consider additional efforts	★	Third survey, etc.
	Evaluate Performance Evaluation System	Initiate evaluation and review of best practices	★	Implement new system	★	Evaluate ongoing
	“Millennial” & Employee Retention Efforts	Presentation to Board of retention best practices; consider & implement new programs		★	Evaluate retention data annually and evaluate for program improvement	
	Develop HR Metrics	Evaluate current metrics and set baseline	★	Evaluate annually for: retention, performance evaluation compliance, duration of recruitment qualified applicants, applicant source, & diversity		
	Benchmark Compensation	★ Benchmarking done in 2017		Evaluate through each negotiation cycle		

★ ACWD-Driven Milestone or Decision Point

\*LST = Leadership Skills Training  
UST = Universal Skills Training

<sup>2</sup> Employee engagement refers to the connection and commitment employees exhibit toward an organization, leading to higher levels of productive work behaviors. (Society for Human Resource Management)

## STRATEGIC GOAL #4: OUTCOMES

- Conduct Employee Engagement Survey (2018) and implement recommendations.
- Implement new performance management, evaluation and recognition programs (2019).
- Provide Board presentation on retention best practices (2018).
- Reduce duration between the date of job announcement opening to conditional offer of employment.
- Increase the number of qualified applicants the District receives (applicants meeting minimum qualifications).
- Increase the number of candidates applying through online and social media outlets (via applicants indicating on the job application where they learned about the job).
- Increase the diversity of applicant pool and District employee profile.
- Remain competitive with the market average in salary and overall total compensation.
- Maintain a “healthy” annual turnover rate of approximately 10%.
- From employee engagement survey, evaluate levels of employees actively/passively looking for other employment and maintain at approximately 10-20%.
- Achieve 75% compliance with performance evaluations done on time, and increasing thereafter once goal is met.
- *Additional metrics to be developed during 2018.*

# STRATEGIC GOAL #5 – COMMUNICATION

## PROMOTE CLEAR AND OPEN COMMUNICATIONS, OUTREACH, AND ENGAGEMENT WITH CUSTOMERS AND COMMUNITIES.

The District has an ongoing interest in communicating with customers and promoting awareness in the community about the sources of water, environmental issues and needs surrounding that water, and the quality and value of the water they receive from the District. Sharing this information can help customers can make informed decisions about their water use and better understand the key issues facing their water supplier. With new tools available now and coming soon, there are increased opportunities to communicate and engage with our customers in the coming years. This strategic goal and associated objectives were developed to focus efforts toward increasing awareness through specific means, harnessing the power of new tools, and connecting with a diverse range of interested stakeholders.

### Objectives

#### 5.1. INCREASE AWARENESS OF DISTRICT SERVICES, MISSION & VALUE IN THE COMMUNITY.

- Update, maintain, and regularly communicate key messages related to District service, mission, water quality, fiscal responsibility, water efficiency, and value of water to the community.
- Develop and update a targeted annual communications strategy to inform and educate community members through events, information materials, programs, and tours.
- Establish Board policy for prioritizing community events, engagement, and partnerships.
- Refine and update a school education program strategy.
- Continue to provide tours, speakers, and an annual event to connect with the community.
- Communicate to customers and stakeholders what they can do to prepare for emergencies.
- Provide annual or as-needed briefings for legislators and policymakers on water issues pertinent to the District.

#### 5.2. ENHANCE CUSTOMER OUTREACH AND ENGAGEMENT WITH NEW TOOLS.

- Enhance customer outreach through the use of the new electronic customer portal for messaging and access to information.
- Improve customer connection to their water use with access to AMI and conservation information.

- Improve community access to information through social media, website, electronic messaging, and automated alerts.
- Consider customer and stakeholder engagement opportunities in strategic initiatives.

### 5.3. STRENGTHEN COMMUNICATIONS THROUGH CONSISTENT MESSAGES AND CONNECTION WITH DIVERSE COMMUNITIES IN THE DISTRICT.

- Establish consistent messages, look, feel, voice, and timing for District communications to tell our story in a way in which people can connect.
- Identify potential partnerships, develop relationships, and communicate regularly with key stakeholders and policymakers in the community.
- Identify special and underserved communities and appropriate outreach tactics.
- Communicate routinely with District staff about both District and community happenings.

## STRATEGIC GOAL #5: FIVE-YEAR MILESTONES

Initiative		2018	2019	2020	2021	2022+
Major Initiatives	Communications Strategy*	★	★	★	Annual Updates ★	★
	School Education Strategy		★		Biannual Reviews ★	★
	Board Policy On Events	★				
	Community Access to Information**		Improvements to customer portal, website, social media, electronic messaging & automated alerts			
	Ongoing		Employee communications Legislative & policymaker outreach			

★ ACWD-Driven Milestone or Decision Point

\* Annual targeted strategy to address key issues and initiatives for the current year

\*\*Schedule to be refined based on customer portal implementation and communications strategy outcome.

## STRATEGIC GOAL #5: OUTCOMES

- Develop and meet annual targets for numbers of impressions through tours, annual event, community events, school assemblies, materials distribution, and speakers.
- Adopt Board policy for prioritizing community events, engagement, and partnerships.
- Develop and implement new communications strategy (2018), including key messages and stakeholder list, and update annually.
- Develop school education strategy (2019) and review biannually.
- Complete website upgrade project (2018).
- *Additional metrics to be developed during 2018.*

# RESOURCES AND COSTS

Implementation of this Plan over the next five years will require dedication, focus, and the investment of staff time and resources. Most of the initiatives included in the Plan have already been accounted for in the District's existing budgeting, financial planning, and Capital Improvement Program (CIP) planning processes. Additionally, existing staff resources will be used for management and planning toward the strategic goals.

Capital investments that will take place as part of this Plan (and beyond) are documented in the District's 25-year CIP, which is reviewed and approved annually by the District's Board of Directors. The costs for all CIP projects are also included in the District's Adopted Budget each year. For some strategic initiatives, outside resources will be needed to provide specialized expertise or services; many of these resources are already included in existing, planned capital or operating budgets as well. For initiatives where specific costs and resource requirements have not yet been fully identified or set aside, those costs will be incorporated into the appropriate budgets and plans as they are further refined. Table 1 below identifies major initiatives for which specific costs or outside resources will be required but scope and/or budget planning is still in progress.

As implementation of this Plan occurs over the next five years, in particular on the activities outlined in Objective 3.3, as an organization we will be making a shift in budgeting and financial reporting practices toward aligning with our strategic goals by 2022. Until that time, however, detailed information about the District's projects and expenses, including the initiatives included in this Plan, can be found in the District's current Adopted Budget document. To access this document and all of ACWD's financial information, please visit [www.acwd.org/transparency](http://www.acwd.org/transparency).

**Table 1. Major Strategic Initiatives with Scoping & Budget Planning in Progress**  
*Other major initiatives already incorporated into annual budget planning and Capital Improvement Program (CIP)*

Goal Area	Initiative	Start Year	Outside Resource	Expected Funding Source	Next Steps
<b>Cost Effectiveness &amp; Value</b>	Advanced Metering Infrastructure Implementation	2018	Specialized Consultants & Contractors	CIP; Grants as Available; SRF or bond issuance as appropriate	Phase I planning/design. Update budget & funding plan
	Main Renewal Program	On-going	Consulting services; Construction contractors	CIP	Complete Washington/680; Niles-Decoto Design
	Renewable Energy	2019	Consulting services; Construction contractors	CIP; Grants, incentives as available	Whitfield Solar; Alt. evals. for Res. Roof projects
<b>Water Supply</b>	California WaterFix	2018	DWR	Budget	Develop plan & budget
	Alameda Creek Fish Ladder Operations and Water Stewardship (FLOWS) Program	2019	Consulting services, as needed	Budget; Grants as available	Develop plan & budget
	Water Efficiency Master Plan	2018	Specialized Consultant	Budget	Finalize scope & budget
	30-Year Integrated Resources Plan Update	2021	Specialized Consultant	CIP	Develop scope & budget

Goal Area	Initiative	Start Year	Outside Resource	Expected Funding Source	Next Steps
<b>Finance</b>	<i>Rate Studies already incorporated into budget planning</i>				
<b>Workforce</b>	Employee Engagement Study	2018	Specialized Consultant	Budget	Finalize scope
	Training Programs Review	2020	Training Consultant	Budget	Develop scope & budget
<b>Communication</b>	Communications Strategy	2018	Consulting services, as needed	Budget	Develop scope & budget
	Website update	2018	Website Consultant	Budget	Finalize scope
	School Education Strategy	2019	Consulting or other services, as needed	Budget	Develop scope & budget



# TRACKING PROGRESS ON STRATEGIC GOALS

In order to track progress on the strategic goals established in this Plan, the following [draft] matrix of outcomes will be updated annually and presented to the Board and the public.

STRATEGIC GOAL #1: COST EFFECTIVENESS & VALUE	2018	2019	2020	2021	2022
Meet or surpass primary and secondary drinking water standards 100% of the time.					
Annual Capital Improvement Program updates.					
Milestone completions for Main Renewal Program and Renewable Energy.					
Milestone completions for Advanced Metering Infrastructure.					
Security Management Assessment report.					
Milestone completions for lead testing and service line assessment programs.					
Milestone completions for Water Research Foundation Manganese Study and Pilot.					
Emergency Preparedness Board Workshop (2018) and periodic updates.					
Business Continuity Plan completion.					
<i>Additional metrics to be developed during 2018.</i>					
STRATEGIC GOAL #2: WATER SUPPLY	2018	2019	2020	2021	2022
Comply with the Sustainable Groundwater Management Act requirements.					
Develop recommendations at major decision milestones for California WaterFix project.					
Board or Board Committee presentation on contingency supplies (2018).					
Update water demand forecast.					
Complete Water Efficiency Master Plan (2019) and begin implementation.					
Complete Urban Water Management Plan Update (2021).					
Make informed decisions about participation in Los Vaqueros Expansion and/or water reuse initiatives.					
Submit Draft Adaptive Management Plan and pulse flow framework for Alameda Creek FLOWS Program (2021).					
Submit Draft O&M Manual for Alameda Creek FLOWS Program to the California Department of Fish and Wildlife and the National Marine Fisheries Service (2023).					
<i>Additional metrics to be developed during 2018.</i>					

STRATEGIC GOAL #3: FINANCE	2018	2019	2020	2021	2022
Comply with all District financial policies and federal, state, and local laws and regulations.					
Rank above the median in benchmarking.					
Average household bill in the bottom half of comparable agencies (traditional 30 agency comparison).					
<i>Additional metrics to be developed during 2018.</i>					
No unexpected or over-sized rate increases.					
Complete rates study (2019), including evaluation of revenue stability options.					
Investigate customer perspectives on value and costs in future customer survey (2020+).					
Comprehensive financial transparency.					
Annual public review of each financial policy and compliance noted publicly.					
Implement single sign-on for billing and AMI water use data.					
Annually earn the Certificate of Achievement for Excellence in Financial Reporting (CAFR) Award from the Government Finance Officers Association (GFOA).					

<b>STRATEGIC GOAL #4: WORKFORCE</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Conduct Employee Engagement Survey (2018) and implement recommendations.					
Implement new performance management, evaluation and recognition programs (2019).					
Provide Board presentation on retention best practices (2018).					
Reduce duration between the date of job announcement opening to conditional offer of employment.					
Increase the number of qualified applicants the District receives (applicants meeting minimum qualifications).					
Increase the number of candidates applying through online and social media outlets (via applicants indicating on the job application where they learned about the job).					
Increase the diversity of applicant pool and District employee profile.					
Remain competitive with the market average in salary and overall total compensation.					
Maintain a “healthy” annual turnover rate at approximately 10%.					
From employee engagement survey, evaluate levels of employees actively/passively looking for other employment and maintain at approximately 10-20%.					
Achieve 75% compliance with performance evaluations done on time, and increasing thereafter once goal is met.					
<i>Additional metrics to be developed during 2018.</i>					
<b>STRATEGIC GOAL #5: COMMUNICATION</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Develop and meet annual targets for numbers of impressions through tours, annual event, community events, school assemblies, materials distribution, and speakers.					
Adopt Board policy for prioritizing community events, engagement, and partnerships (2018)					
Develop and implement new communications strategy (2018), including key messages and stakeholder list, and update annually.					
Develop school education strategy (2019) and review biannually.					
Complete website upgrade project (2018).					
<i>Additional metrics to be developed during 2018.</i>					