



COMMUNITY SERVICES DISTRICT

Proudly serving Jurupa Valley and Eastvale

STRATEGIC PLAN

Forward. Future.

ADOPTED JULY 9, 2018



TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
METHODOLOGY	6
ASSESSMENT CRITERIA	7
FOCUS AREAS	8
1 <i>Water Resources</i>	8
2 <i>Sewer Services</i>	12
3 <i>Parks & Recreation</i>	15
4 <i>Finance</i>	18
5 <i>Workforce Development</i>	22
6 <i>Administration & Governance</i>	26
7 <i>Community Outreach & Strategic Partnerships</i>	29

EXECUTIVE SUMMARY

In the Fall of 2017, JCSD's Board of Directors began a process to update its Strategic Plan and define a blueprint by which to achieve its broad objectives. The existing Strategic Plan was most recently updated in 2011, and while the document has served as a useful tool, it requires updating for the District to reach its long-term goals.

DISTRICT MISSION

The mission of JCSD is to provide water, sewer, parks and recreation, graffiti abatement and other essential services to our community.

Today, JCSD is facing abundant change and an ever-evolving community with new customers, challenges, influences, and opportunities. In response, the District launched a prospective and ambitious course to study all of the aspects of its mission and vision and produce a decision-making process that will shape the District through 2025. JCSD's approach is comprehensive and includes a wide-ranging analysis of the issues, creative problem solving and participation by District staff and its Board of Directors.

This guiding document addresses the following:

- ◆ *How have the communities we serve changed and how can we best serve them in the future?*
- ◆ *What do we believe the future holds for our service area based on customer needs and industry trends?*
- ◆ *How should our mission, vision and strategic goals evolve to remain relevant?*
- ◆ *How has the business environment and economic climate changed in the last several years and what impact will that have on District operations?*
- ◆ *What does success look like and how will we measure our performance as an organization?*

Tactical areas of focus include:

- ◆ *Utility service reliability (water and sewer)*
- ◆ *Financial stability and security*
- ◆ *Infrastructure needs (water, sewer and parks)*
- ◆ *Engineering and operations*
- ◆ *Environmental stewardship*
- ◆ *Workforce development and sustainability*
- ◆ *Community partnerships*
- ◆ *Customer outreach and engagement*
- ◆ *Accountability, transparency and overall governance*
- ◆ *Proactively modernize operations processes*



DISTRICT VISION

Since 1956, the Jurupa Community Services District has steadily evolved to effectively meet the growing needs of the community it serves. Over the years, the rising demand, cultural changes, supply challenges and political and economic threats facing the area have presented the District with opportunities to assess obligations and resources and develop thoughtful, innovative solutions to preserving residents' quality of life. The District's acute awareness of customers' priorities, and its capacity to adapt to and reflect the complexities of the needs in its service area is an achievement to be celebrated.

Jurupa Community Services District has a responsibility to evolve – to meeting the shifting, changing needs and demands of its customers, now and into the future. To sustain this progression, the Board of Directors' vision includes:

Water Resources

Ensure high quality water service for the community and diversify water portfolio to maximize economic and operational efficiencies and to secure supply reliability into the future.

Sewer Services

Provide superior sanitary service and operate an industrial waste sewer system that results in no Sewer System Overflows, meets best practices in protecting the environment and reliably recovers water resources for the beneficial uses of our customers.

Parks & Recreation

Ensure provision of parks and recreational services and facilities reflect current customer needs and future opportunities.

Finance

Practice innovative financial policy and advanced technology to increase efficiencies and provide the District with long-term fiscal stability.

Workforce Development

Build an adaptable workforce culture that encourages and rewards exceptional performance, fosters teamwork and supports customer focused service.

Administration & Governance

Achieve administrative excellence through open, accountable governance of resources to build trust and provide outstanding service.

Community Outreach & Strategic Partnerships

Prioritize a consistent dialogue between the District and its stakeholders to keep a pulse on customer needs and provide responsive solutions to community issues.





METHODOLOGY

The strategic planning process for Jurupa Community Services District was initiated by the Board of Directors in 2017. This bold effort is aimed at setting the District's course for the coming years by establishing priorities, focusing resources, and working toward common goals. This is a living document that allows for adjustment to a changing environment with the addition of new objectives and strategies necessary to achieve the JCSD vision.

The JCSD Strategic Plan was developed in partnership with CV Strategies, an independent strategic communications firm specializing in comprehensive messaging. The assessment was conducted by CV Strategies' President Erin Gilhuly, with assistance from additional support staff. CV Strategies dedicated more than 100 hours to interviews and observations, as well as an analysis of the internal and external environments of the organization, from customers and stakeholders to staff and elected leaders. This research elicited constructive feedback and provided clear identification of the District's challenges, opportunities, strengths and weaknesses.

JCSD staff generously dedicated their time to provide input that served as a critical component in Plan development. The document relies heavily on input from the JCSD staff that crafted a coffee house document with suggestions for improving functionality and helping define future goals. Executive staff and the Board of Directors were also instrumental in providing the framework for this Plan and the vision for achieving performance excellence.

The findings in this report were also informed by one-on-one interviews with Board members and executive leadership, as well as employees at all levels and in all departments. Evaluation of stakeholder relationships contributed to the understanding of interaction with peer public agencies. The objective of this strategic plan is to provide an actionable roadmap guiding the enhancement of District policies and programs.



CRITERIA FRAMEWORK

As part of the advance work in the strategic planning process, JCSD's Board of Directors and staff established a criteria framework to determine how decisions would be made. It also provided for neutrality in the process, allowing the objectives to be identified with a shared vision and purpose. Building a strategic criteria framework – the judgement process – before developing tactics in the strategic plan helped to ensure that each tactic ultimately aligns with the District's culture and business priorities. Further, the criteria can be used to validate future decision-making on the timing of tactics, budget considerations and performance evaluation.

THEN: JCSD's established Criteria Framework was as follows:

- ◆ Does it assure strong, long-term financial health for the District?
- ◆ Does it build on and complement our network of partners?
- ◆ Is this done in the best interest of our customers?
- ◆ Does it clearly protect and optimize our investments in infrastructure and other attributes?
- ◆ Does it support those that make it happen every day – Our Employees?
- ◆ Does it support our ability to govern as a Board with honesty, openness, strong policy and respect for one another?
- ◆ Does it assure and/or support sustainable water?
- ◆ Is it cost efficient?

NOW: JCSD's established Criteria Framework is as follows:

- ◆ Does it build a stronger network of community partners?
- ◆ Is this done in the best interest of our customers?
- ◆ Does it support those that make it happen every day – Our Employees?
- ◆ Does it support our ability to govern as a Board with honesty, openness, strong policy and respect for one another?
- ◆ Is the cost justified?
 - ❖ Does it protect or optimize our system investments?
 - ❖ Does it support sustaining District enterprises?
 - ❖ Does it meet or exceed best practices in the industry?
 - ❖ Does it enhance employee productivity?
 - ❖ Does it provide a return on investment to the public?
 - ❖ Is it responsive to customer needs?





WATER RESOURCES

The Water Department at Jurupa Community Services District works to ensure that high-quality water supplies and services are delivered and secured for JCSD customers. The department is dedicated to the responsible, efficient management of the District's existing resources, the diligent pursuit of identifying and developing new water sources, and creating and strengthening strategic partnerships with local and regional agencies.



Planning for the Future

- ◆ *Research and pursue new water sources to provide the district with greater independence and reliability*
- ◆ *Pursue non-potable water sources and build infrastructure to support a new recycled water system to enhance JCSD's water portfolio and supplement supply*
- ◆ *Continue to actively plan and research infrastructure development projects to increase JCSD's production capabilities to meet anticipated rises in growth*
- ◆ *Dedicate resources to staff recruitment and professional development programs to support healthy growth in a proactive response to meet future rises in service demand*
- ◆ *Ensure Engineering Team has staff and resources to deliver safe, clean and reliable drinking water to customers now and in the future*
- ◆ *Expand internal and external outreach efforts to encourage participation, deepen understanding of District services and to define and enhance the District's value among stakeholders*
- ◆ *Build upon existing strategic partnerships and identify new opportunities for mutually beneficial arrangements to increase efficiency and streamline resource allocation*

IMPLEMENTATION

1. STRATEGY – Prioritize and fund repair and replacement projects to address aging infrastructure.



2. STRATEGY – Enhance and improve technology through equipment and policy.



3. STRATEGY – Develop reservoir lifecycle maintenance plan.



4. STRATEGY – Develop a non-potable/ recycled water system.



TACTICS

- 1.1 *Research and implement a mainline replacement program.*
- 1.2 *Develop a master list with the age and type of all pipes within the system.*
- 1.3 *Establish the staffing necessary for the mainline replacement program.*

TACTICS

- 2.1 *Establish a technology committee to discuss industry trends and determine how new technology could benefit the District.*
- 2.2 *Consider providing laptops, tablets smartphones, wireless data, SCADA and CMMS to staff to increase communication.*
- 2.3 *Install computers or supply laptops or iPads for trucks to access the GIS and work orders.*
- 2.4 *Encourage collaboration between IT, SCADA, and Water Operations to utilize the latest technology to control and optimize the District's system.*

TACTICS

- 3.1 *Conduct full inspections of District reservoirs every two years.*
- 3.2 *Prioritize and rank reservoirs to rehabilitate one or two each year.*
- 3.3 *Once work on a reservoir is complete, maintain a 10- to 15-year cycle of service.*

TACTICS

- 4.1 *Develop Recycled Water Master Plan (Direct and Indirect).*
- 4.2 *Utilize recycled water from Inland Empire Utilities Agency (IEUA) and Western Riverside County Regional Wastewater Authority (WRCRWA).*
- 4.3 *Pursue an IEUA-JCSD Recycled Water Grant.*
- 4.4 *Identify additional non-potable sources of water.*
- 4.5 *Identify and install the infrastructure needed to convey recycled water for irrigation and manufacturing.*

5. STRATEGY – Protect current sources and pursue new water sources to augment JCSD’s existing water supply portfolio.



6. STRATEGY – Develop reservoirs, water lines, booster stations and treatment facilities.



7. STRATEGY – Consider staffing requirements to accommodate growth and increased regulations and maintain adequate levels of plant services.



TACTICS

- 5.1 Complete Water Master Plan.
- 5.2 Explore a raw/treated water interconnection with MWD.
- 5.3 Investigate the feasibility of direct potable reuse (DPR) through advanced water treatment.
- 5.4 Optimize efficiency at the Roger Teagarden Ion Exchange Plant (RTIXP) water treatment facility.
- 5.5 Develop Wells 29 and 30 and other new source wells.
- 5.6 Coordinate with Riverside Public Utilities to complete the Van Buren Interconnect.

TACTICS

- 6.1 Build a 1-million-gallon reservoir for the RTIXP treated effluent, which would allow Pedley (A) reservoir to be taken offline for maintenance and made available for storage of reclaimed water.
- 6.2 Construct Granite Hill water line.
- 6.3 Enhance transmission capabilities between pressure zones.
- 6.4 Expand the Lindsey Reservoir for build out in the master plan presented by Webb Associates.
- 6.5 Build ion exchange facility at Well 13 to treat nitrate.
- 6.6 Regularly update standards manual to ensure use of quality materials and methods.

TACTICS

- 7.1 Develop on-board training program that incorporates bi-annual facility tours for new staff members.
- 7.2 Hire a Water Treatment Foreman to handle scheduling and provide oversight; position can be gained by reclassifying a T4 position when it becomes vacant through retirement.
- 7.3 Evaluate existing positions to create the following full-time positions: backflow tester, water quality technician, treatment plant maintenance technician; electrician; facilities maintenance; fleet mechanic; SCADA supervisor and two technicians.

8. STRATEGY – Improve staff knowledge and training programs to support efficiency.



TACTICS

- 8.1 *Cross train staff from different departments to ensure coverage when needed.*
- 8.2 *Conduct internal training to help staff understand each departments role and the way different duties support the District’s strategic goal.*
- 8.3 *Offer regular training and staff tour opportunities to keep staff informed, including bi-annual 6-month presentations to keep staff updated on projects and facilities.*

9. STRATEGY – Improve administrative buildings and facilities.



TACTICS

- 9.1 *Upgrade lighting to LED technologies and install energy-efficient AC condensing units.*
- 9.2 *Remodel administrative offices to accommodate growing teams.*
- 9.3 *Install solar carports and electric vehicle charging stations.*

10. STRATEGY – Develop water use efficiency framework to promote long-term water savings.



TACTICS

- 10.1 *Establish and communicate water use efficiency standards in each customer class.*
- 10.2 *Solicit external funding and strategic partnership support for conservation, rebate and outreach programs.*
- 10.3 *Analyze potential opportunities and impacts of customer water budget allocations.*
- 10.4 *Institute and maintain conservation ordinances and regulations while encouraging regionally appropriate rules.*
- 10.5 *Build sustained outreach plan to garner customer support and participation in water use efficiency programs.*

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

- » *Develop 40% of water supply from non-local sources*
- » *Consider and select water supply alternatives including Chino Basin sources, imported Metropolitan Water District sources, Cadiz Water Project and other regional sources*
- » *Develop community-wide efficiency standard*
- » *Seek Board approval on comprehensive Repair and Replacement program*
- » *Develop succession plan for District Engineer position and functions*



SEWER SERVICES

The Sewer Department uses the comprehensive JCSD Sewer System Management Plan to achieve excellence in all aspects of constructing, operating, maintaining and re-constructing the Sewer System. JCSD also utilizes partnerships with regional agencies to maximize the efficient benefits of Regional Water Resource Recovery Facilities. Through the Sewer System Management Plan and the regional agencies, JCSD provides sewer service to its residential, commercial and industrial customers in an effective and efficient manner.



Planning for the Future

- ◆ *Build relationships with advocacy groups to strengthen and develop an active voice in local and regional industry challenges*
- ◆ *Manage the JCSD Sewer System in a manner that will maximize water resource recovery opportunities*
- ◆ *Ensure Engineering Team is equipped to manage sewer services effectively and efficiently*
- ◆ *Pursue grant funding for an expanded recycled water system to enhance JCSD's supply portfolio and develop a drought-proof water source*
- ◆ *Investigate and implement the use of technology to improve sewer system performance*
- ◆ *Enhance public education and outreach efforts by engaging the community served by JCSD to increase awareness of the importance of sewer services*
- ◆ *Improve staff education by offering periodic, focused training programs to build awareness of changing industry regulations and increase knowledge, skills and abilities of JCSD staff*

IMPLEMENTATION

1. STRATEGY – Increase staff training.



TACTICS

- 1.1 *Develop sewer operations training program to educate the core functions required by the Sewer System Management Plan.*
- 1.2 *Prioritize staff education and implement a regular training schedule to keep staff informed.*

2. STRATEGY – Evaluate programs and facilities for efficiency.



TACTICS

- 2.1 *Create a Sewer Evaluation Program System based on the Sewer Master Plan and Sewer System Management Plan, known hotspot issues and political and environmental sensitivities to efficiently prioritize Repair & Replace programs.*
- 2.2 *Investigate the use of camera technologies for lateral inspection programs to reduce infiltration and root intrusions.*
- 2.3 *Enhance Sewer Service Plan and develop Etiwanda Corridor Sewer System to serve adjacent neighborhoods.*
- 2.4 *Assess long-term benefits of intertying Original C.F.D. No. 1 and Eastvale wastewater collection systems.*
- 2.5 *Consider Building B improvements at JCSO headquarters.*

3. STRATEGY – Strengthen industry relations.



TACTICS

- 3.1 *Maintain existing relationships with local and regional legislative advocacy groups and agencies such as Santa Ana Watershed Project Authority (SAWPA).*
- 3.2 *Consider joining Southern California Alliance of Publicly Owned Treatment Works (SCAP).*
- 3.3 *Build on existing relationships with the City of Riverside, Western Riverside County Regional Wastewater Authority (WRCRWA), SAWPA, Chino Basin Desalter Authority and Orange County Sanitation District to expand and fortify local partnerships.*

4. STRATEGY – Prioritize public outreach.



TACTICS

- 4.1 Launch sewer campaign to engage local residents and build value among stakeholders.
- 4.2 Partner with Jurupa and Corona Unified School Districts and the City of Riverside and Western Riverside County Regional Wastewater Authority to coordinate treatment facility tours to increase public education and JCSA awareness.

5. STRATEGY – Update and organize information.



TACTICS

- 5.1 Update the Sewer Master Plan to incorporate the three existing versions, revising and removing repetitive and outdated information.
- 5.2 Offer employees a centralized location to find the most updated information on facilities, short and long-term plans to enhance productivity and ease of information sharing.
- 5.3 Update Standards Manual every 3-years to ensure it is relevant and useful for staff.
- 5.4 Review the Sewer System Management Plan for anticipated revisions in 2020.

6. STRATEGY – Prioritize and fund repair and replacement projects to address aging infrastructure.



TACTICS

- 6.1 Research and implement an infrastructure replacement program.
- 6.2 Develop a master list with the age and type of all pipes within the system.
- 6.3 Evaluate the staffing necessary for the replacement program.

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

- » Present Board of Directors with opportunities to expand role in WRCRWA
- » Seek Board approval on comprehensive Repair and Replacement program
- » Maximize sewer system as a water resource recovery system
- » Consider extension of sewer services into areas currently served by septic systems
- » Create Inland Empire Brine Line outreach campaign to support economic development in area cities, building awareness and encouraging stakeholder use



PARKS & RECREATION

The Parks and Recreation Department ensures that the District maintains safe, high-quality parks and public facilities throughout its service area and offers desirable recreational programs for the community. The department is committed to fostering a community spirit through our programs, facilities and partnerships.



Planning for the Future

- ◆ *Expand existing programs and initiatives to increase resident participation through a more collaborative outreach approach with various JCSD departments.*
- ◆ *Enhance technology features at JCSD's recreational facilities to align with the City of Eastvale's Smart City project.*
- ◆ *Uphold local and regional reputation as exceptional community partners by maintaining parks accreditation.*
- ◆ *Maintain safe, healthy parks and recreational grounds for the community by dedicating time and resources to the preservation, cleanliness and safety of Parks and Recreation facilities.*
- ◆ *Develop checks and balances to evaluate maintenance operations, contract services and department staffing and identify opportunities for improvements in efficiencies.*
- ◆ *Explore opportunities to acquire additional land for new and enhanced recreational grounds and facilities to better support the growing constituency served by JCSD.*

IMPLEMENTATION

1. STRATEGY – Advance the 2012 Parks Master Plan.



2. STRATEGY – Evaluate local recreational land use.



3. STRATEGY – Assess department structure and staffing.



TACTICS

- 1.1 *Sunset 2012 Parks Master Plan.*
- 1.2 *Hold strategy workshops to boost public engagement and support of Parks services and functions.*
- 1.3 *Incorporate community feedback in future Parks strategies to best fit the lifestyle needs of JCSD customers.*

TACTICS

- 2.1 *Consider acquiring access to U.S. Army Corps of Engineers land to develop additional recreation grounds.*
- 2.2 *Expand joint agreements with local schools for racquetball and other activities.*
- 2.3 *Pursue a Santa Ana River Trail connection to the Eastvale Trail to cross Cucamonga Creek.*
- 2.4 *Consider graffiti abatement program options and opportunities.*

TACTICS

- 3.1 *Restructure department budget to support additional maintenance staff.*
- 3.2 *Evaluate department organizational chart and determine Parks management roles and responsibilities.*
- 3.3 *Consider developing part-time staff training programs to support department productivity.*



4. STRATEGY – Assess safety needs at parks and facilities.



TACTICS

- 4.1 *Develop park security strategy.*
- 4.2 *Consider utilizing private security contractors to enhance law enforcement and public safety at JCSD parks.*
- 4.3 *Survey JCSD customers regarding public perception of safety at JCSD parks and facilities.*

5. STRATEGY – Enhance public outreach.



TACTICS

- 5.1 *Develop and distribute a public outreach protocol to guide JCSD staff and strategic partners on engagement initiatives.*
- 5.2 *Leverage relationships with residents to increase awareness of District services and current priorities*

6. STRATEGY – Assess and streamline resources.



TACTICS

- 6.1 *Develop an evaluation and grading system to track and improve park maintenance operations.*
- 6.2 *Integrate JCSD's financial system with the Vermont Systems Inc. technology to improve information sharing and report tracking across District departments.*
- 6.3 *Continue monitoring contracted services for efficiencies and course correct as needed.*
- 6.4 *Consider developing a joint agreement with the Cities of Eastvale and Jurupa Valley for frontage facility landscaping maintenance.*

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

- » *Develop new parks services and amenities for senior community and natural habitat areas*
- » *Commission study to explore opportunities and develop process to determine long-term future of parks*
- » *Seek Board approval on comprehensive Repair and Replacement program*



FINANCE

The Finance Department at Jurupa Community Services District remains steadfast in its commitment to the responsible, ethical management of public funds to assure long-term financial stability and longevity of the district. Through judicious planning and prudent fiscal management, finance staff work to ensure adequate resources are available to fund existing projects and operations, and to spearhead new initiatives. Through its pledge to responsible financial stewardship, the Finance Department safeguards its capacity to maintain the critical services which support and enhance quality of life in the District's service area.



Planning for the Future

- ◆ *Develop and implement a 5-year financial plan for each division that protects financial stability while supporting JCSD's future growth and advancement.*
- ◆ *Enhance customer-facing communications, services and tools to improve efficiency, increase transparency and support long-term customer satisfaction.*
- ◆ *Pursue financial excellence by upgrading reporting and tracking systems and enhancing staff training programs to align with industry trends and best practices.*
- ◆ *Utilize new system technologies to improve process efficiencies, centralize information and advance effective records management district-wide.*
- ◆ *Explore areas of opportunity for joint-financing initiatives with other regional agencies to share costs and enhance economic feasibility of district services.*
- ◆ *Recognize opportunities to streamline internal resources to foster collaboration among departments and improve cost-effective services and communications.*

IMPLEMENTATION

1. STRATEGY – Enhance reporting and transparency.



2. STRATEGY – Assess district financial health.



3. STRATEGY – Obtain local and regional recognition.



TACTICS

- 1.1 Fully implement the New World Enterprise Resource Planning (ERP) system to enhance District accounting and report processes and to support centralized record keeping.
- 1.2 Develop comprehensive New World ERP training for JCSD staff which includes general financial policy and procedure training.
- 1.3 Create a public, user-friendly transparency portal for customers to easily, quickly locate and review financial information and reports.
- 1.4 Review and update the records retention policy periodically to reflect industry best practices.
- 1.5 Efficiently capture metadata for electronic records to improve retrieval and provide a logical file structure for users.
- 1.6 Enhance accounting for employee payroll and benefit reconciliation and accruals by expanding payroll duties in the Finance Department.

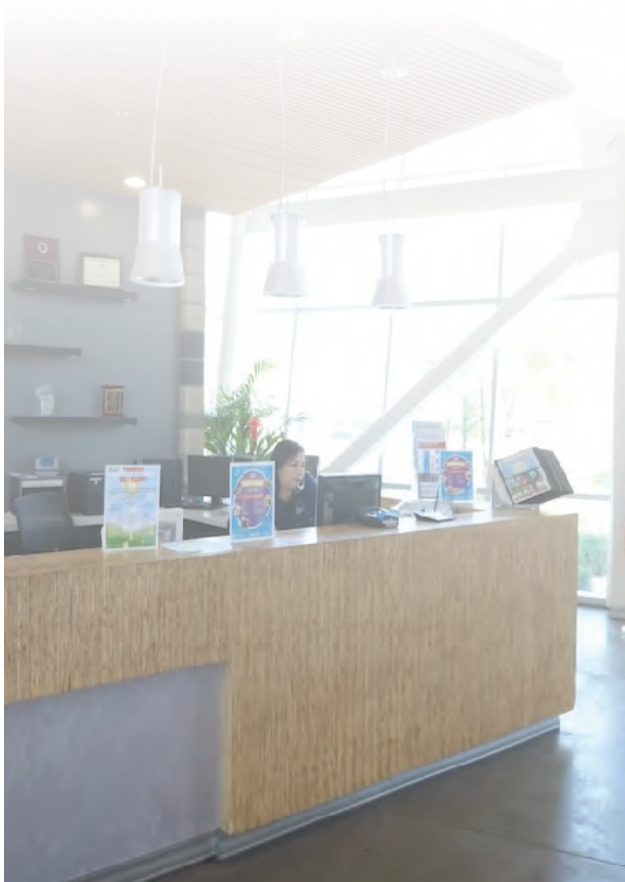
TACTICS

- 2.1 Evaluate existing reserves for opportunities for improvement.
- 2.2 Upgrade reserve policies to effectively provide for needs such as working capital, repair and replacement, debt service, rate stabilization, capital improvement projects, and unfunded post retirement obligations (CalPERS and OPEB).
- 2.3 Monitor rates on a regular basis to ensure the District's cash flow and reserve balances are adequate, and costs are recovered.
- 2.3 Consider establishing debt management plan.
- 2.4 Secure and protect positive credit rating through responsible fiscal management.

TACTICS

- 3.1 Evolve the budget document to meet requirements for the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- 3.2 Enhance the Comprehensive Annual Financial Report to meet the criteria for the Certificate of Achievement for Excellence in Financial Reporting from GFOA.
- 3.3 Apply for Comprehensive Annual Financial Report awards through California Special Districts Association annually.

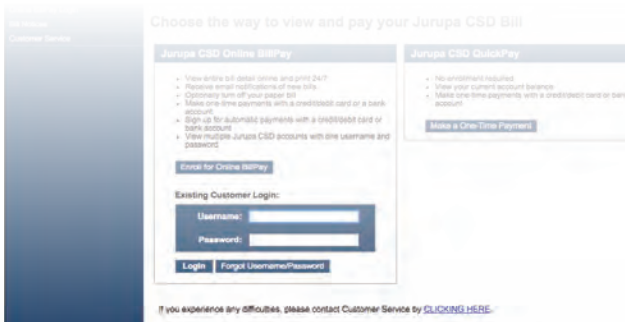
4. STRATEGY – Enhance customer experience.



TACTICS

- 4.1 Encourage flexibility and customer-centric policies to allow staff to meet the varying needs of JCSD's customers while providing high-quality, fair and equitable services.
- 4.2 Expand information available online by improving the bill payment system to shorten on-hold wait times.
- 4.3 Consider utilizing automated-calling to deliver routine and time-sensitive service updates to customers, such as outages and emergency communications.
- 4.4 Enhance customer service training programs with formal policies to guide staff interactions and preserve service standards.
- 4.5 Update the JCSD.us website to improve customer experience, navigation and organization.
- 4.6 Consider integrating public affairs and customer service departments for outreach initiatives, events and customer communications.
- 4.7 Consider deploying an Advanced Meter Infrastructure (AMI) system to collect real-time data for customer service representatives to mediate billing concerns.
- 4.8 Assess the Customer Relief Fund and consider developing customer care programs to enhance customer support.

5. STRATEGY – Update customer web portal.



TACTICS

- 5.1 Adopt Information Technology Infrastructure Library (ITIL) standards to assist delivery and support business applications and services.
- 5.2 Analyze the current technology landscape and prioritize customer application needs.
- 5.3 Consider enhancing customer billing system and customer web portal to align with industry trends.
- 5.4 Consider the benefits of a potential AMI system integration with the customer web portal.

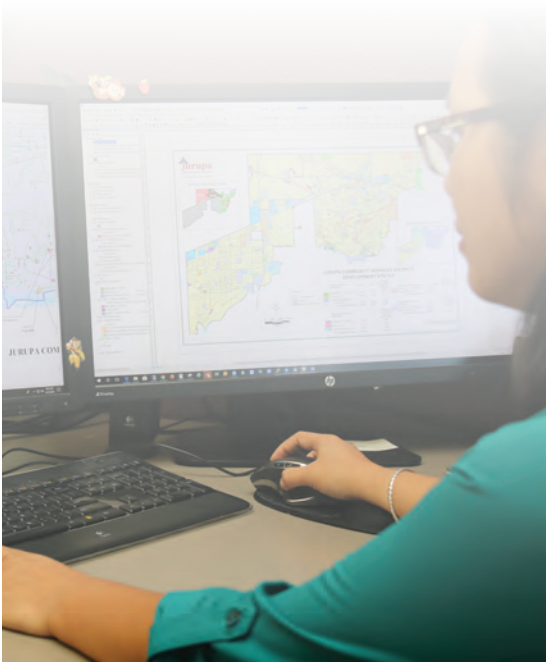
ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

» Present Board with rate methodology and rate alternatives that meet water use efficiency standards

» Develop analytics model and approach to review currently outsourced departments and functions

6. STRATEGY – Prioritize new programs, software and applications.



TACTICS

- 6.1 *Develop and implement a comprehensive meter testing program that records, tracks and reports flow rates and pressures.*
- 6.2 *Update the current Wi-Fi network infrastructure to improve coverage in District facilities.*
- 6.3 *Implement an electronic time keeping system for paperless payroll processing; provide staff training for the new system.*
- 6.4 *Integrate JCSD business applications with the Computerized Maintenance Management System (CMMS).*
- 6.5 *Increase field staff access to District files and applications through the use of technology to assist with their workflow.*
- 6.6 *Implement an online collaboration application for better coordination between departments.*
- 6.7 *Implement agenda workflow software to improve efficiency between departments and streamline Board agenda development process.*
- 6.8 *Follow Cybersecurity Best Practices to maintain network end user security to protect against data breaches and damage to capital infrastructure.*

7. STRATEGY – Improve information technology.



TACTICS

- 7.1 *Evaluate benefits of deploying updated Helpdesk Portal with Library framework to improve employee intranet experience and information access.*
- 7.2 *Implement National Institute of Standards and Technology security framework to create, guide, assess and improve comprehensive cybersecurity programs.*
- 7.3 *Upgrade server hardware and software to effectively accommodate new business applications and transfer increased amounts of data quickly and reliably.*
- 7.4 *Develop additional GIS applications for Water, Sewer, and Parks to expand geospatial information.*
- 7.5 *Integrate Geographic Information Systems (GIS) into the Financial, Document Management, and CMMS systems.*
- 7.6 *Update Supervisory Control and Data Acquisition (SCADA) devices to enhance communication and logging of historical data.*
- 7.7 *Hire or reclassify current positions to establish SCADA Supervisor and SCADA Technician.*

» *Develop strategy to pursue grant opportunities and other funding*

» *Conduct study to maximize Jurupa Valley street light program return on investment*

» *Adopt 5-year financial plan*



WORKFORCE DEVELOPMENT

Jurupa Community Services District recognizes the importance of creating a healthy, productive environment that supports employees and encourages them to thrive. Bringing value to staff by offering meaningful professional resources through training and development programs, succession planning and maintaining positive, two-way communication between supervisors and staff are important priorities to the organization. JCSD is dedicated to building a positive, productive coaching culture to support, develop and sustain a high performing, goal-oriented workforce that adapts to meet evolving customer expectations.



Planning for the Future

- ◆ *Build a knowledgeable, competent workforce by offering training opportunities to develop new skills and enhance experience.*
- ◆ *Continue to promote an environment that values professional development and fosters productivity and growth.*
- ◆ *Support professional advancement opportunities by offering mentorship training programs to prepare employees for the future.*
- ◆ *Continuously foster the coaching culture of JCSD by recognizing and celebrating employee excellence, rewarding improvement and providing opportunities for betterment.*
- ◆ *Prioritize recruiting and retention that supports succession and minimizes the loss of institutional knowledge.*

IMPLEMENTATION

1. STRATEGY – Identify potential leaders and develop skillsets.



TACTICS

- 1.1 *Develop a voluntary leadership program for staff to aid in succession planning.*
- 1.2 *Create new supervisor coaching programs that build skills in performance management, addressing difficult personnel situations, employee hiring, discipline and termination, and other critical leadership skills.*
- 1.3 *Provide ongoing guidance to employees enrolled in leadership programs by offering additional tools through Human Resources.*

2. STRATEGY – Enhance internal communication.



TACTICS

- 2.1 *Continue to hold quarterly staff meetings to disseminate important District information.*
- 2.2 *Encourage open communication between supervisors and respective teams to build trust and enhance mentorship opportunities.*
- 2.3 *Utilize technology to streamline information sharing.*
- 2.4 *Promote the use of suggestion boxes to solicit fresh ideas on cost-effective improvements, safety and general ideas and suggestions.*
- 2.5 *Continue providing staff with resources to utilize the intranet, e-suites and online training at the District offices.*
- 2.6 *Further develop conflict management skills to quickly and effectively resolve internal personnel challenges as they arise.*

3. STRATEGY – Nurture a positive, coaching culture.



TACTICS

- 3.1 Inspire employees to learn new skills, share institutional knowledge with newcomers and encourage professional growth.
- 3.2 Cultivate top performers and provide feedback for development opportunities to support professional growth.
- 3.3 Hold annual recognition events to promote camaraderie and celebrate individual and department achievements.
- 3.4 Incentivize productivity by creating benchmarks and clearly defining success to support District goals.
- 3.5 Hold staff workshops to bring concerns and suggestions to supervisors for discussion, reinforcing an open, constructive learning environment.

4. STRATEGY – Design a clear succession planning framework.



TACTICS

- 4.1 Develop an employee career planning program to support growth and aid in succession planning.
- 4.2 Utilize the mentorship program to identify and develop top performers into the next leaders.
- 4.3 Create a career planning handbook that outlines typical career paths in the water industry for new employees.

5. STRATEGY – Review and communicate performance expectations.



TACTICS

- 5.1 Update employee manuals to clearly classify performance indicators and responsibilities.
- 5.2 Continue to annually assess the evaluation and performance management program and process to ensure its effectiveness.
- 5.3 Continue utilizing technology to track changes in employee performance; develop a reporting tool to notify employees when their performance improves or declines.
- 5.4 Communicate performance metrics with employees regularly and promote feedback.

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

» Consider and adopt Organizational Assessment and recommendations

» Commission compensation study and develop strategy to address evolving industry practices

6. STRATEGY – Assess staffing plan.



TACTICS

- 6.1 Hire an independent firm to conduct an organizational assessment and identify areas where additional employees or training are needed to enhance productivity.
- 6.2 Conduct a classification and compensation study; implement changes as needed to maintain competitive salary and benefits for JCSD employees.
- 6.3 Collaborate with departments to identify staffing demand changes and develop an internal plan to address these changes.

7. STRATEGY – Refocus recruitment strategy.



TACTICS

- 7.1 Evaluate the District's existing hiring processes.
- 7.2 Provide training for leadership staff on interview procedures, methods and legal requirements to ensure consistency.
- 7.3 Review and determine areas for improvement in the recruitment process.
- 7.4 Continue to evaluate recruitment software and methods for expanding employment opportunity and outreach.

8. STRATEGY – Ensure employee safety and support well-being.

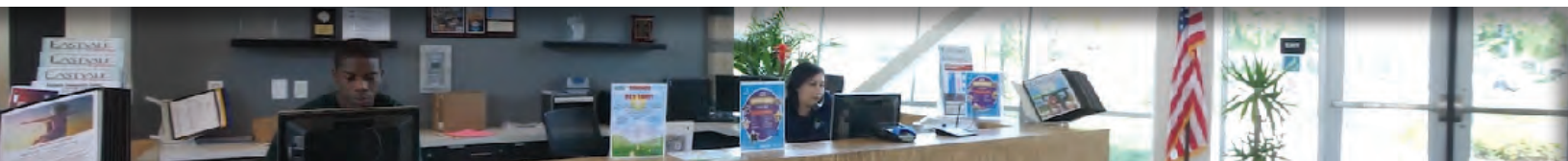


TACTICS

- 8.1 Develop wellness and safety programs for staff and conduct mandatory emergency preparedness training for all staff.
- 8.2 Conduct regular facility inspections with checklists and hazardous corrective programs at all JCSD sites.
- 8.3 Review and update JCSD's comprehensive safety manual and safety training curriculum for all staff.
- 8.4 Continue to work with the IT department to evaluate new software and programs for tracking, reporting and logging incidents, accidents and staff training.
- 8.5 Ensure all District staff are well-versed on compliance and safety regulations.
- 8.6 Consider factoring telecommuting options into new and existing administrative positions to offer staff more flexible work environments.
- 8.7 Conduct wellness events to promote a healthy JCSD.

ADMINISTRATION & GOVERNANCE

The Administrative staff is dedicated to ensuring the ethical, sound management of Jurupa Community Services District. The Office of the General Manager/Board Services is responsible for the overall policy direction and day-to-day administration of the District. By planning proactively, advancing industry knowledge, and maintaining consistent, responsive communications with internal and external stakeholders, the District upholds its commitment to honest, accountable, accessible governance. The Board of Directors is committed to frequently reviewing and refining policies and practices to reflect changing industry standards and effectively rise to meet and exceed the evolving needs of JCSD's employees and customers.



Planning for the Future

- ◆ Advance the mission, vision and goals of Jurupa Community Services District by identifying and participating in strategic industry and community organizations.
- ◆ Continue timely, two-way communication between the District and key partners to foster trust and enhance local and regional relations.
- ◆ Maintain the District's commitment to service excellence through strong leadership, responsible management of resources and prioritizing forward-thinking innovation.
- ◆ Support good governance by providing adequate, accurate information to the Board of Directors in a timely manner to inform decisions and guide initiatives.
- ◆ Develop and implement a checks and balances system to consistently ensure management and board leadership support the District's strategic vision and goals, and that District actions are in the best interest of JCSD's customers.

IMPLEMENTATION

1. STRATEGY – Expand civic engagement among JCSD’s Board of Directors.



TACTICS

- 1.1 Identify neighboring organizations that share JCSD’s goals and leverage related strategic visions.
- 1.2 Encourage staff and board members to participate in local and regional associations and organizations to enhance networking opportunities.
- 1.3 Inform partner agencies, civic organizations and other local stakeholders of JCSD’s core functions and strategic goals to enhance awareness.
- 1.4 Build brand equity among existing and potential utility partners.

2. STRATEGY – Update best practices.



TACTICS

- 2.1 Review existing policies for areas of improvement and broader development opportunities.
- 2.2 Revise standard operating procedures to reflect industry standards and best practices.
- 2.3 Create best practices that inform the culture and environment of JCSD, advancing the District’s strategic goals.
- 2.4 Distribute updated policies to JCSD staff and upload electronic versions to the intranet.
- 2.5 Support and implement the Strategic Plan to emphasize customer response, asset management and enhance service levels.
- 2.6 Manage Statement of Economic Interest process annually.

3. STRATEGY – Provide training to Board of Directors.



TACTICS

- 3.1 Continue providing “on-boarding” program for new Directors to inform them of policies, laws, and JCSD procedures.
- 3.2 Advance Board of Directors handbook and tools to reflect industry changes and current needs of the District.
- 3.3 Offer annual training to discuss new, innovative approaches to improving efficiencies and enhancing services.
- 3.4 Arrange annual performance evaluation of the General Manager by the Board of Directors.
- 3.5 Conduct all activities required for Governing Board elections.
- 3.6 Develop Board of Directors ethical standards handbook to set expectations.

4. STRATEGY – Enhance staff training and resources.



TACTICS

- 4.1 Assess staff’s comfort level and knowledge of emergency preparedness procedures.
- 4.2 Implement an updated emergency response training program.
- 4.3 Review the District’s code of ethics and identify areas that need attention.
- 4.4 Update employee handbook to include revised code of ethics and standard operating procedures.

5. STRATEGY – Leverage governance opportunities to support alternative funding and community needs.



TACTICS

- 5.1 Create public/public partnerships to fund projects.
- 5.2 Establish Community Facilities Districts and/or Assessment Districts to obtain the financial resources needed for infrastructure improvements.
- 5.3 Partner with development community to pursue alternative funding mechanisms for the construction and/or acquisition of new projects.

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

- » Facilitate internal processes and procedures audit to determine opportunities to streamline administrative functions
- » Encourage transparency by enhancing reports with a focus on customer understanding and increasing public access to District documents
- » Conduct annual review of District Administrative policies to determine alignment with District mission and vision
- » Identify strengths and weaknesses in stakeholder relationships to foster collaboration and enhance District image
- » Hold joint meetings with neighboring governments to begin discussions on alternative funding opportunities





COMMUNITY OUTREACH & STRATEGIC PARTNERSHIPS

JCSD values transparency in all operations – an ideal upheld through the dedication and operations of Community Affairs. Developing and cultivating long-term relationships within the service area provides a framework for devising strategies to engage the broader community in supporting the District’s mission and enhancing general awareness of the organization. The Department is responsible for educating internal and external customers about the valuable services, programs and policies of the District, ultimately strengthening relationships and building a foundation for future communications.



Planning for the Future

- ◆ Strengthen outreach efforts through the addition of new technology and expansion of existing capabilities to inform customers of important District information.
- ◆ Continue education efforts that further JCSD goals.
- ◆ Expand relevant exchanges with strategic community partners to enhance regional cooperation on projects.
- ◆ Build a comprehensive legislative platform to increase JCSD’s influence in Washington, D.C., Sacramento and within the region.



IMPLEMENTATION

1. STRATEGY – Craft communications plan.



2. STRATEGY – Engage local customers through more frequent outreach efforts.



3. STRATEGY – Enhance customer experience.



- 1.1 Conduct review of District-wide outreach needs.
- 1.2 Evaluate specific communications needs and resources of Parks Department and Eastvale Community Center and integration with District-wide plan.
- 1.3 Equip Community Affairs to utilize GIS and general data services to expand targeted customer outreach.
- 1.4 Create Crisis Communications Plan and Media Protocol.
- 1.5 Facilitate plan rollout and implementation across all departments.

TACTICS

- 2.1 Offer facility tours for schools and community members to increase knowledge of District operations.
- 2.2 Increase frequency of regularly scheduled communications efforts, i.e. newsletters, e-blasts, and bill inserts.
- 2.3 Add frequently changed “on hold” messaging to reflect interesting things happening within the District.

TACTICS

- 3.1 Expand Customer Service focus to include outreach goals.
- 3.2 Foster a two-way dialog to encourage customer awareness of District services and capture direct realtime feedback.
- 3.3 Create Customer Service counter survey to garner public input.
- 3.4 Build upon current social media presence to increase digital footprint.
- 3.5 Upgrade and expand the mass notification service to inform customers of emergencies and service outages in their area, conservation messaging, pending shutoffs, etc., with capability for targeting specific customer groups.

4. STRATEGY – Increase advocacy among State and Federal leaders and influencers.



5. STRATEGY – Position JCSD as leader in local and regional issues.



TACTICS

- 4.1 *Craft legislative strategy focused on matching key stakeholders with targeted messages and addressing issues and solving problems.*
- 4.2 *Build legislative communications toolbox.*
- 4.3 *Pursue public funding through active, ongoing legislative outreach.*
- 4.4 *Collaborate with public officials to secure support for District efforts and priorities.*

TACTICS

- 5.1 *Provide guidance to cities and region on issues such as emergency preparedness.*
- 5.2 *Create educational web resource for prominent issues.*
- 5.3 *Apply for awards such as CSDA, PRSA, CAFR, etc. to highlight the positive outreach and messaging work by the Department.*
- 5.4 *Identify and participate in professional, industry and community organizations that advance the District's mission, vision and goals.*
- 5.5 *Join with like-minded communities and organizations to create integrated, innovative solutions to regional issues, including water, wastewater, management, operations and the environment.*
- 5.6 *Educate partner agencies, community groups and local businesses about JCSD's core business functions, missions, goals and challenges.*

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

- » *Develop seamless customer portal to create simple access to governing documents, educational materials and current events information.*
- » *Demonstrate commitment to community engagement, public outreach and transparency through industry achievements and awards.*
- » *Build comprehensive district-wide communications plan.*
- » *Develop strategic partnerships focused on local jurisdictions and strengthening working relationships to benefit the community.*
- » *Create a forum to advance innovations in governance within the industry and region.*



Jurupa

COMMUNITY SERVICES DISTRICT

Proudly serving Jurupa Valley and Eastvale

