

STRATEGIC PLAN ACCOMPLISHMENTS 2020

STAFF REPORT

Requested Action:

Receive and file this informational report.

Background:

The Agency adopted a Strategic Plan for the period 2018 – 2022. The Plan was updated in late 2019. The Plan calls for a report to the Board each February of accomplishments during the past year related to the Strategic Plan.

If one looked up “outlier” in a dictionary, one might find a picture of a 2020 calendar. Several major factors made the past year (hopefully) unique and challenged staff’s ability to track plan accomplishments. Chief among these was COVID and its dramatic impacts on interactions between employees and interactions between staff and customers. Another significant impact on the Agency’s performance relative to the Strategic Plan was the turnover of most of the management team, and the consequent departure of significant organizational knowledge about Strategic Plan initiatives and progress. The compelling need for the Agency to address criticisms of the Grand Jury and members of the public also pushed staff’s attention in directions somewhat different from the Strategic Plan priorities, although this was far from a total disconnect.

Staff can happily report a number of meaningful accomplishments from 2020.

Customer Service

Developed and implemented new policy for shutoffs to comply with SB998.

Maintained response standards despite closure of office, and staffed the office safely.

Most customers with email accounts have provided the contact info to the Agency.

Resumed coordination meetings between Customer Service and Operations to improve work flow, avoid dropped issues, and fix problems with data compatibility.

Fiscally Responsible

Engaged outside financial experts to take a fresh look at the Agency’s finances and financial reporting.

Progressing through a rate study.

Completed a new set of financial policies.

Succeeded in addressing almost all concerns expressed by the May 2019 Grand Jury report.

Completed an audit with fewer and less significant comments than the previous two years.

Employees

Staff focus on safety has improved.

Completed a significant reorganization, even as the pieces continued to change.

Overall communications within staff have improved, although COVID is still a difficulty. Human Resources led in the implementation of COVID protocols, to which staff have adhered, and staff impacts have been moderate so far . Human Resources completed a major update of the Employee Handbook and gained employee consensus.

Infrastructure

Completed the Agency's first comprehensive Water Master Plan Study.
Started up the Lone Hydropower Unit.
Moved two tank replacement projects to near completion.
Completed repair of canal damage from 2017.
Cleaned up and repaired many of the Agencies buildings.

Leadership

Established good working relationships with surrounding agencies, albeit limited by COVID.
Completed overhaul of Water Code to move further in the direction of "one Agency" and to adjust the Agency's relationship with developers.
Reengaged in the Voluntary Agreements process and other Mokelumne River collaborations.
Continued active participation in all relevant state and regional associations and partnerships, including joining the ACWA Region 3 board and increasing engagement with CSDA.
Continued productive engagement with watershed stakeholders, including EBMUD, UMRWA, and the Foothill Conservancy.

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