



JOSHUA BASIN WATER DISTRICT  
SPECIAL MEETING OF THE BOARD OF DIRECTORS  
WEDNESDAY, APRIL 25, AT 11:00 AM

HELEN GRAY CENTER, 6601 WHITE FEATHER ROAD, JOSHUA TREE, CA 92252

## AGENDA

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **DETERMINATION OF A QUORUM**
4. **APPROVAL OF AGENDA**
5. **PUBLIC COMMENT**  
Members of the public may address the Board at this time with regard to matters within the Board's jurisdiction that are not listed on the agenda. State law prohibits the Board of Directors from discussing or taking action on items not included on the agenda. Members of the public will have the opportunity for public comment on any item listed on the agenda when it is addressed on the agenda. Please limit comments to three (3) minutes or less.
6. **FINAL ORGANIZATION ASSESSMENT** – Recommend that the Board receive for information and direct the General Manager to develop an implementation plan.
7. **ADJOURNMENT**

### INFORMATION

The public is invited to comment on any item on the agenda during discussion of that item.

Any person with a disability who requires accommodation in order to participate in this meeting should telephone Joshua Basin Water District at (760) 366-8438, at least 48 hours prior to the meeting in order to make a request for a disability-related modification or accommodation.

Materials related to an item on this Agenda submitted to the Board of Directors after distribution of the agenda packet are available for public inspection in the District's office located at 61750 Chollita Road, Joshua Tree, California 92252 during normal business hours.

**Joshua Basin Water District  
Organizational Assessment  
April 6, 2018**



# Table of Contents

Executive Summary.....	3
Background.....	18
Survey Findings.....	23
Assessment Findings.....	27
Recommendations.....	42
Appendix A – Survey Results.....	55
Appendix B – Glossary.....	73

*The findings and recommendations contained within are envisioned to help the District further align its people, business processes and technology investments with best industry practices.*

# Executive Summary

# Executive Summary

## Background

**Project Goal:** *Perform an organizational assessment and use the results to improve organizational effectiveness and efficiency in a way that is fiscally responsible, while providing the desired level of service.*

The Joshua Basin Water District (JBWD or District) is located in the southern portion of San Bernardino County approximately seven miles east of Yucca Valley and 14 miles west of Twentynine Palms. The District encompasses an area of approximately 96 square miles and serves the unincorporated area of Joshua Tree, California.

JBWD provides potable water services to more than 5,400 active and inactive connections. The District solely relies on local groundwater for its drinking water supply. JBWD has approximately 300 miles of pipeline, five groundwater wells, 17 reservoirs and 1,306 fire hydrants.

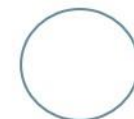
JBWD employs 21 full time positions, one part time position and one temporary employee. The District also contracts out various services to outside vendors, engineers, consultants and contractors.

The District faces many forces that have increased the cost of providing services. Over the next five years, the District, like other public utilities, face escalating costs and the inevitable exodus of employees eligible for retirement.

The District seeks to continue meeting its challenges through increasingly efficient, effective and responsible utility operations. As such, the District's Board of Directors commissioned this Organizational Assessment.

### *Efficiency and Effectiveness Drivers:*

- Pending rate increases!
- Water conservation impacts!
  - Aging workforce!
  - Aging infrastructure!
  - Rising labor costs!
  - Rising energy costs!
- Billing inactive customers!
- Customer self service!
- Aging business systems!
- Emerging technologies!
- Need for Transparency!



# Executive Summary

In November 2017, the District's Board of Directors selected Westin Technology Solutions, LLC (Westin) to conduct an Organizational Assessment intended to assist the District in developing recommendations to improve the District's organizational efficiency and effectiveness.

Westin's role is to provide an independent, objective evaluation of the District's current organization in relation to fulfilling its stated mission and vision. The intent is to develop unbiased, fact-based recommendations for both short and long-term organizational improvements aligned with best industry practices and successes at other similarly-sized utilities.

Westin's snapshot of information is gained and distilled through a series of document reviews, interviews, site tours, observations, interactive workshops, executive validation meetings and Board presentations.

The findings are based on the information observed and discussed during the project's timeline. As such, it is not practical nor effective to opine on any individual's skills or performance.

The intended result is an organizational evaluation with practical recommendations for improving the District's overall efficiency and existing level of service.

## Desired Project Outcomes

### Organizational Findings:

- Recommend an effective organizational structure that allows for streamlining procedures and processes, and efficient communication channels.
- Identify strategies that allow the District to expand on its strengths and opportunities, while mitigating its weaknesses and threats.

### Staffing/Workforce Findings

- Recommend appropriate staffing levels, both current and future.
- Provide recommendations for which tasks/processes may be eliminated, added, altered and/or streamlined for better performance and provide strategies to ensure efficiency in the workflow process.
- Provide recommendations on how to effectively distribute workload and tasks.
- Provide training recommendations that will fill skill gaps.
- Provide recommendations on the work that should be contracted outside the District.

### Succession Findings:

- Identify methodologies to support succession planning and strategies for knowledge transfer.

# Executive Summary

This project utilized a proven phased approach to ensure organizational support and buy-in.



- Project Kickoff Meeting was held to discuss project objectives and align timelines and expected outcomes.
- Pertinent documents were reviewed.
- All District employees and Directors were individually interviewed. All discussions are held in confidence.
- All District employees answered an anonymous 16-question survey.
- Observations were noted during facility and site visits.
- The findings were evaluated, summarized and validated for accuracy with the District’s Executive Team.
- The validated findings were evaluated and compared against best industry practices to provide recommendations for improvement.
- These recommendations were presented and discussed with the District’s management team for confirmation of “achievability.”
- Differences of opinion were discussed and resolved.
- These recommendations are presented to the Board for review, approval and funding as appropriate

## Proven Project Approach

### Critical Improvement Success Factors

1. Executive team buy-in and full Board support are critical for successful implementation of the proposed recommendations.
2. In parallel, the District should begin a “planning” process to fully develop and communicate its plan for rollout of the proposed organizational changes and implementation of the associated process improvement recommendations.
3. Each major action should include the appropriate accountability, urgency, resource needs and desired completion milestones.
4. The District’s management team should closely monitor the progress of the recommendations.
5. The District’s General Manager should periodically (at least quarterly) report to the Board on the progress and related outcomes.

# Executive Summary

## Noted District Successes:

- ✓ High level of District pride
- ✓ Supportive Board of Directors
- ✓ Negotiated pay increases
- ✓ Active Citizens Advisory Committee
- ✓ Employee's willingness to participate
- ✓ Enjoy a supportive community that is behind JBWD
- ✓ Rate Study in progress
- ✓ Employee commitment and longevity
- ✓ Staff qualifications
- ✓ Water supply quantity and quality
- ✓ Upcoming remodel of main office space
- ✓ Adequate resources to do the job with the appropriate tools and equipment
- ✓ Outstanding financial audit results
- ✓ Flexibility in job functions
- ✓ Strong partnerships with other agencies
- ✓ Challenging work to keep employee interest
- ✓ Wide diversity of employee abilities
- ✓ Dedicated staff – loyal – routinely go above and beyond

## Summary of Findings

### Noted Areas for Improvement:

- Strategic visioning and planning
- Structured annual business planning process
- Organizational alignment
- Knowledge management
- Succession planning
- Defined business processes and updated standard policies and procedures
- More effective maintenance tracking, reporting and analysis
- Dedicated valve actuation program
- Optimize field work practices using technology where cost effective
- Business technology plan with appropriate applications, mobility and system interfaces
- Performance management program to measure and report performance against pre-determined goals



# Executive Summary

## Survey Responses

### Relatively High Scores:

- ✓ Compensation
- ✓ Appreciation
- ✓ Empowerment
- ✓ Enjoyable



### Relatively Low Scores:

- Succession planning
- Equality
- Cooperation
- Career growth

#### Legend:

- 5 - Strongly Agree
- 4 - Agree
- 3 - Undecided
- 2 - Disagree
- 1 - Strongly Disagree

## JBWD Organizational Survey

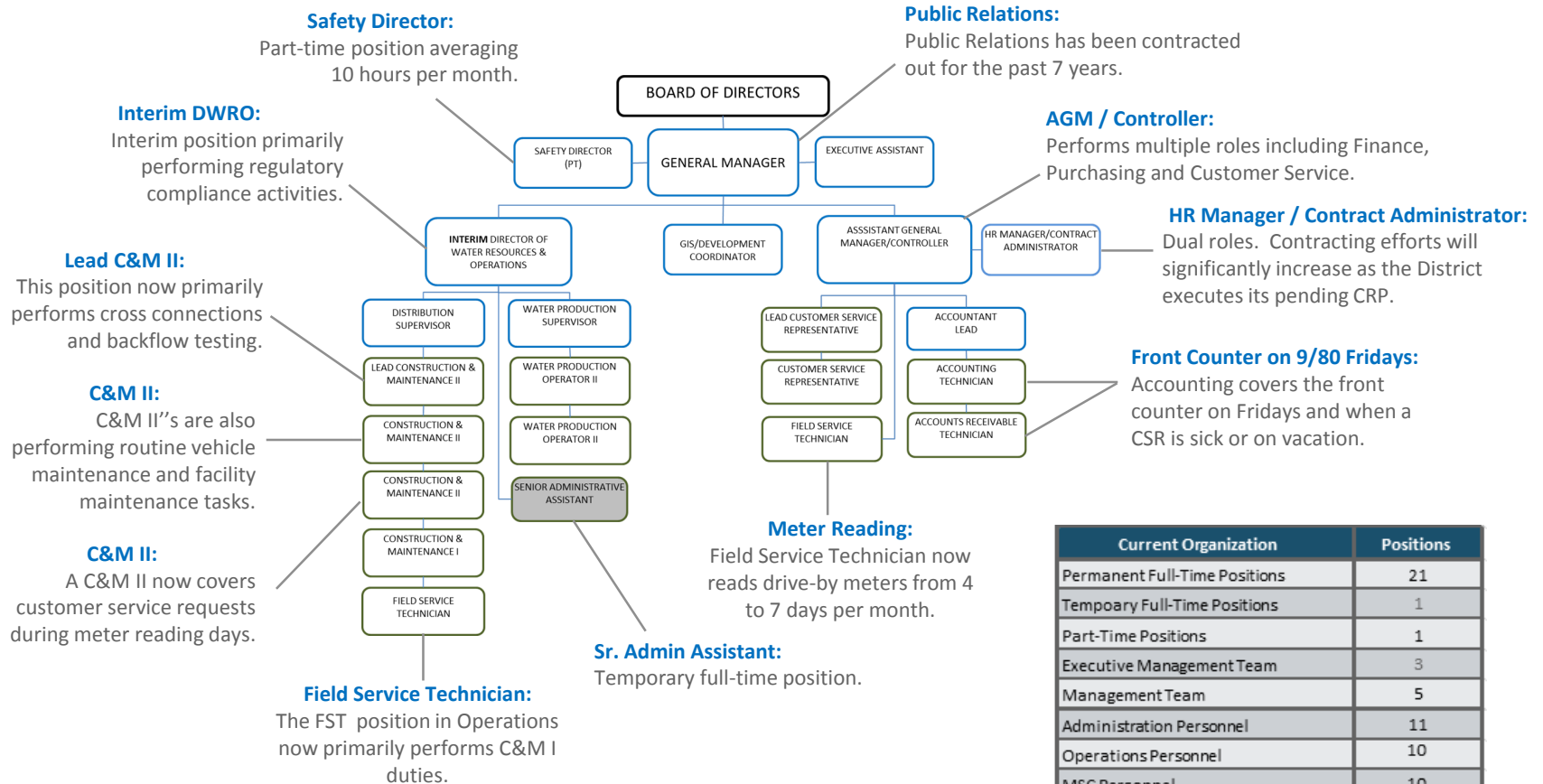
Range:

	Range:
<b>Part 1 - Organizational</b>	
1. JBWD treats its employees equally.	1 to 5
2. JBWD creates an enjoyable work environment.	2.6
3. JBWD's business goals are clearly defined and communicated.	3.1
4. JBWD provides effective training and employee development opportunities.	2.2
5. There is a high level of cooperation and teamwork throughout JBWD.	3.0
6. There is a high level of trust throughout JBWD.	2.8
<b>Part 2 - Staffing / Workforce</b>	
7. I feel appreciated for my contributions to JBWD.	2.5
8. I have the necessary resources to properly do my job.	3.4
9. I am empowered with the authority necessary to accomplish my objectives.	3.1
10. I have career growth opportunities at JBWD.	3.2
11. My roles and responsibilities are clearly defined.	2.7
12. My job performance is measured effectively.	3.0
13. My compensation is fair.	3.1
<b>Part 3 - Succession Planning</b>	
14. I will still be working for JBWD in 3 years.	3.6
15. There is a succession plan in place for my position.	3.9
	2.2

# Executive Summary

## Current Organizational Structure

### Current Organizational Chart



Current Organization	Positions
Permanent Full-Time Positions	21
Temporary Full-Time Positions	1
Part-Time Positions	1
Executive Management Team	3
Management Team	5
Administration Personnel	11
Operations Personnel	10
MSC Personnel	10
General Unit (GU) Personnel	13
<b>Total Positions (Inc. PT)</b>	<b>23</b>

# Executive Summary

## Current Organizational Structure

### Recommendations:

#### Front Counter on 9/80 Fridays:

Keep the current 9/80 schedule, but close the office every Friday to save one additional full-time administrative position.

#### Meter Reading:

Create an Operations Technician position reporting to the Water Production Supervisor.

#### Contracts & Procurement:

Create a Contract & Procurement Technician position to help with contracts, purchasing, capital replacement and inventory management.

#### GIS Services:

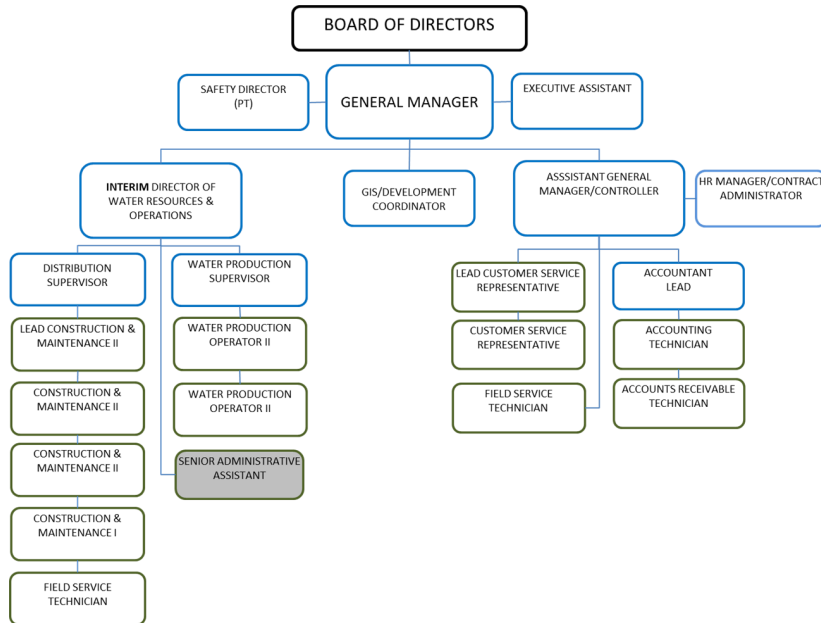
Evaluate outsourcing the District's GIS services to a 3<sup>rd</sup> party to update and maintain the GIS database.

#### Fleet Maintenance:

Evaluate outsourcing the majority of fleet maintenance services to a local 3<sup>rd</sup> party.

#### Facilities Maintenance:

Evaluate outsourcing facility handyman services to a local 3<sup>rd</sup> party.

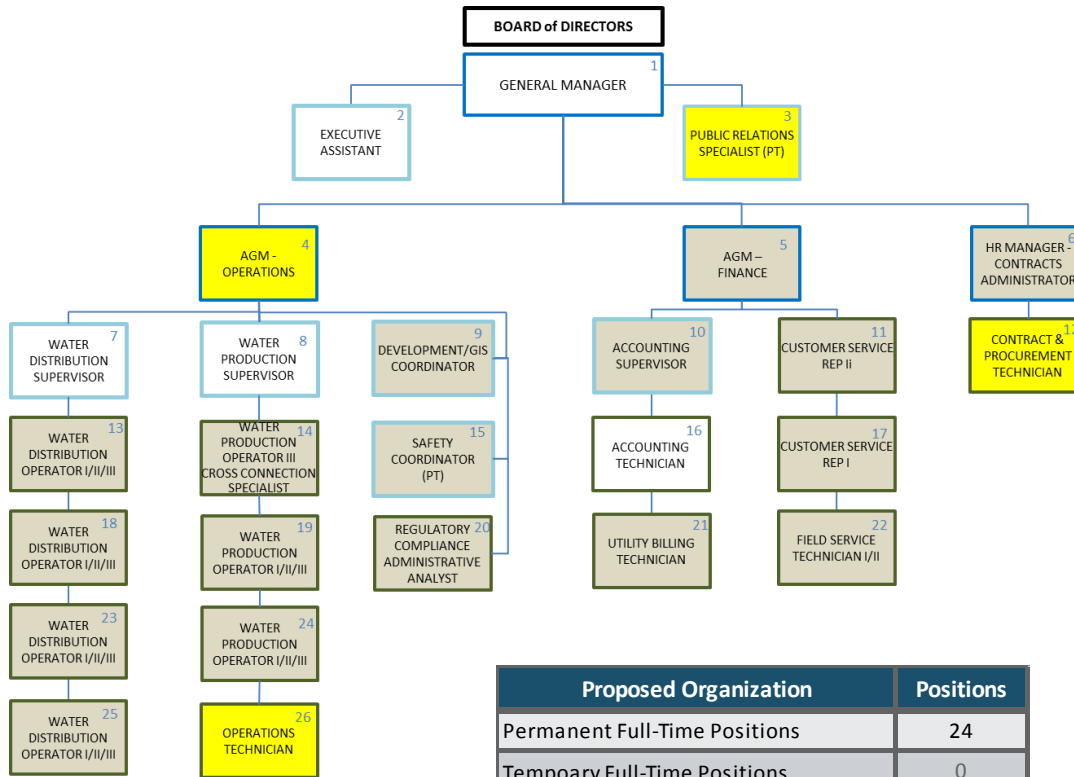


Employees at small utilities typically wear many hats based on history, availability, skills, preferences, etc. As such, every job description may not cover all tasks. Unwritten, secondary tasks to help the District succeed are always needed. These secondary tasks may shift over time and vary on their priority and time commitment.

However, these secondary tasks should not be prioritized above and interfere with the employee's primary duties and accountabilities.

# Executive Summary

## Proposed Organizational Structure Phase 1 – Position Additions/Deletions



### Recommended New Positions:

**#3. Public Relations Specialist:** Create a new part-time Public Relations Specialist position reporting to the General Manager.

**#4. Assistant General Manager (AGM) - Operations:** Change the DWRO to a new AGM of Operations overseeing water production, operations and maintenance.

**#12. Contract & Procurement Technician:** Create a new Contract & Procurement Technician position for managing the District’s CIP contracts, vendors, purchasing and inventory. This position should report to the HR Manager/Contract Administrator.

**#26. Operations Technician:** Create a new Operations Technician position reporting to Water Production Supervisor. Position will perform monthly meter reads, as well as routine water production activities.

### Recommended Deleted Positions:

**Senior Administrative Assistant:** Eliminate the temporary Sr. Admin. Assistant position.



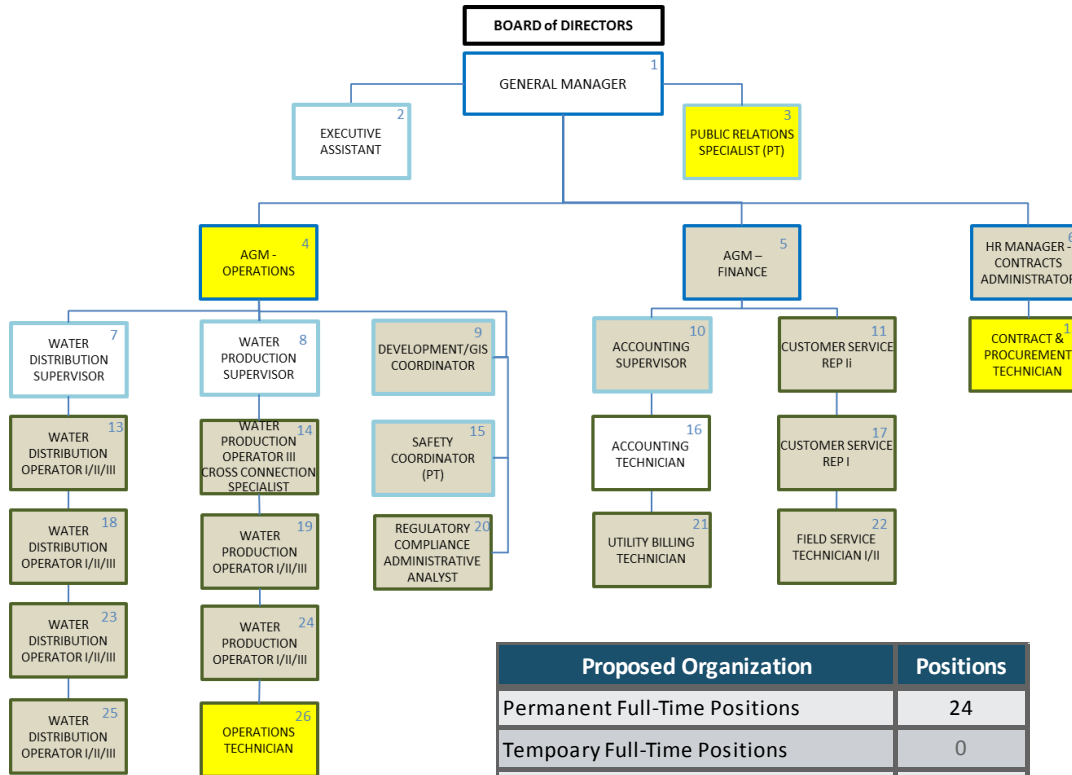
Proposed Organization	Positions
Permanent Full-Time Positions	24
Temporary Full-Time Positions	0
Part-Time (PT) Positions	2
Executive Management Team	4
Management Team	6
Finance / Administration Personnel	12
Operations Personnel	14
MSC Personnel	11
General Unit (GU) Personnel	15
Total Positions (Inc. PT)	26

Special Meeting of the Board of Directors  
April 25, 2018 Page 12 of 75

# Executive Summary

## Proposed Organizational Structure Phase 2 – Organizational Alignment

### Organizational Alignment



**#5. Assistant General Manager/Controller:** Change the title to AGM – Finance.

**#6. Human Resource Manager / Contracts Administrator:** Move the HR Manager / Contracts Administrator position reporting directly to the GM.

**#9. GIS / Development Coordinator:** Move the Development Coordinator position reporting to the new AGM Ops position. Change the title to Development/GIS Coordinator.

**#10. Accountant Lead:** Change the title to Accounting Supervisor.

**#11. Lead Customer Service Rep:** Change the title to CSR II position.

**#13, #18 and #23. Construction & Maintenance I/II:** Change the titles to Water Distribution Operator I/II/III.

**#14. Lead Construction & Maintenance II:** Reclassify the Lead C&M II position to a Water Production Operator III – Cross Connection Specialist.

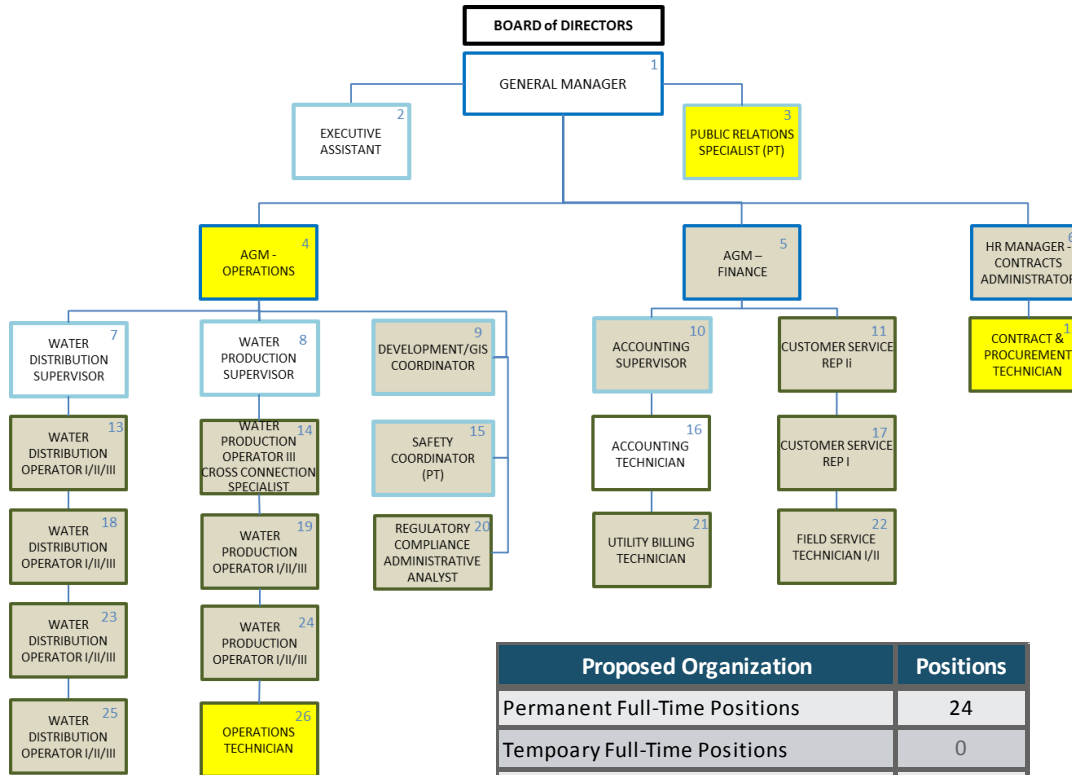
**#15. Safety Coordinator (PT):** Move Safety Coordinator reporting to the new AGM – Operations.

Proposed Organization	Positions
Permanent Full-Time Positions	24
Temporary Full-Time Positions	0
Part-Time (PT) Positions	2
Executive Management Team	4
Management Team	6
Finance / Administration Personnel	12
Operations Personnel	14
MSC Personnel	11
General Unit (GU) Personnel	15
Total Positions (Inc. PT)	26

Special Meeting of the Board of Directors  
April 25, 2018 Page 13 of 75

# Executive Summary

## Proposed Organizational Structure Phase 2 – Organizational Alignment



### Organizational Alignment - continued

**#17. Customer Service Rep:** Change the title to CSR I.

**#19 and #24. Water Production Operator I/II:** Change the titles to Water Production Operator I/II/III.

**#20. Regulatory Compliance Administrative Analyst:** Fill the Regulatory Compliance Administrative Analyst position reporting to the new AGM Operations.

**#21. Accounts Receivable Technician:** Change the title to Utility Billing Technician reporting to Accounting Supervisor.

**#22. Field Service Technician:** Reclassify the Field Service Technician assigned to Administration to the Field Service Technician I.

**#25. Field Service Technician:** Reclassify the Field Service Technician assigned to Operations to Water Distribution Operator I.

Proposed Organization	Positions
Permanent Full-Time Positions	24
Temporary Full-Time Positions	0
Part-Time (PT) Positions	2
Executive Management Team	4
Management Team	6
Finance / Administration Personnel	12
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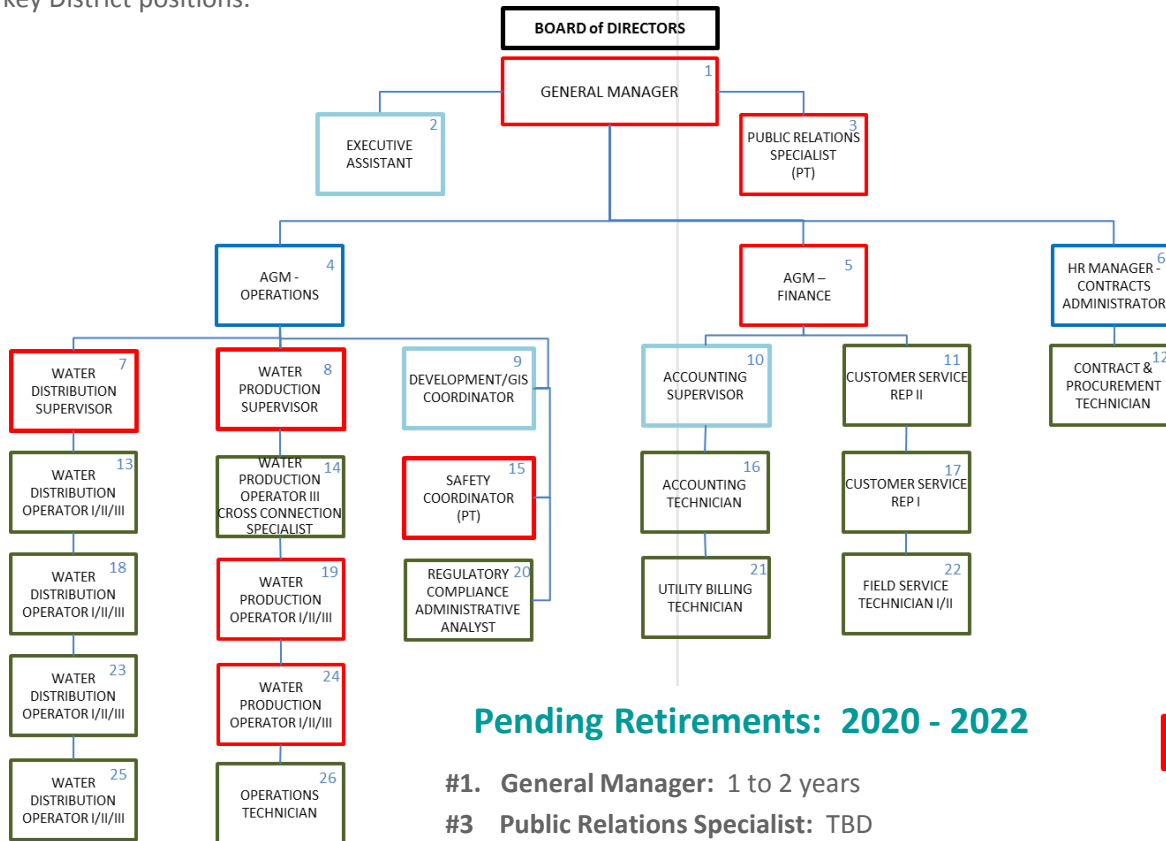
Special Meeting of the Board of Directors  
April 25, 2018 Page 14 of 75

The District will require a phased implementation approach for success.

# Executive Summary

## Succession Planning Phase 3 – Succession Planning

The District will likely be facing eight (8) upcoming retirements of key District positions.



### Pending Retirements: 2020 - 2022

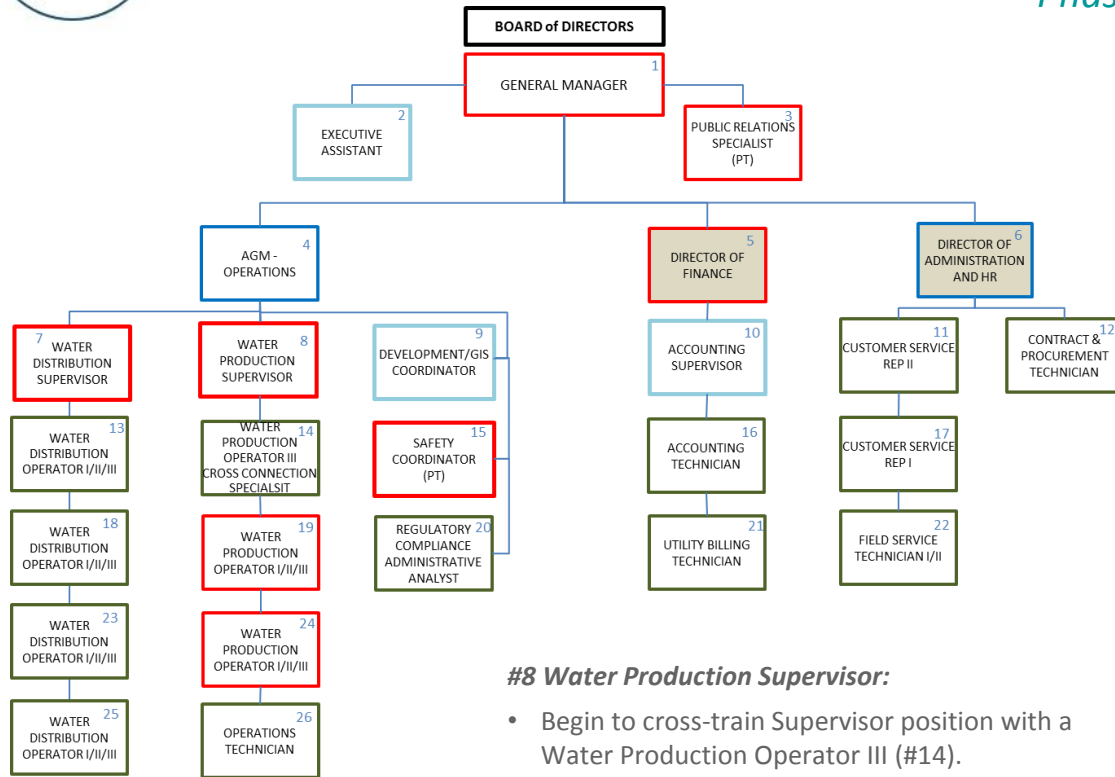
**Legend:**  
 Pending Retirement

- #1. General Manager: 1 to 2 years
- #3 Public Relations Specialist: TBD
- #5. Assistant General Manager - Finance: 4 years
- #8. Water Production Supervisor: 3 to 4 years
- #7. Water Distribution Supervisor: 2 to 3 years
- #14. Water Production Operator II: 2 years
- #15 Safety Coordinator: TBD
- #19. Water Production Operator II: 3 to 4 years



# Executive Summary

## Succession Planning Phase 3 – Succession Planning



### #7 Water Distribution Supervisor:

- Continue to educate, train and promote the Water Distribution Operators.
- Document the District's infrastructure and maintenance procedures and update as-builts and SOPs as needed.

### #8 Water Production Supervisor:

- Begin to cross-train Supervisor position with a Water Production Operator III (#14).
- Use outside 3<sup>rd</sup> party services to document the District's SCADA and electrical systems.
- Update the District's SOPs as needed.

### #19 Water Production Operator II:

- Train the new Operations Technician (#26) in Water Production.

### #22 Field Service Technician:

- Train the new Operations Technician (#26) in Meter Reading

### #1 General Manager:

- ✓ Hire the new AGM Operations (#4) and begin to transfer several General Manager's tasks.

### Assistant General Manager - Finance:

- Train the Accounting Supervisor (#10) to take on more of the AGM/Controller's tasks. Change the title to Director of Finance when appropriate.
- Move contracts and centralize procurement under the new Contract & Procurement Technician (#12).
- Begin to move customer service responsibilities to the HR Manager (#6). Change the title and position description to Director of Administration & HR when appropriate.

### #15 Safety Coordinator:

- Evaluate whether to hire or contract out H&S professional services in the future.

### #3 Public Relations Specialist

- Evaluate whether to hire or contract out Public Relations services in the future.



# Executive Summary

As the District begins its large capital replacement program (CRP), it will likely need to hire construction crews consisting of a CRP Lead Equipment Operator and Pipe Layers and Laborers.

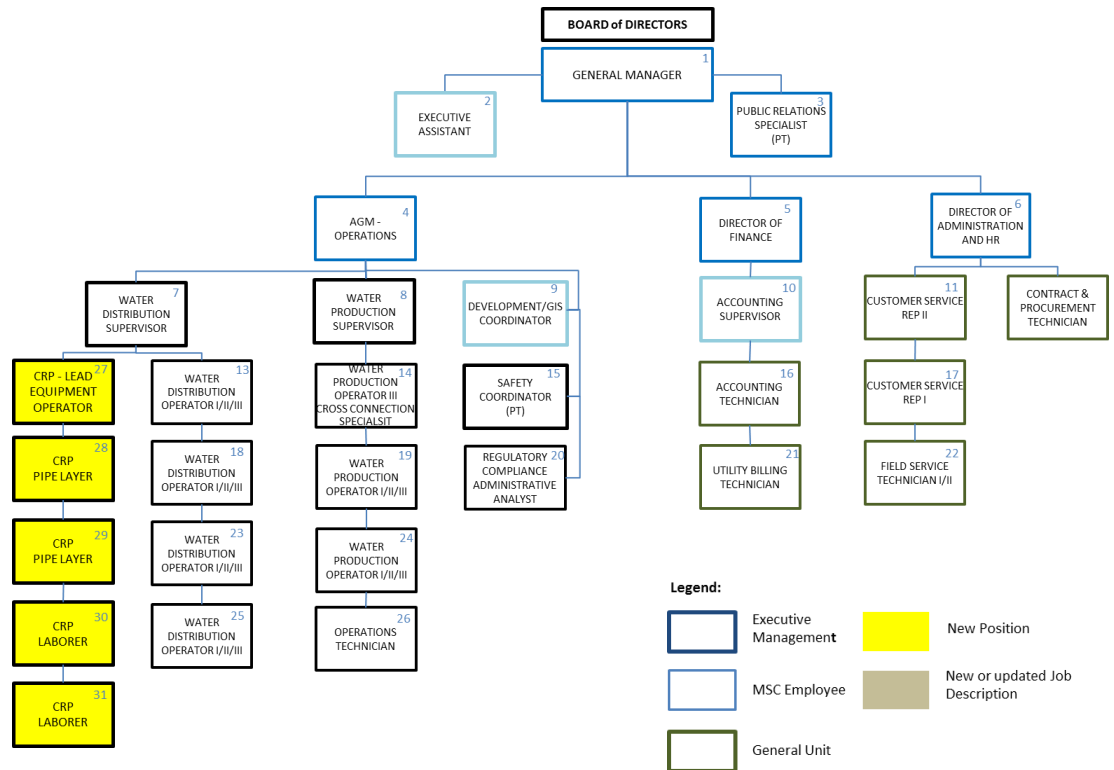
It is estimated that up to five (5) additional positions may be needed. However, this estimate needs to be further evaluated as the CRP projects are designed.

It is too early to know the actual number of positions or whether this work will be completed with District employees and/or contracted out.

With any large capital program, there will also be potential impacts to JBWD's administrative functions. For example, with the addition of additional District staff, there are corresponding increases in requisite HR efforts. Large infrastructure projects also typically result in an increased number of customer calls, escalating customer service concerns, traffic disruptions and additional customer follow-ups.

As the District implements the organizational alignment recommendations included herein, and as the District's CRP Program becomes more tangible, these potential staffing impacts should be addressed by the District's management team and Board as they arise.

## Capital Replacement Program (CRP) Needs Phase 4 - Future Organizational Structure



The proposed organizational structures presented herein are only representative models for discussion. They are structured to be delivered in a phased approach, but can be simultaneously implemented as needed.

Organizations are dynamic - several unforeseeable events may occur during the next several months or years which may significantly modify these recommendations. As such, these organizational depictions are only intended as a foundation and guide for continuing the discussions on where the District is likely headed.

# Executive Summary

Like other similar utilities, the District contracts out various professional services. Below is a partial list of the District's use of outside services, vendors and contractors:

- Public Relations: K. Radnich
- Engineering Services: Dudek & Associates
- Legal: Redwine and Sherrill; Liebert Cassidy Whitmore
- IT Network: SW Networks
- SCADA: Foreshock
- Grant Writing: Kennedy Jenks
- Leak Detection: CA Rural
- Safety Training and Certification: Target Solutions
- Paving: AMS Paving
- Laboratory Services: Clinical Lab of S.B.
- Meter Testing: McCalls Meters
- Bill Print and Mail: Precision Assembly
- Salary Survey: Koff and Associates

## Outsourcing Recommendations:

- Secure a PO / MSA with a 2<sup>nd</sup> engineering firm to provide additional support when needed and engender competition.
- Evaluate outsourcing GIS services to a 3<sup>rd</sup> party to update and maintain the District's GIS database.
- Evaluate outsourcing the majority of the District's fleet maintenance activities to a local 3<sup>rd</sup> party.
- Evaluate outsourcing the District's facility handyman services to a local 3<sup>rd</sup> party.
- Evaluate the need for expanding the use of 3<sup>rd</sup> party grant writing services.

Joshua Basin Water District  
Organizational Assessment

## Outsourcing

### JBWD's Major Vendors 07/01/16 - 06/30/17

Vendor	Name	Volume (\$)
002565	DUDEK AND ASSOCIATES, INC	236,381
013347	TRI COUNTY PUMP COMPANY	208,623
009072	LAW OFFICES REDWINE AND SHERRILL	83,762
006029	LIEBERT CASSIDY WHITMORE	76,738
013345	AMS PAVING, INC.	62,965
VEN01020	SOUTHWEST NETWORKS, INC.	51,606
001850	CLINICAL LAB OF S.B. INC	50,905
000495	ROBERT HALF INTERNATIONAL, INC.	47,489
000327	WATER QUALITY SPECIALISTS	46,603
VEN01076	HI-DESERT AIR, INC.	37,975
009054	KATHLEEN J. RADNICH	37,568
001461	DEBORAH BOLLINGER	26,189
VEN01466	FEDAK & BROWN LLP	23,500
005621	KENNY STRICKLAND, INC	22,695
VEN01533	PAYMENTUS GROUP INC.	22,618
013218	ROBERT HALF INTERNATIONAL, INC.	21,599
001550	CDW GOVERNMENT, INC	21,107
008405	PRECISION ASSEMBLY	19,860
000072	MULTI W SYSTEMS, INC.	18,913
000134	KENNEDY/JENKS CONSULTANTS, INC.	15,634
010990	UTILIQUEST L.L.C.	13,627
013346	ANDY'S LANDSCAPE & TREE SERVICE INC.	10,550
003930	NBS	10,395
011101	STEPHEN OAKES	9,914
013344	MUNICIPAL DIVING SERVICES, INC.	9,550
013202	GRISWOLD INDUSTRIES	9,058
013216	TIMOTHY ROBERT PINAR	7,960
013360	REDWINE AND SHERRILL, LLP	7,826
000058	GARDA CL WEST, INC.	7,347
006200	HELEN A. MCALLISTER	6,960
013221	SIERRA WEST CONSULTANTS, INC.	6,400
013340	MICHAEL KINOSHITA ASSOCIATES, INC.	6,275
000504	ACTION PUMPING, INC.	5,913
013348	ROBERT TENBROOK	5,615
003505	LORI PARKER	5,225
013343	STEVEN MAZZONE	4,860
006504	MC CALL'S METERS, INC.	4,245

# Background

# Background

**JBWD's Mission:** *Our mission is to provide a high standard of water quality and customer service at responsible cost; to protect the water resources of Joshua Basin Water District; to promote cooperation and respect with customers, employees, neighboring communities and public – private agencies.*

The Joshua Basin Water District (District) serves the community of Joshua Tree, and is located at the Gateway to Joshua Tree National Park. JBWD provides potable water services to more than 5,400 active and inactive connections in a 96 square mile service area. JBWD has approximately 300 miles of pipeline, five groundwater wells, 17 reservoirs and 1,306 fire hydrants. JBWD employs 21 full time positions, one part time position and one temporary employee. The District also contracts out various services to outside vendors, engineers, consultants and contractors.

The District faces many forces that have increased the cost of providing services. Over the next five years, the District, like other public utilities, faces escalating employee costs and the inevitable exodus of employees eligible for retirement. The District seeks to continue meeting the external challenges through increasingly efficient and responsible operations.

In November 2017, the District's Board of Directors selected Westin Technology Solutions, LLC (Westin) to conduct an Organizational Assessment to assist the District in developing recommendations to improve the District's organizational efficiency and effectiveness.

Westin's role is to provide an independent, objective evaluation of the District's current organization in relation to fulfilling its mission, vision and stated goals. The intent is to develop unbiased, fact-based recommendations for both short and long-term organizational improvements based upon best practices and successes at other similarly-sized utilities.

## The District's stated Strategic Goals are:

**PROTECT GROUDWATER:** Recognize groundwater as the District's most valuable asset and protect it as a top priority.

**FINANCIAL MANAGEMENT:** Continue strong and conservative financial management that is cost conscious, reliable and avoids rate shocks.

**OPERATIONAL AND ASSET MANAGEMENT:** Design, build, operate and maintain facilities for reliability an cost efficiency.

**GOVERNMENTAL AND COMMUNITY RELATIONS:** The District acts as a good neighbor and partner that is highly regarded in the community.

**ADMINISTRATION AND MANAGEMENT:** Continue strengthening administration and management for increased consistency, performance and individual accountability.

# Background

## Phased Workplan

*Westin employed the following phased project approach:*



- **Project Kickoff Meeting** – Facilitated meeting with the Project Management Team to discuss and agree on project approach, schedule, logistics, milestones, communication protocols and deliverables.
- **Assessment** – A series of document reviews, one-on-one interviews, deployment and collection of employee surveys, and site visits to understand the District’s “as-is” condition for organizational and management areas of interest.
- **Findings Evaluation** – A comparison of the District’s “as-is” condition against industry best practices.
- **Validation Meeting** – A review of the initial findings with the Project Management Team for verification of factual accuracy.
- **Draft Report** – Development and issuance of a Draft Assessment Report for review and comment by the Project Management Team for accuracy and completeness.
- **Final Report** – Final project deliverable describing the “as-is” condition of the District with a series of prioritized recommendations for continuous improvement.

# Background

*Westin reviewed the following District documents:*

## **Human Resources -**

- JBWD Board Policies and Administrative Regulations Manual
- Office Lunch Closure Proposal

## **Engineering & Operations Reports -**

- Water Master Plan 2002

## **Finance Reports & Background -**

- 2017 JBWD Staff Salary Annually
- Compensation Study Final Report 10.2015
- JBWD 2015-2016 Budget
- JBWD 2015-2016 Revision Capital Budget Mid Term
- JBWD 2015-2016 Revision Operating Budget
- JBWD Final 2017-2018 Budget
- Payroll Stats 2015
- Payroll Stats 2016
- Payroll Stats 2017
- Project Accounting Transaction Search Results 06-30-17
- Salary Schedule 2017
- Salary Schedule 2018
- Salary Schedule 2017\_Monthly\_Annually
- Vendor Purchasing Report 06-30-17 and 16

## **Performance Reports -**

- Training History
- Sick Time 2016 & 2017 to Date

## **Management & Background Documents -**

- 2014 Strategic Plan Spreadsheets

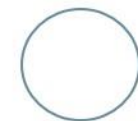
## **Document Reviews**

### **Job Descriptions -**

- Accountant
- Accounting Technician
- Accounts Receivable Technician
- Assistant GM-Controller
- Capital Improvement Plan 2-2016
- Construction Maintenance I
- Construction Maintenance II
- Construction Maintenance Lead
- CPS Final Organizational Study 12.2006
- Customer Service Representative
- Director of Water Resources and Operations
- Distribution Supervisor
- Executive Assistant
- Field Service Technician
- General Manager
- GIS Coordinator
- Human Resources Manager – Contract Administrator
- Lead Customer Service Representative
- Part-Time General Office

### **Administration -**

- Personnel Manual
- Regulatory Compliance Administrative Analyst
- Resolution No. 17.973\_MOU 2016-2019
- Resolution No. 17-974
- Senior Administrative Assistant
- Strategic Plan Adobe 2014
- Water Production Lead
- Water Production Operator I
- Water Production Operator II
- Water Production Supervisor



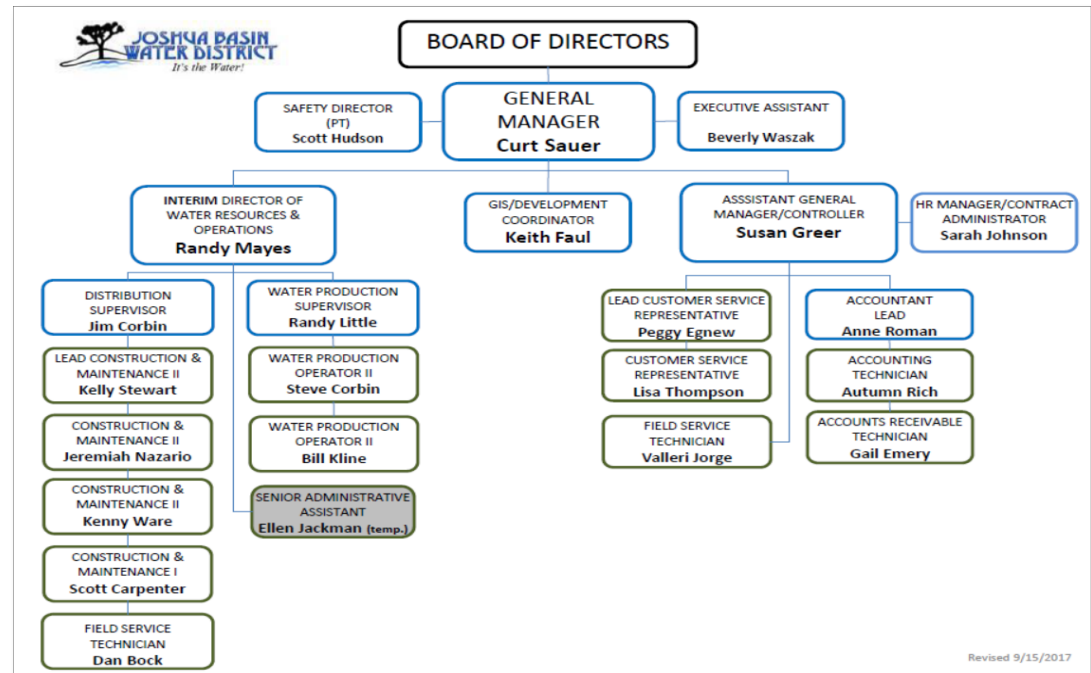
# Background

## Individual Interviews

Westin conducted 28 interviews of District personnel:

Name	Title
1. Curt Sauer	General Manager
2. Susan Greer	Assistant GM/Controller
3. Sarah Johnson	HR Manager/Contract Administrator
4. Tom Floen	Board Director
5. Bob Johnson	Board Vice President
6. Micky Luckman	Board President
7. Beverly Waszak	Executive Assistant
8. Keith Faul	GIS Coordinator
9. Rebecca Unger	Board Director
10. Geary Hund	Board Director
11. Anne Roman	Accountant Lead
12. Randy Mayes	Interim DWRO
13. Randy Little	Production Supervisor
14. Jim Corbin	Distribution Supervisor
15. Kelly Stewart	Lead Construction & Maintenance II
16. Jeremiah Nazario	Construction & Maintenance II
17. Kenny Ware	Construction & Maintenance II
18. Scott Carpenter	Construction & Maintenance I
19. Dan Bock	Field Service Technician
20. Autumn Rich	Accounting Technician
21. Steve Corbin	Water Production Operator II
22. Bill Kline	Water Production Operator II
23. Peggy Egnew	Lead Customer Service Representative
24. Gail Emery	Accounts Receivable Technician
25. Lisa Thompson	Customer Service Representative
26. Valleri Jorge	Field Service Technician
27. Kathleen Radnich	Public Information and Outreach Consultant
28. Scott Hudson	Safety Director (PT)

## Current Organizational Structure



# Survey Findings:



# Survey Findings

The Organizational Survey was designed for each District staff member to complete to gain an understanding of the various individual perspectives. All 16 questions were identical for both management and staff. Each question on the survey had an appropriate response score from 1 – 5. The survey was completely anonymous.

Organizational Survey	Total
Surveys Emailed	23
Surveys Returned	23
Percentage Returned	100%

Westin received the completed surveys and tallied the results for each of the questions. Westin calculated the average, and the percentage of answers in the following scoring legend:

**5 - Strongly Agree**

**4 - Agree**

**3 - Undecided**

**2 – Disagree**

**1 - Strongly Disagree**

For each question, Westin also graphed the number and percentage of each response.

## Survey Instrument

A summary of the survey results is shown below:

JBWD Organizational Survey		Range:
Part 1 - Organizational		1 to 5
1.	JBWD treats its employees equally.	2.6
2.	JBWD creates an enjoyable work environment.	3.1
3.	JBWD's business goals are clearly defined and communicated.	2.2
4.	JBWD provides effective training and employee development opportunities.	3.0
5.	There is a high level of cooperation and teamwork throughout JBWD.	2.8
6.	There is a high level of trust throughout JBWD.	2.5
Part 2 – Staffing / Workforce		
7.	I feel appreciated for my contributions to JBWD.	3.4
8.	I have the necessary resources to properly do my job.	3.1
9.	I am empowered with the authority necessary to accomplish my objectives.	3.2
10.	I have career growth opportunities at JBWD.	2.7
11.	My roles and responsibilities are clearly defined.	3.0
12.	My job performance is measured effectively.	3.1
13.	My compensation is fair.	3.6
Part 3 – Succession Planning		
14.	I will still be working for JBWD in 3 years.	3.9
15.	There is a succession plan in place for my position.	2.2

The individual responses for Question #16 are shown on the following two pages.

# Survey Findings

## Survey Instrument

### 16. If you could improve one thing what would it be?

#### Organization Culture

- Dump the us against them attitude of the Progressive Union mindset.
- Trust.
- Employee relations, the trust factor.

#### Organization Structure

- Better support for operations department.
- JBWD needs more structure and accountability. JBWD also needs more employees in the field that can do the job.
- The obvious one, there are 17 or something employees in the office, and 7 in the field.
- Allow promotions from within the District.

#### Customer Management

- As far as customer service, no rules are enforced. Every customer is treated different. We make special accommodations for some customers.

#### Resource Management

- Appropriate staffing levels or improved efficiencies - we are so overworked!
- Because of limited resources we can't necessarily focus on the most important or strategic work, but have to focus on the current deadline.
- I feel the main challenge with employees doing their best is the amount of workload to handle in the hours available. I would add a couple of staff so employees would be inspired to create goals and feel that they could actually meet them.
- For the district to get fully staff.
- Have an orientation when someone starts working at the District.
- Bigger office building.

# Survey Findings

## Survey Instrument

### 16. If you could improve one thing what would it be (continued)?

#### Communication

- Internal communications.
- Improve communication between the field and the office.
- Communication, both directly between staff and electronic (i.e. with software that is fully, truly integrated for all aspects of the operation).
- Communication between the office and the field is poor.
- How our data is entered, stored and used among all departments. We use 3 different programs that don't talk to each other. I feel it's inefficient.
- Get both management and staff to understand how to develop the ability to prioritize issues and to recognize the things that are not.

#### Performance Management

- Direction.
- Clear concise objectives and goals. A mission.
- Prioritize a set of goals for each department, for each year/quarter.
- Clearly defined goals creating a better culture and employee engagement.
- Accountability.
- Accountability (*2<sup>nd</sup> separate response*).
- Performance evaluations are complicated to complete. There's questions that make it difficult for supervisors to complete them accurately.

# Assessment Findings:

*Westin categorized its assessment findings in the following 10 categories:*

1. Organizational Culture
2. Organizational Structure
3. Strategic Planning
4. Asset Management
5. Maintenance Management
6. Customer Management
7. Financial Management
8. Resource Management
9. Business Technology Management
10. Performance Management



# Assessment Findings

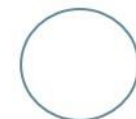
## 1. Organizational Culture

### Current Performance:

- The current MOU provides a 2.5% annual increase through 2019 and up to an additional 5% annual increase for performance.
- The JBWD Personnel Manual was last updated in 1990, almost 30 years ago.
- Several District employees routinely perform tasks and projects outside of their written job descriptions.
- Organizational communications appear to be hindered due in part to the physical separation of the Administration and Operations personnel. Office space is limited. A facility upgrade is planned.
- The District has a 2014 Strategic Plan with 5 defined strategies and goals and a Strategic Plan Summary. Organizational progress towards these goals has not been broadly communicated.
- The District's culture has been described as "reactive" and "whack-a-mole." New concerns are treated as the next top emergency.
- 2016 and 2017 employee evaluations were completed on time. Apparently, flexibility in these evaluations contributes to a lack of personal accountability. Lack of performance to hit established goals may often be excused.
- Limited formal performance management processes and reporting against desired business and organizational outcomes.

### Best Practices:

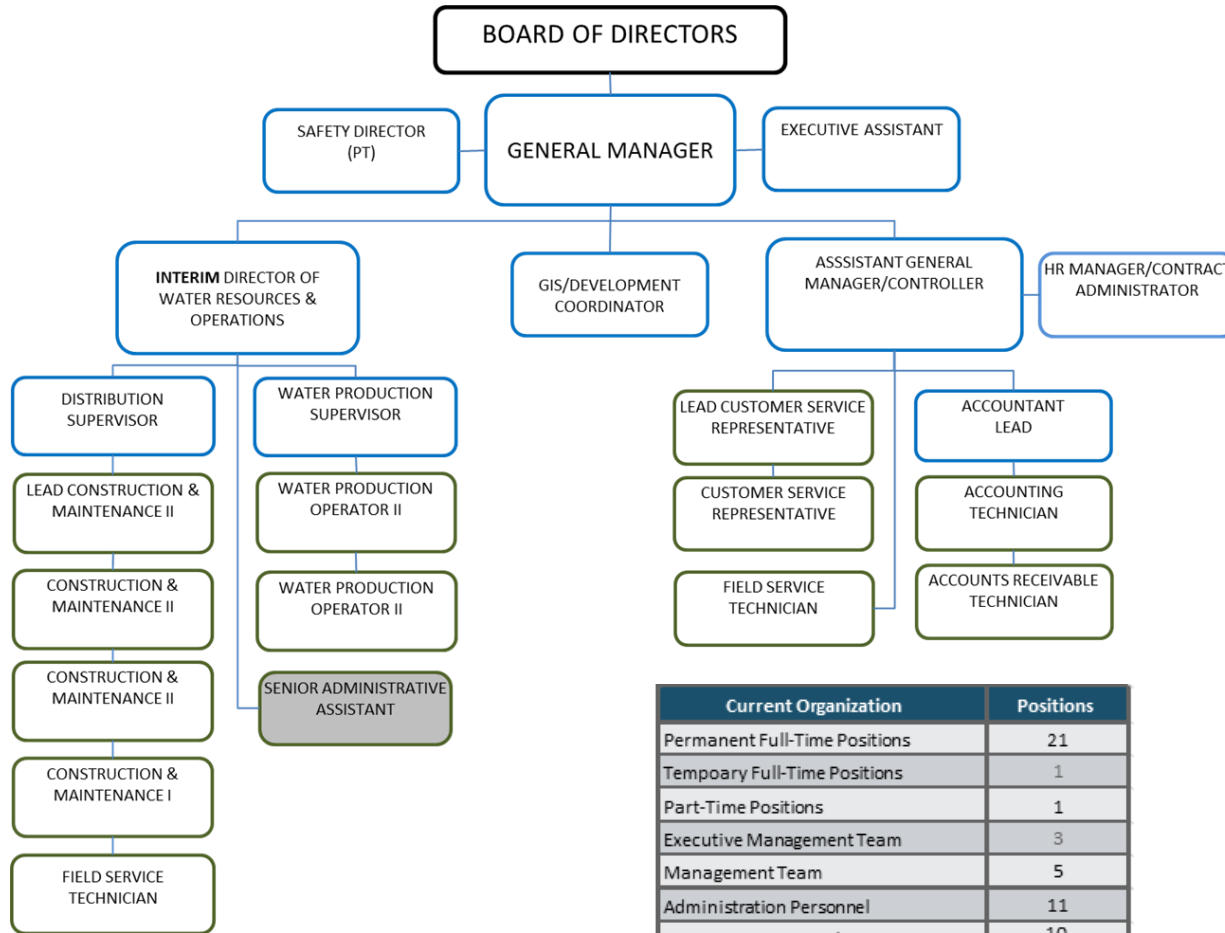
- ✓ High degree of emphasis and alignment with mission, vision and quality of services.
- ✓ Highly adaptive and open to changing conditions.
- ✓ Team culture focused on delivering expected results.
- ✓ Effective coordination and information sharing across Departments.
- ✓ Employees are motivated and dedicated to the success of the whole enterprise.
- ✓ Manager and employee relations are harmonious.
- ✓ Employees have a strong sense of ownership and personal pride in the organization.
- ✓ Conflict and differences are well managed.
- ✓ Creative and inspiring atmosphere with high value on professionalism and achievement.
- ✓ Realistic milestones and celebrate success.



# Assessment Findings

JBWD  
Unofficial Organizational Structure  
Feb. 2018

## 2. Organizational Structure



Current Organization	Positions
Permanent Full-Time Positions	21
Temporary Full-Time Positions	1
Part-Time Positions	1
Executive Management Team	3
Management Team	5
Administration Personnel	11
Operations Personnel	10
MSC Personnel	10
General Unit (GU) Personnel	13
<b>Total Positions (Inc. PT)</b>	<b>23</b>



# Assessment Findings

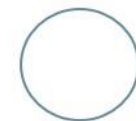
## 2. Organizational Structure - continued

### Current Performance:

- All 23 District positions are currently filled. As many as eight (8) pending retirements are expected over the next 2 to 5 years.
- The GM has 5 direct reports – AGM / Controller, Interim DWRO, GIS / Development Coordinator, Executive Assistant, and part-time Safety Coordinator.
- The District’s management team consists of 5 positions including the GM, AGM/Controller, HR/Contracts Admin, Interim DWRO, and GIS/Development Coordinator.
- Water Resources and Operations consists of 11 full-time positions (3 salary and 8 hourly), including one temporary position and headed up by an Interim Director. A temporary Sr. Admin Assistant position reports to the Interim Director. Distribution includes a Supervisor with 5 direct reports including one Lead and one Field Service Technician. Water Production includes a Supervisor with 2 direct reports.
- The Finance and Administration group consist of 8 full-time employees (3 salary and 5 hourly) led by the AGM/Controller. Customer Service includes 2 Customer Service Reps (including one Lead) and one Field Service Technician. Accounting has 3 employees including one Accountant Lead. HR and Contract Administration are combined into one position reporting to the AGM/Controller.
- Several positions are performing routine work activities outside of their job title and/or position description.
- Several job titles and/or position descriptions are inaccurate.

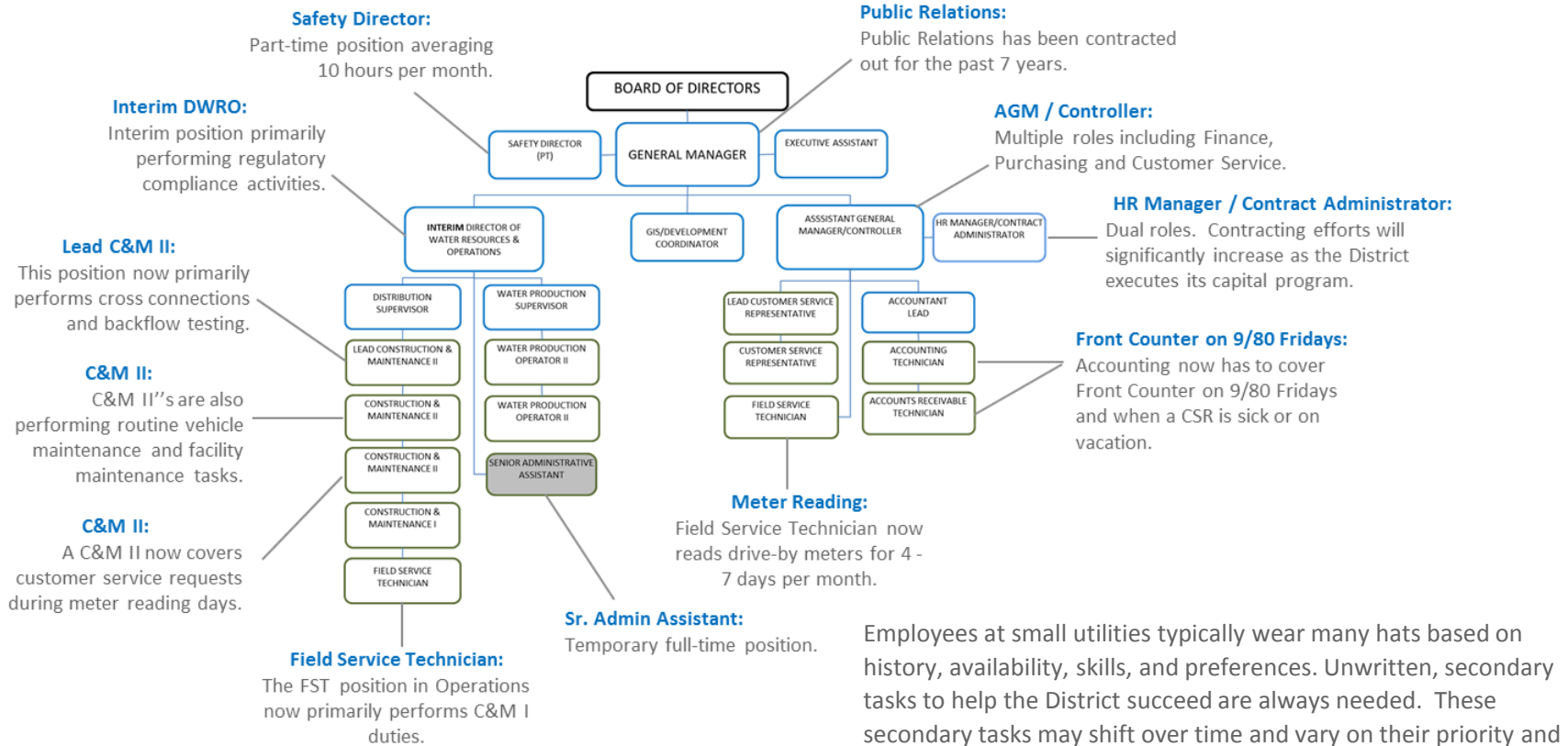
### Best Practices:

- ✓ Employ a flexible, efficient, flat organization with effective spans of control.
- ✓ Establish clear accountability and lines of authority for effective and efficient decision making.
- ✓ Concentrate similar functions.
- ✓ Align core functional areas for effective supervision, efficient work flow, efficient use of staff, cross training, and personal development.
- ✓ Align all individual job titles and position descriptions with the desired work activities.
- ✓ Appropriately staff each organizational group to be able to successfully accomplish its normal business activities to achieve the expected service delivery levels.
- ✓ Cross-train employees to be able to cover critical short-term duties for foreseeable absenteeism and seasonal events.



# Assessment Findings

## 2. Organizational Structure - continued

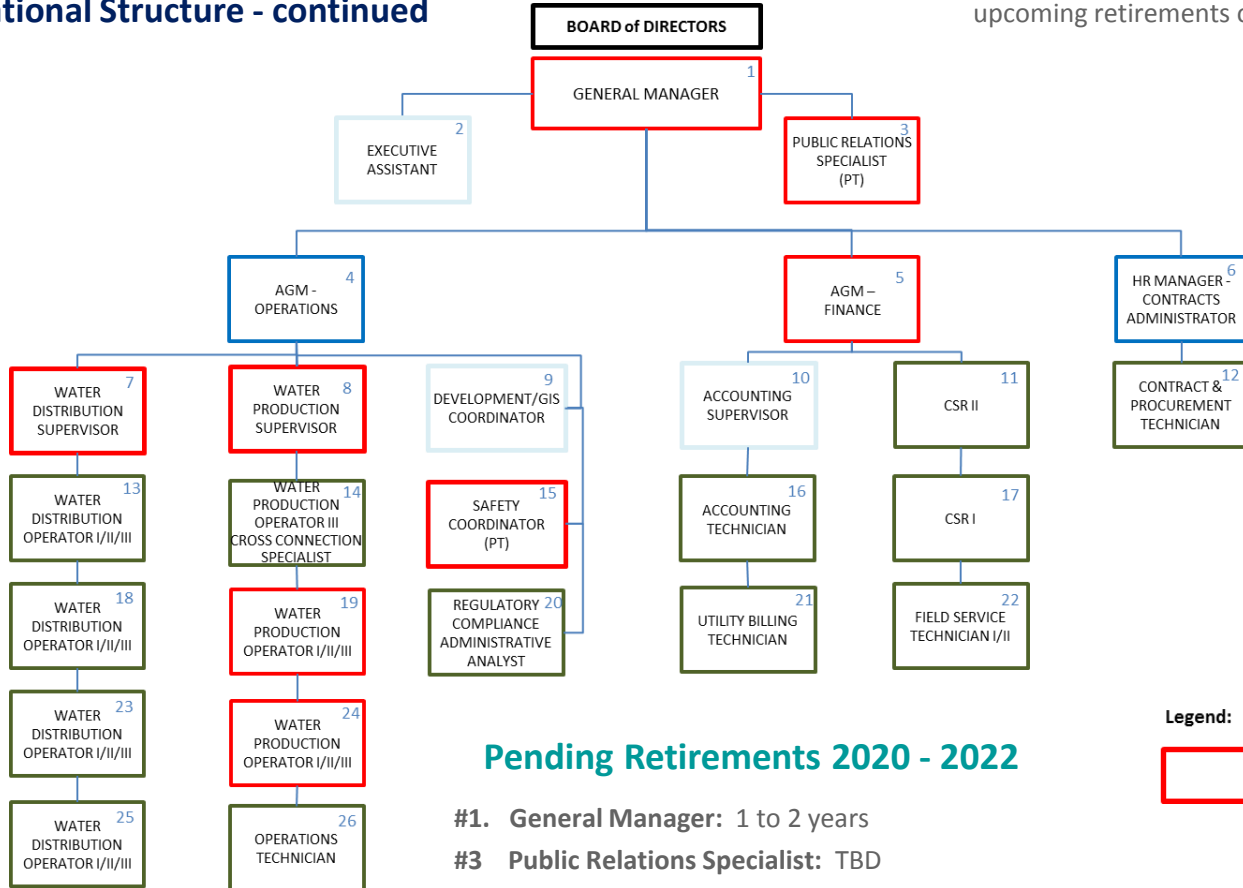




# Assessment Findings

## 2. Organizational Structure - continued

The District will likely be facing eight (8) upcoming retirements of key District positions.



### Pending Retirements 2020 - 2022

**Legend:**  
 Pending Retirement

- #1. General Manager: 1 to 2 years
- #3 Public Relations Specialist: TBD
- #5. Assistant General Manager - Finance: 4 years
- #8. Water Production Supervisor: 3 to 4 years
- #7. Water Distribution Supervisor: 2 to 3 years
- #14. Water Production Operator II: 2 years
- #15 Safety Coordinator: TBD
- #19. Water Production Operator II: 3 to 4 years

# Assessment Findings

## 3. Strategic Planning

### Current Performance:

- The District's most recent Strategic Plan was developed in 2014 and contains the following 5 Strategic Goals:
  - **PROTECT GROUDWATER**
  - **FINANCIAL MANAGEMENT**
  - **OPERATIONAL AND ASSET MANAGEMENT**
  - **GOVERNMENTAL AND COMMUNITY RELATIONS**
  - **ADMINISTRATION AND MANAGEMENT**
- Strategic Plan Summary Sheets were developed to show projected budgets for the Plan's projects through FY 2016. However, the Strategic Plan is not currently used to drive strategies or prioritize work.
- The District's desired levels of service (LOS) are not formally documented nor broadly communicated.
- Routine facility maintenance and seasonal tasks are not planned in a systematic and orderly fashion.
- Need to better understand the current Board of Director's vision, business goals and expected outcomes.

### Best Practices:

- ✓ Written three to five-year Strategic Plan document defining the agency's vision, values, strategies, goals and objectives for enterprise-wide improvement.
- ✓ Business strategies are aligned with the a proven business planning framework.
- ✓ Need to view strategies and expected outcomes from multiple perspectives (Financial, Customer, Operations, Employees, Regulatory, etc.).
- ✓ An Implementation Plan should accompany the Strategic Plan to set annual priorities, budgets, milestones, and requisite resources in alignment with the business needs.
- ✓ Effective communication of the Strategic Plan to all key stakeholder groups, including the Board of Directors, the management team, and all employees.
- ✓ Effectively and routinely communicate the utility's performance and outcomes against the Plan's stated objectives.
- ✓ The Strategic Plan and accompanying external performance reports are available on-line for ease of communication to all rate payers and other key stakeholder groups.



# Assessment Findings

## 4. Asset Management

### Current Performance:

- The 2015 Water System Capital Improvement Program (CIP) by Dudek recommends spending \$2.5 M a year on capital replacement for the next 30 years, with an annual expenditure of \$2M on distribution piping and annual \$500 K expenditures on water facilities. Dudek's CIP program is based on asset age, criticality and condition rankings.
- However, the District does not have a written Asset Management Plan or program in place to track total asset life cycle performance and/or associated costs.
- The District's preventive maintenance programs appear to be completed as time permits.
- The District used Trimble mobile devices to GPS its linear assets with mixed success. Trimble GPS devices are no longer used. Crews continue to use paper map books.
- Accurate electrical panel diagrams for many pumping sites do not exist.
- Not receiving timely as-builts for new facilities.
- Time and materials are added to the SEMS work orders and reviewed by the supervisor. However, no trending and only very little analysis of the labor and financial data are available.

### Best Practices:

- ✓ Define a formal enterprise asset management (EAM) program with defined accountabilities, in alignment with ISO 55000 standards.
- ✓ Capture all labor, material and service costs to defined assets.
- ✓ Prioritize maintenance based on associated risks (asset criticality and condition).
- ✓ Perform 100% of all planned preventive maintenance activities on schedule.
- ✓ Employ adequate staff to perform all scheduled preventive maintenance activities, site visits, inspections and testing.
- ✓ Use a CMMS to track all maintenance associated to both vertical and linear assets at the defined asset level.
- ✓ Integration of CMMS and Customer Information System (CIS) to efficiently process customer service requests.



# Assessment Findings

## 5. Maintenance Management

### Current Performance:

- The District uses SEMS CMMS to track the District's maintenance activities. In 2017, SEMS CMMS captured only around 50 % of the total available maintenance time.
- SEMS CMMS is not tied to GIS, so maintenance on the District's pipes and valves are not recorded in SEMS. The District has been manually tracking leaks in GIS for the past 18 months. GIS maps are not effectively being used in the field. Field workers rely on paper map books last updated in 2012.
- 2014 Sanitary Survey recommended that the District develop a mainline replacement program and exercise its distribution valves every 3 years with crucial valves exercised annually. Approximately 85% of the District's valves have been GPS. However, valve actuation has been largely deferred as time permits. In 2016 only 26 valves were actuated; in 2017 the District actuated 224 valves. In the recent main breaks, several valves could not be isolated, causing additional service disruption.
- PRVs and Air Vacs have not been GPS, and are in GIS through CAD.
- Well and pump booster equipment are not standardized, and electrical maintenance is performed by outside contractors.
- New infrastructure is not being GPS and added to SEMS CMMS or GIS.
- C&M personnel routinely get pulled off to perform emergency repairs, customer service requests, vehicle maintenance, facility maintenance, and office maintenance tasks.

### Best Practices:

- ✓ Designate high-priority Preventive Maintenance (PMs) on critical assets.
- ✓ Execute all high-priority PMs on schedule.
- ✓ Track associated labor, parts, materials, supplies and equipment used for each PM.
- ✓ Track and report PM backlog in events and hours.
- ✓ Periodically report on preventive maintenance activities vs. plan.
- ✓ Trend maintenance performance over time.
- ✓ Tie main breaks and leaks to individual pipe segments and designate on GIS map.
- ✓ Track linear maintenance activities in CMMS that is interfaced with GIS.
- ✓ Use effective mobile devices to eliminate paper and improve data accuracy.
- ✓ Provide updated asset lists, drawings, warranties and SOPs.

# Assessment Findings

## 6. Customer Management

### Current Performance:

- Two (2) Customer Service Reps (CSRs) work the front counter for phone and walk-in customer-related services. On alternating Fridays, sick, and vacation days; accounting personnel have to cover the front counter for the CSR's breaks, lunches, getting the mail, etc. This has been estimated by JBWD to total 20% of their combined available time.
- One (1) Field Service Technician reads the District's drive-by AMR meters and responds to Customer Service calls. On meter reading days, alternating Fridays, sick days and vacation days, a C&M II responds to Customer Service Calls.
- Approximately 20% of the District's customers pay their monthly bills late, causing increased CSR workload. The District executes approx. 60 delinquent lock-offs per month.
- Customer calls are routinely going directly to email and VM.
- Started a basic fee charge to all meter, causing an additional 1,000 monthly bills.
- Apparent history of accommodating customers existed, which now created additional customer expectations (added courtesy calls, process variances) causing increased CSR workload.
- Written standard procedures are not current for the upgraded Incode system.
- Public relations services has been contracted out to the same individual since 2011.

### Best Practices:

- ✓ Adequate resources are in place to cover routine customer management work loads for each major function.
- ✓ Customer service metrics are used to monitor work efficiency and effectiveness including customer satisfaction, call wait times, abandoned call frequencies, meter re-reads, payment metrics, etc.
- ✓ Customer contacts are logged and tracked, including type of call, date, etc.
- ✓ Processes are well defined and automated for routine CSR functions (i.e. deposits, NSF's, payment arrangements and refunds).
- ✓ Communications between engineering, field services and billing about the status of all new service developments should occur on a regular basis.
- ✓ System provides form and field level security including PCI compliance.
- ✓ Effective interface exists between the CIS and the CMMS to autogenerate Work Orders from Service Requests.
- ✓ Effective and efficient mobile devices are deployed in the field to track service order work and provide real-time updates to the Customer Service Reps (CSR).

# Assessment Findings

## 7. Financial Management

### Current Performance:

- The District's finance and accounting services are performed by the AGM /Controller, Accountant Lead, Accounting Technician, and Accounts Receivable Technician.
- The District manages a 2-year budget cycle.
- The District has more than \$9M in financial reserves with \$2.5 M in restricted reserves and \$6.5M in unrestricted reserves.
- The District is currently performing a rate study that is underway.
- The District outsources its meter testing program to McCalls Meters. The District's AMR meters are approaching 18 years old and meter failures are beginning to increase (now averaging about 70 meters per month).
- Lacking effective project management training, tracking and reporting processes.
- Current purchasing processes are not centralized and following up the paper trails is inefficient.
- On alternating Fridays, sick, and vacation days; Finance personnel have to cover the front counter for the CSR's breaks, lunches, getting the mail, etc.

### Best Practices:

- ✓ Use of activity-based costing for routine performance monitoring.
- ✓ Efficient purchasing procedures are in place.
- ✓ Effective balance of using outside contractors where cost effective.
- ✓ MSAs are in place with multiple service providers to stimulate competition where appropriate.
- ✓ All infrastructure costs are tracked to a specific infrastructure asset.
- ✓ Total asset costs for each asset can be tracked and evaluated for optimum life and performance.
- ✓ A formal Records Management program is in place.



# Assessment Findings

## 8. Resource Management

### Current Performance:

- District employees are split into a 9/80's schedule with alternating Fridays off. Two employees works 5/8's.
- The District used Koff & Associates to perform a Total Compensation Study in 2015. The results showed that the District's total compensation package was not as rich when compared to the market. The District's Board implemented the Koff report's recommendations.
- Policies and standard procedures are updated and communicated on an ad-hoc basis (e.g., Valve Exercising, Project Documentation).
  - CS Procedures have not been updated for Incode V. 10.
  - Safety policies are created and sent to the District by the Safety Coordinator as new concerns arise.
  - Communications between operating facilities need to be more effective. Current sense of "us" vs. "them" by some employees.
- Only about 50% of the total available maintenance time was tracked in SEMS for 2017.
- Several impending retirements expected over the next 5 years. The need for effective succession planning will continue to increase.

### Best Practices:

- ✓ Consistent application of management policies across the organization.
- ✓ Effective assignment and management of labor resources across a wide range of operations and maintenance activities.
- ✓ Effectively use training to correct unintended behaviors.
- ✓ Ability to correctly discipline intentional bad behaviors.
- ✓ Formal SOPs are provided for all regulatory activities.
- ✓ Work is efficiently planned and scheduled through a planner/scheduler.
- ✓ Work is managed through work orders tracking labor, material and service costs to assets.

# Assessment Findings

## 8. Resource Management - continued

Like other similar utilities, the District contracts out various professional services. Below is a partial list of the District's use of outside services, vendors and contractors:

- Public Relations: K. Radnich
- Engineering Services: Dudek & Associates
- Legal: Redwine and Sherrill; Liebert Cassidy Whitmore
- IT Network: SW Networks
- SCADA: Foreshock
- Grant Writing: Kennedy Jenks and
- Leak Detection: CA Rurall
- Safety Training and Certification: Target Solutions
- Paving: AMS Paving
- Laboratory Services: Clinical Lab of S.B.
- Meter Testing: McCalls Meters
- Bill Print and Mail: Precision Assembly
- Salary Survey: Koff and Associates

## JBWD's Major Vendors 07/01/16 - 06/30/17

Vendor	Name	Volume (\$)
002565	DUDEK AND ASSOCIATES, INC	236,381
013347	TRI COUNTY PUMP COMPANY	208,623
009072	LAW OFFICES REDWINE AND SHERRILL	83,762
006029	LIEBERT CASSIDY WHITMORE	76,738
013345	AMS PAVING, INC.	62,965
VEN01020	SOUTHWEST NETWORKS, INC.	51,606
001850	CLINICAL LAB OF S.B. INC	50,905
000495	ROBERT HALF INTERNATIONAL, INC.	47,489
000327	WATER QUALITY SPECIALISTS	46,603
VEN01076	HI-DESERT AIR, INC.	37,975
009054	KATHLEEN J. RADNICH	37,568
001461	DEBORAH BOLLINGER	26,189
VEN01466	FEDAK & BROWN LLP	23,500
005621	KENNY STRICKLAND, INC	22,695
VEN01533	PAYMENTUS GROUP INC.	22,618
013218	ROBERT HALF INTERNATIONAL, INC.	21,599
001550	CDW GOVERNMENT, INC	21,107
008405	PRECISION ASSEMBLY	19,860
000072	MULTI W SYSTEMS, INC.	18,913
000134	KENNEDY/JENKS CONSULTANTS, INC.	15,634
010990	UTILIQUEST L.L.C.	13,627
013346	ANDY'S LANDSCAPE & TREE SERVICE INC.	10,550
003930	NBS	10,395
011101	STEPHEN OAKES	9,914
013344	MUNICIPAL DIVING SERVICES, INC.	9,550
013202	GRISWOLD INDUSTRIES	9,058
013216	TIMOTHY ROBERT PINAR	7,960
013360	REDWINE AND SHERRILL, LLP	7,826
000058	GARDA CL WEST, INC.	7,347
006200	HELEN A. MCALLISTER	6,960
013221	SIERRA WEST CONSULTANTS, INC.	6,400
013340	MICHAEL KINOSHITA ASSOCIATES, INC.	6,275
000504	ACTION PUMPING, INC.	5,913
013348	ROBERT TENBROOK	5,615
003505	LORI PARKER	5,225
013343	STEVEN MAZZONE	4,860
006504	MC CALL'S METERS, INC.	4,245



# Assessment Findings

## 9. Business Technology Management

### Current Performance:

- There is an overall lack of technology planning and system interfaces.
  - **Financials and Utility Billing:** Use Incode. CSRs e-mail Service Orders to the shop that the shop cannot print.
  - **Maintenance Management** – Use SEMS CMMS. Only one shared log-in. Pumps and motors maintenance on POs and not in SEMS. SEMS is not integrated to GIS or Incode. Pipe segments are not in SEMS. Limited SEMS training.
  - **GIS** – Use ESRI ArcGIS. Not leveraging the basic out-of-the-box software capabilities. Field crews rely on 2012 paper map books.
  - **GPS** – Brought in Trimble with mixed results. Trimble units are no longer used. Approx. 80% of valves have been GPS.
  - **Automated Meter Reading (AMR)** - Use AMR meters with drive-by reading capabilities. Meter reading route not optimized with GIS routing software.
  - **Mobile:** Use smart phones and laptops to access SEMS.
  - **SCADA:** Still taking manual meter reads every week day. Outsource SCADA maintenance to Foreshock.
  - **IT Network Support** – Outsourced to SW Networks.
- No inside IT support for the District. Application support is divided among several staff.
- The District’s lack of effective business technology and use of mobility cause duplicate work and organizational inefficiencies.

### Best Practices:

- ✓ Integration of customer service and field maintenance to activate maintenance work orders and to automate crew dispatching.
- ✓ Use of GIS for efficient routing of field personnel and effective use of mobile technologies to eliminate paper and duplicate data input.
- ✓ Thorough and robust integration among all IT systems including the Customer Information System (CIS), condition assessment applications and related document management systems.
- ✓ CMMS is synchronized with the GIS to monitor preventive and corrective maintenance work on horizontal assets (pipes, valves, hydrants, manholes, etc.). GPS is used to locate vertical assets in the field.
- ✓ The CMMS is integrated with the Customer Information System (CIS) to transfer key data from Service Requests/Service Orders to CMMS Work Orders. This eliminates duplicate data entry and improves data quality.
- ✓ The CMMS is integrated with the Financial Information System (FIS or ERP) to capture time and the cost of materials and supplies.
- ✓ The CMMS is integrated with the Corporate Document Management System to provide pertinent electronic documents (as-builts, SOPs, Vendor Manuals) in the field.
- ✓ Robust mobile applications allow for ease of field data collection and real time work status.

# Assessment Findings

## 10. Performance Management

### Current Performance:

- Recent history of timely completing personnel performance reviews for 2016 and 2017.
  - For 2016, there was only one rating of “Satisfactory.” All other employees were rated “Excellent” or “Outstanding.”
  - For 2017, one General Unit (GU) and one Management, Supervisory, Confidential (MSC) employee were rated as “Satisfactory.” All other employees were rated “Excellent” or “Outstanding.”
  - Performance raises are directly tied to performance review scores.
- No formal enterprise-wide performance management program:
  - Limited performance measures are used within the District,
  - No routine management-level performance reports exists,
  - Not adequately tracking work performance against desired levels of service (LOS),
  - Limited historic trending of performance, and,
  - Limited activity-based costing processes.
- The District has never participated in AWWA’s QualServe Benchmarking initiative.
- No business intelligence or decision support software applications are used.
- Lack of visible goals and objective performance helps to erode personal accountability.

### Best Practices:

- ✓ Formal performance management program tied to the agency’s mission, strategies, and financial plan.
- ✓ Series of meaningful performance measures aligned with multiple business perspectives (customer, financial, innovation, and learning and growth).
- ✓ Motivates performance to desired levels of service.
- ✓ Quickly enables managers and staff to monitor performance against desired targets.
- ✓ Tracks in-process and outcome measures.
- ✓ Provides trending of historical performance.
- ✓ Metrics are monitored monthly by management.
- ✓ Metrics are effectively and efficiently communicated to all key stakeholders.
- ✓ Defined service levels and monitoring of actual performance against desired target levels.
- ✓ Consistent measure of performance within all job classifications.
- ✓ Consistent and effective performance review process across organization.
- ✓ Ability to reward and recognize top performers.

# Recommendations

# Recommendations

Summary of Recommendations	Level of Importance	Level of Urgency
<p>1. <b>Organizational Alignment &amp; Succession Planning:</b> Realign the organizational structure in a phased approach for improved business efficiency in alignment with the recommendations contained within this report. Implement the recommendations regarding succession planning. Continue to cross-train employees to promote organizational growth and to reduce impact of vacancies and pending retirements.</p>	H	H
<p>2. <b>Strategic Planning:</b> Develop a Strategic Plan and associated performance management culture that defines a common vision, District values, strategies, goals, objectives and target levels of service to fulfill the District’s stated mission and to provide a roadmap for continuous organizational improvement. Create an associated Implementation Plan with defined priorities, milestones, accountabilities and resource needs.</p>	H	H
<p>3. <b>Knowledge Management:</b> Develop a knowledge management plan with defined goals, business processes, performance measures and accountabilities. Increase organizational knowledge management by understanding and placing all infrastructure assets in the SEMS CMMS and ESRI GIS software applications. Develop as-builts, electrical panel drawings and SCADA logic narratives.</p>	H	M
<p>4. <b>Business Technology:</b> Optimize the use of the District’s information technologies for improved business efficiency, reduced transactional costs and increased level of customer service. Develop an Business Technology Master Plan including interfacing SCADA, Incode ERP, SEMS CMMS, ESRI GIS, and related mobile technologies. Evaluate AMI technologies and/or outsourcing meter reading to a qualified service provider.</p>	H	M

# Recommendations

**Recommendation 1.** *Realign the organizational structure in a phased approach for improved business effectiveness and efficiency.*

## Goals:

- Align job titles and position descriptions with major job duties and accountabilities.
- Minimize accounting impacts from covering CSR's alternating 9/80 schedule.
- Minimize C&M impacts on customer service requests arising from monthly meter reading.
- Continue to cross-train employees to promote organizational growth and to reduce impact of vacancies:

## Actions:

1. Begin to populate the new organizational structure.
2. Keep the current 9/80 schedule, but close the office every Friday to save one additional full-time administrative position.
3. Create & update job descriptions and broadly communicate new roles, accountabilities and expected outcomes.
4. Train managers, supervisors and employees as appropriate.

## Organizational Alignment & Succession Planning

The District's recommended organizational changes are categorized in a phased implementation approach.

*Phase 1 – Position Additions/Deletions*

*Phase 2 – Organizational Alignment*

*Phase 3 – Succession Planning*

*Phase 4 – Future Organizational Structure*

However, these phases may be implemented simultaneously by the District as required.

During the transformational journey, it is critical for the District to deploy successful change management practices, since it is the District's employees who have to ultimately change how they do their jobs. If these individuals are unsuccessful in their personal transitions and/or if they don't embrace and learn a new way of working, the desired outcomes will likely fall short.

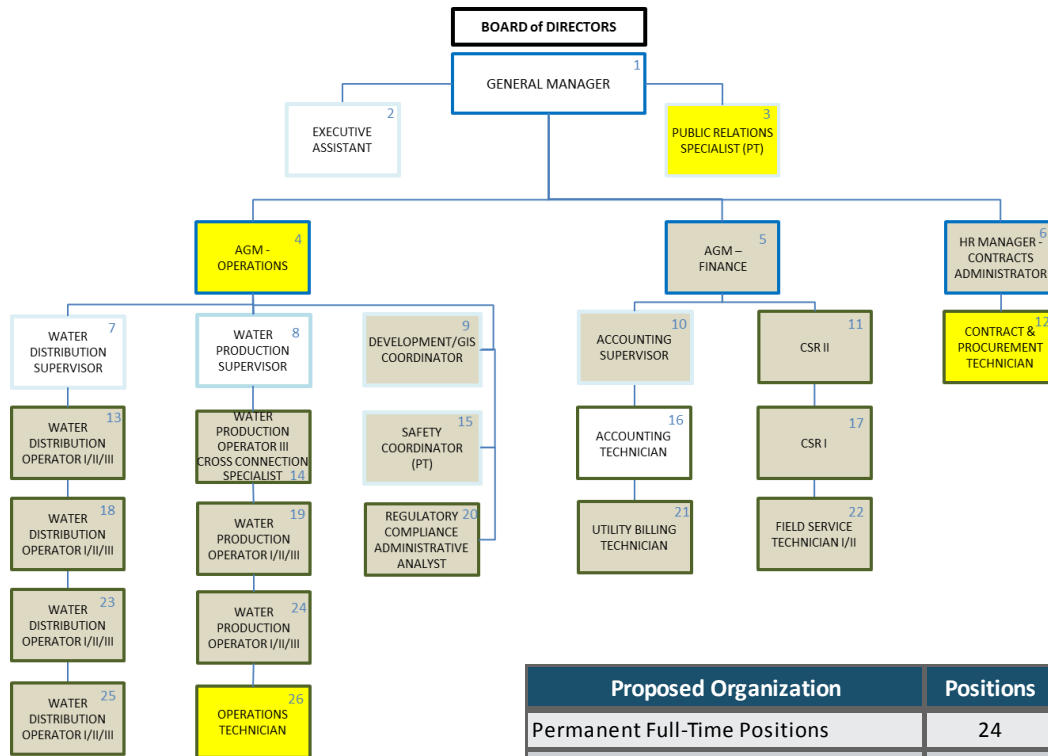
If the District employees embrace the changes recommended by this improvement initiative, they will likely deliver the expected results.

### New / Updated Job Descriptions:

- AGM Operations – new
- AGM Finance – update
- Safety Coordinator - new
- Public Relations Specialist - new
- Development Coordinator - update
- Customer Service Representative II - update
- Customer Service Representative I - update
- Field Service Technician II - update
- Field Service Technician I - update
- Utility Billing Technician – update
- Water production Operator I/II/III – new
- Water Distribution Operator I/II/III – new
- Operations Technician – new
- Meter Maintenance Technician - new

# Recommendations

## Proposed Organizational Structure Phase 1 – Position Additions/Deletions



### Recommended New Positions:

- #3. Public Relations Specialist:** Create a new part-time Public Relations Specialist position reporting to the General Manager.
- #4. Assistant General Manager Operations:** Change the DWRO to a new AGM - Operations overseeing water production, operations and maintenance.
- #12. Contract & Procurement Technician:** Create a new Contract & Procurement Technician position for managing the District's upcoming CIP contracts, existing vendors, purchasing and inventory. This position will report to the HR Manager/Contract Administrator.
- #26. Operations Technician:** Create a new Operations Technician position reporting to Water Production Supervisor. This position will perform monthly meter reads as well as routine water production activities.

### Recommended Deleted Positions:

- Senior Administrative Assistant:** Eliminate the temporary Sr. Admin. Assistant position.

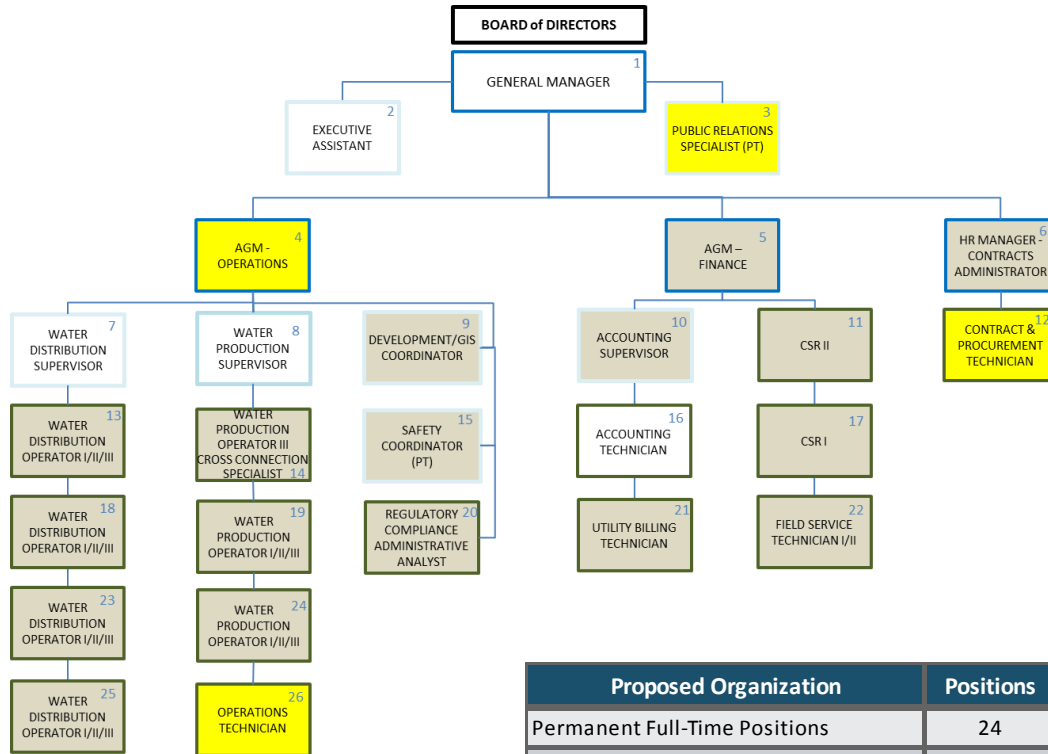
Proposed Organization	Positions
Permanent Full-Time Positions	24
Temporary Full-Time Positions	0
Part-Time (PT) Positions	2
Executive Management Team	4
Management Team	6
Finance / Administration Personnel	12
Operations Personnel	14
MSC Personnel	11
General Unit (GU) Personnel	15
<b>Total Positions (Inc. PT)</b>	<b>26</b>

Special Meeting of the Board of Directors  
April 25, 2018 Page 46 of 75

# Recommendations

## Proposed Organizational Structure Phase 2 – Organizational Alignment

### Organizational Alignment



**#5. Assistant General Manager/Controller:** Change the title to AGM – Finance.

**#6. Human Resource Manager / Contracts Administrator:** Move the HR Manager /Contracts Administrator position reporting directly to the GM.

**#9. GIS / Development Coordinator:** Move the Development Coordinator position reporting to the new AGM Ops position. Change the title to Development/GIS Coordinator.

**#10. Accountant Lead:** Change the title to Accounting Supervisor.

**#11. Lead Customer Service Rep:** Change the title to CSR II position.

**#13, #18 and #23. Construction & Maintenance I/II:** Change the titles to Water Distribution Operator I/II/III. .

**#14. Lead Construction & Maintenance II:** Reclassify the Lead C & M II position to a Water Production Operator III – Cross Connection Specialist.

**#15. Safety Coordinator (PT):** Move the Safety Coordinator reporting to the new AGM Ops



Proposed Organization	Positions
Permanent Full-Time Positions	24
Tempoary Full-Time Positions	0
Part-Time (PT) Positions	2
Executive Management Team	4
Management Team	6
Finance / Administration Personnel	12
Operations Personnel	14
MSC Personnel	11
General Unit (GU) Personnel	15
Total Positions (Inc. PT)	26

# Recommendations

## Proposed Organizational Structure Phase 2 – Organizational Alignment

### Organizational Alignment - continued

**#17. Customer Service Rep:** Change the title to CSR I position.

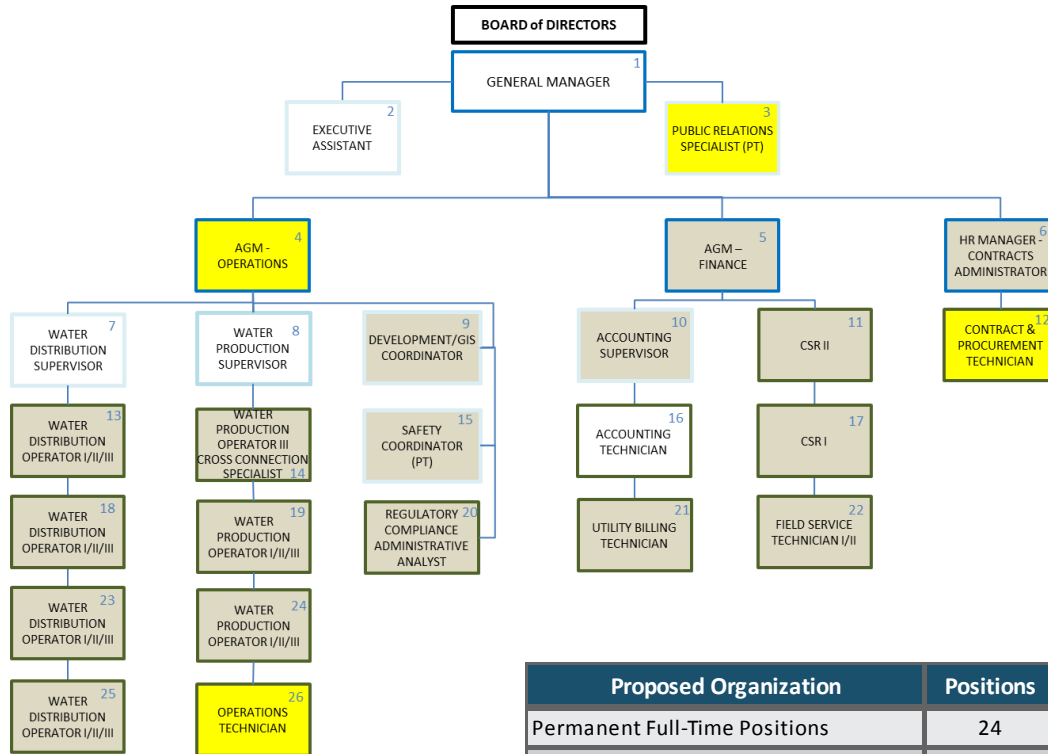
**#19 and #24. Water Production Operators I/II:** Change the titles to Water Production Operator I/II/III.

**#20. Regulatory Compliance Administrative Analyst:** Fill the Regulatory Compliance Administrative Analyst position reporting to the new AGM - Operations.

**#21. Accounts Receivable Technician:** Change the title to Utility Billing Technician reporting to Accounting Supervisor.

**#22. Field Service Technician:** Reclassify the Field Service Technician assigned to administration to Field Service Technician I.

**#25. Field Service Technician:** Reclassify the Field Service Technician assigned to Ops to Water Distribution Operator I.



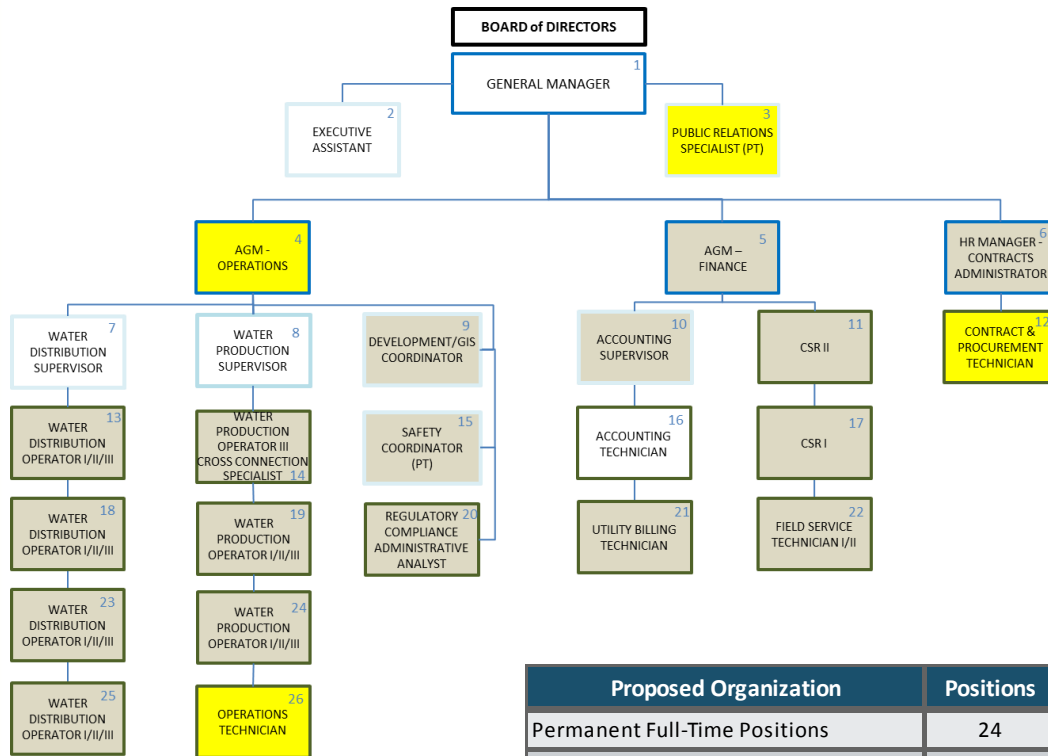
Proposed Organization	Positions
Permanent Full-Time Positions	24
Temporary Full-Time Positions	0
Part-Time (PT) Positions	2
Executive Management Team	4
Management Team	6
Finance / Administration Personnel	12
Operations Personnel	14
MSC Personnel	11
General Unit (GU) Personnel	15
Total Positions (Inc. PT)	26

Special Meeting of the Board of Directors  
April 25, 2018 Page 48 of 75



# Recommendations

## Proposed Organizational Structure Phase 2 – Organizational Alignment



### Outsourcing Recommendations:

- Secure a Purchase Order (PO) / Master Services Agreement (MSA) with a 2<sup>nd</sup> engineering firm to provide additional support as needed and engender competition.
- Evaluate outsourcing GIS services to a 3<sup>rd</sup> party to update and maintain the GIS database.
- Evaluate outsourcing the majority of the District's current fleet maintenance activities to a local 3<sup>rd</sup> party.
- Evaluate outsourcing the District's facility handyman services to a local 3<sup>rd</sup> party.
- Evaluate increasing the use of 3<sup>rd</sup> party grant writing services.

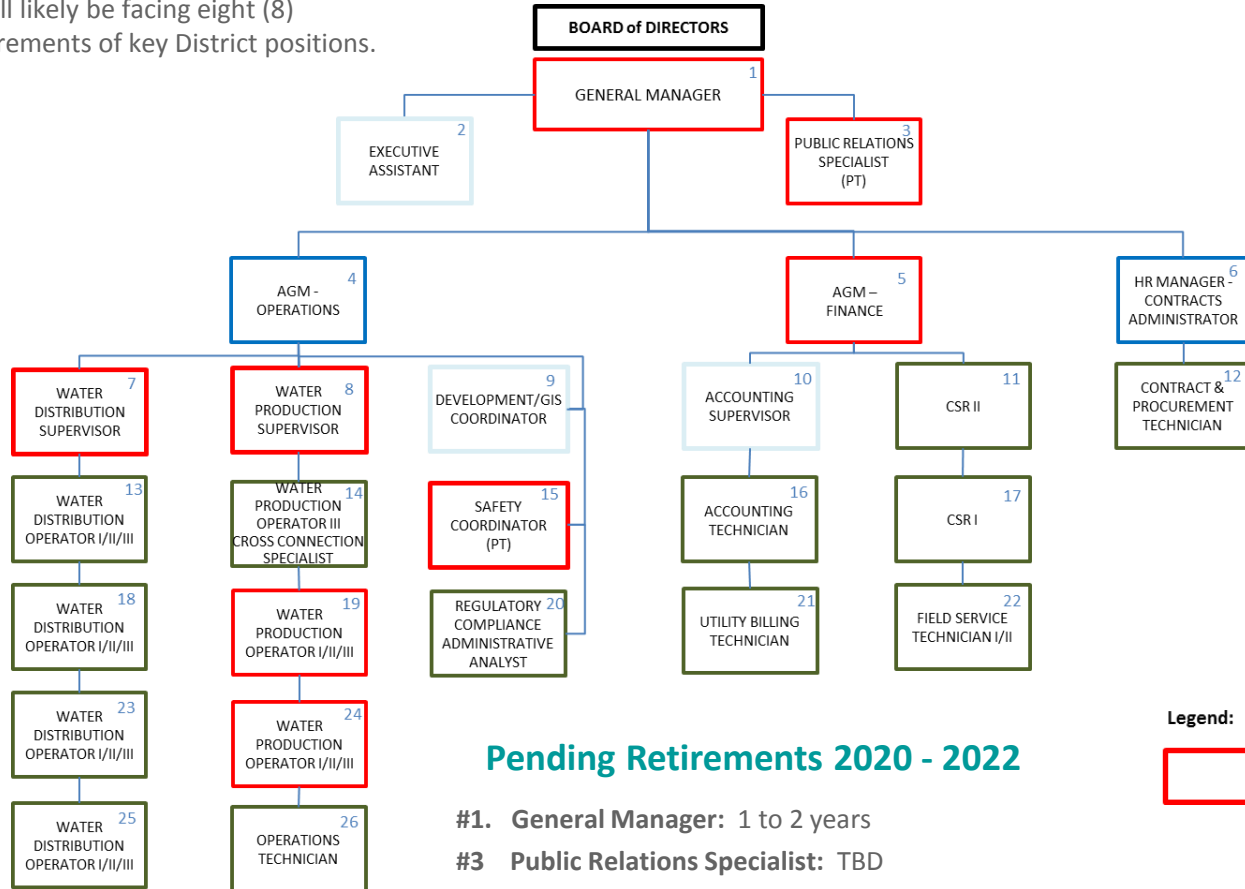


Proposed Organization	Positions
Permanent Full-Time Positions	24
Tempoary Full-Time Positions	0
Part-Time (PT) Positions	2
Executive Management Team	4
Management Team	6
Finance / Administration Personnel	12
Operations Personnel	14
MSC Personnel	11
General Unit (GU) Personnel	15
Total Positions (Inc. PT)	26

# Recommendations

## Succession Planning Phase 3 – Succession Planning

The District will likely be facing eight (8) upcoming retirements of key District positions.



### Pending Retirements 2020 - 2022

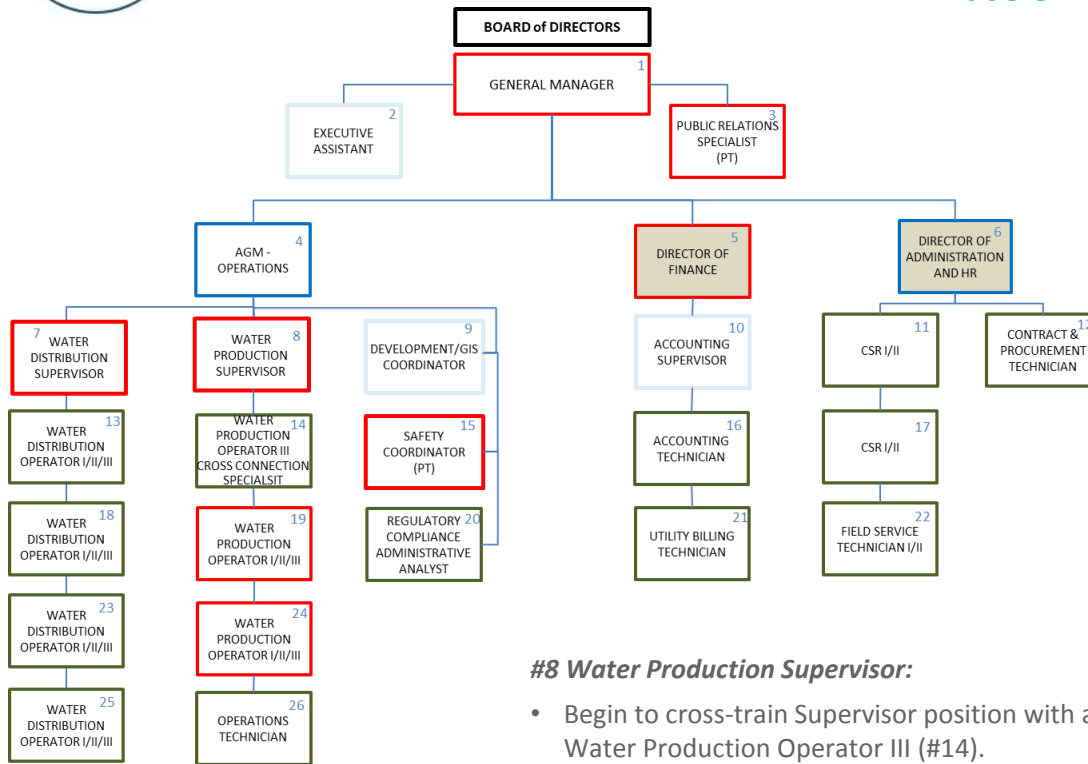
- #1. General Manager: 1 to 2 years
- #3 Public Relations Specialist: TBD
- #5. Assistant General Manager - Finance: 4 years
- #8. Water Production Supervisor: 3 to 4 years
- #7. Water Distribution Supervisor: 2 to 3 years
- #14. Water Production Operator II: 2 years
- #15 Safety Coordinator: TBD
- #19. Water Production Operator II: 3 to 4 years

**Legend:**

Pending Retirement

# Recommendations

## Succession Planning Phase 3 – Succession Planning



### #7 Water Distribution Supervisor:

- Continue to educate, train and promote the Water Distribution Operators.
- Document the District's infrastructure and maintenance procedures and update as-builts and SOPs as needed.

### #8 Water Production Supervisor:

- Begin to cross-train Supervisor position with a Water Production Operator III (#14).
- Use an outside contractor to document the District's SCADA and electrical systems.
- Update the District's SOPs as needed.

### #19 Water Production Operator II:

- Train the new Operations Technician (#26) in Water Production.

### Field Service Technician:

- Train the new Operations Technician (#26) in Meter Reading.

### #1 General Manager:

- ✓ Hire the new AGM Operations (#4) and begin to transfer several General Manager's tasks.

### Assistant General Manager - Finance:

- Train Accounting Supervisor (#10) to take on more of the AGM/Controller's tasks. Change the title to Director of Finance when appropriate.
- Move contracts and centralize procurement under the new Contract & Procurement Technician (#12).
- Begin to move customer service responsibilities to the HR Manager (#6). Change title and position description to Director of Administration & HR when appropriate.

### #15 Safety Coordinator:

- Evaluate whether to hire or contract out H&S professional services in the future.

### #3 Public Relations Specialist

- Evaluate whether to hire or contract out Public Relations services in the future.

# Recommendations

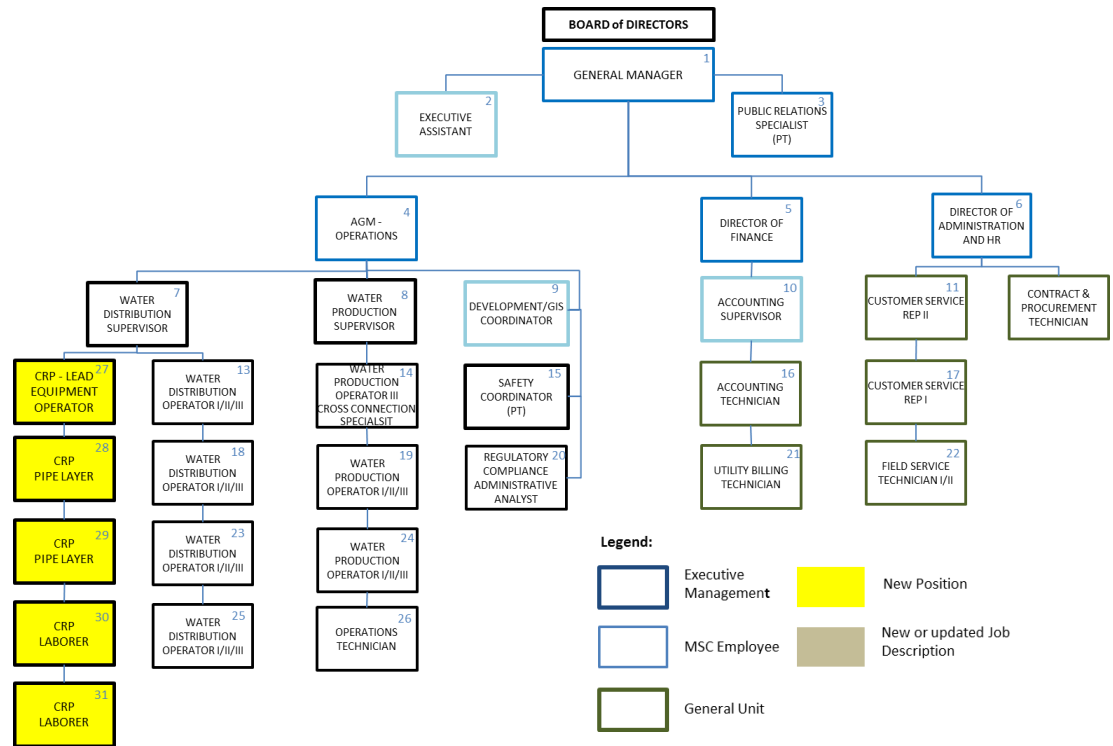
As the District begins its large capital replacement program (CRP), it will likely need to hire construction crews consisting of a CRP Lead Equipment Operator and Pipe Layers and Laborers. It is estimated that up to five (5) additional positions may be needed. However, this estimate needs to be further evaluated as the CRP projects are designed.

As the District's CRP construction is planned over the next several years, the District will need to determine to either contract out construction services, or hire additional construction crews internally. A formal evaluation including costs and risks should be carefully examined.

As the District continues to evolve, several future organizational changes can be foreseen: For example:

- As several planned retirements are quickly approaching (2 – 4 years), the District should continue to educate and cross-train its workforce.
- As individual employees continue to learn and grow, there needs to be clear advancement paths and opportunities for those with the desire to expand their skills, roles and organizational accountabilities.
- When the District begins its large capital replacement program (CRP), the District will be in need of filling either new or expanded roles. These may include project management, construction management, public relations, customer communications, contract & vendor management, document management, asset management, inventory management and field inspections.

## Capital Replacement Program (CRP) Needs Phase 4 -Future Organizational Structure



The proposed organizational structures presented herein are only representative models for discussion. Organizations are dynamic - several unforeseeable events may occur during the next several months or years which may significantly modify these recommendations.

As such, these organizational depictions are only intended as a foundation and guide for continuing the discussions on where the District is likely headed.

# Recommendations

**Recommendation 2.** *Develop a Strategic Plan and associated performance management culture that defines a common vision,*

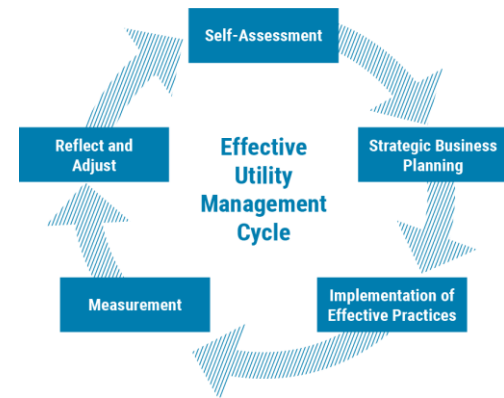
## Goals:

- Develop a 3 to 5 year Strategic Plan that documents the District's values, strategies, goals, objectives and target levels of service.
- Develop an associated Implementation Plan with defined priorities, milestones, accountabilities and resource needs.
- Use the Strategic Plan and Implementation Plan as a roadmap for continuous organizational improvement.
- Monitor and periodically report progress.

## Actions:

1. Develop a 3 to 5 year Strategic Plan utilizing AWWA's Effective Utility Management (EUM) Framework.
2. Define / confirm the District's vision, values, strategies, goals, objectives and target levels of service.
3. Develop an associated Implementation Plan with associated costs and resource requirements to complete each objective.
4. Prioritize each goal and objective based on its urgency and importance and define the expected outcomes
5. Develop associated performance measures.
6. Gain Board consensus and approval.
7. Update the Plans as necessary.

## Strategic Plan with an Implementation Plan



# Recommendations

**Recommendation 3.** *Improve the District’s documentation, use and management of its collective organizational knowledge.*

**Goals:**

- Gather all pertinent infrastructure asset data.
- GPS all linear assets and document on GIS.
- Document as-builts, electrical panels and SCADA logic.
- Update SOPs and corporate policies.

**Actions:**

1. Define accountabilities for the District’s knowledge management, document management and succession planning programs.
2. Develop a system-orientated Knowledge Management Program based on best industry practices.
3. Review the District’s document management programs for effectiveness and efficiency.
4. Develop a complete asset registry of all District assets. Identify age, materials and condition of assets.

## Knowledge Management



“The process of capturing, developing, sharing, and effectively using organizational knowledge or social knowledge.

It refers to a multi-disciplinary approach by making the best use of knowledge to improve services or products to the highest level of quality possible.”

# Recommendations

**Recommendation 4.** Optimize use of the District's business and information technologies for improved business efficiency and reduced transactional costs.

## Goals:

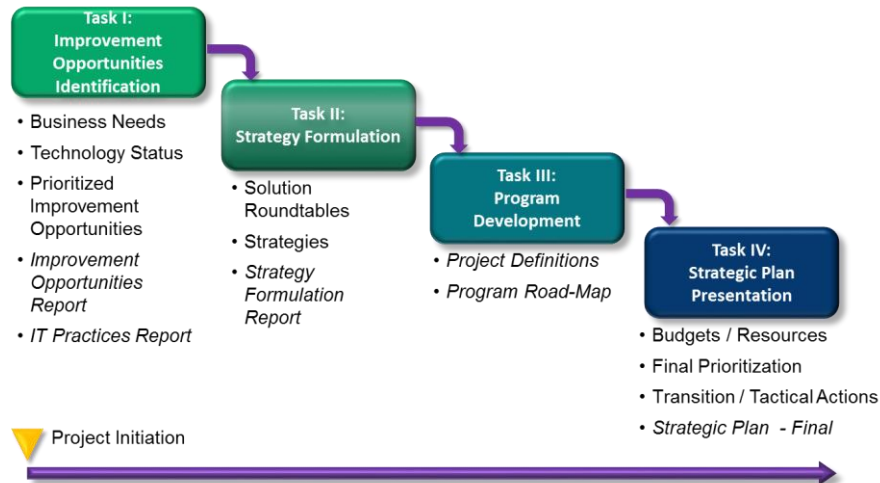
- Interface Incodes Service Orders and SEMS Work Orders.
- Interface SEMS CMMS to ESRI GIS.
- Optimize workforce efficiency and effectiveness.
- Eliminate duplicate data entry and improve data quality.
- Improve timelines and access to critical information..

## Actions:

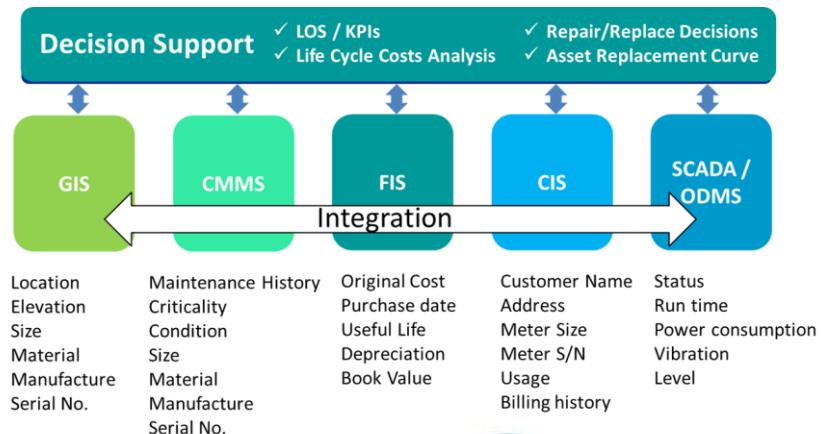
1. Develop a Business Technology Roadmap:
  - Evaluate outsourcing GIS services to a e3rd party.
  - Evaluate replacing the SEMS CMMS solution.
  - Evaluate replacing the Incode ERP solution.
  - Evaluate outsourcing meter reading and utility billing with the addition of AMI meters.
  - Optimize the use of GPS.
  - Fully leverage the SCADA data.
2. Implement the Roadmap's recommendations
3. Train appropriate employees on industry best practices.

## Business Technology Roadmap

### Standard Planning Process



### Goal: Ease of Access to District Information



# Appendix A:

# Survey Results



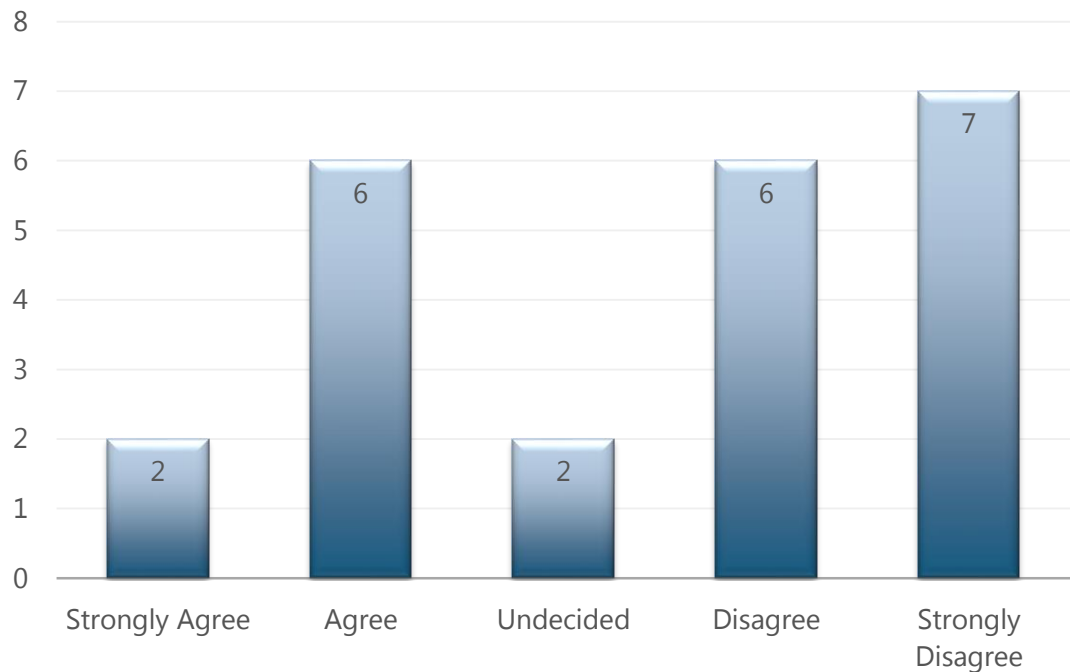
# Survey Results

## Survey Instrument

### 1. JBWD treats its employees equally?

Avg. 2.6

Strongly Agree	8.70%
Agree	26.09%
Undecided	8.70%
Disagree	26.09%
Strongly Disagree	30.43%



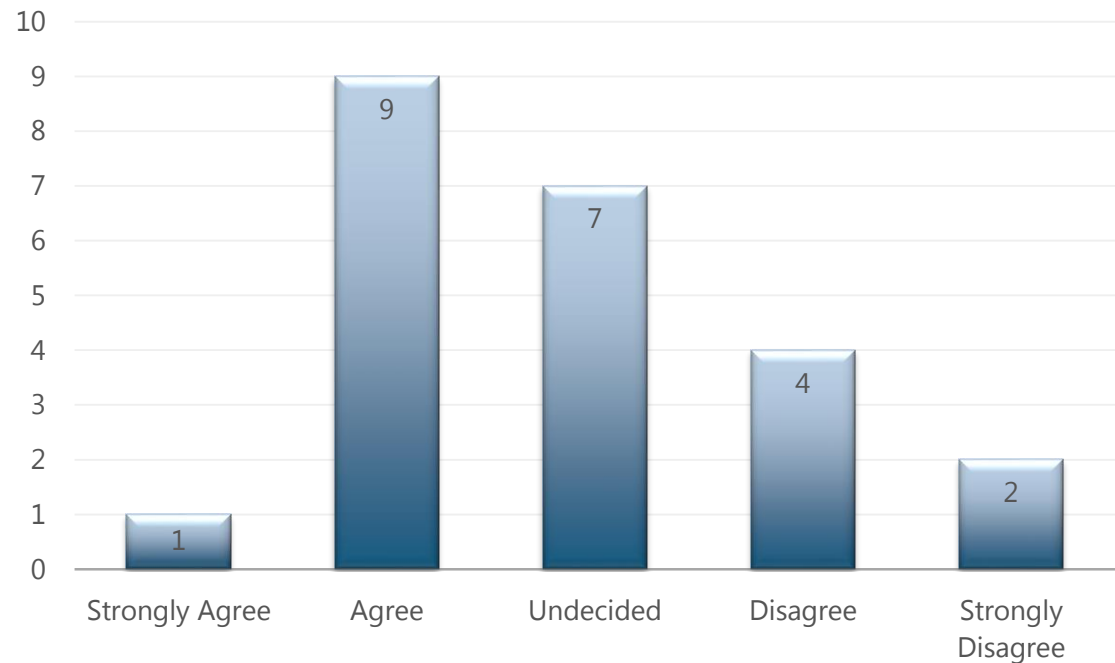
# Survey Results

## Survey Instrument

### 2. JBWD creates an enjoyable work environment?

**Avg. 3.1**

Strongly Agree	4.35%
Agree	39.13%
Undecided	30.43%
Disagree	17.39%
Strongly Disagree	8.70%



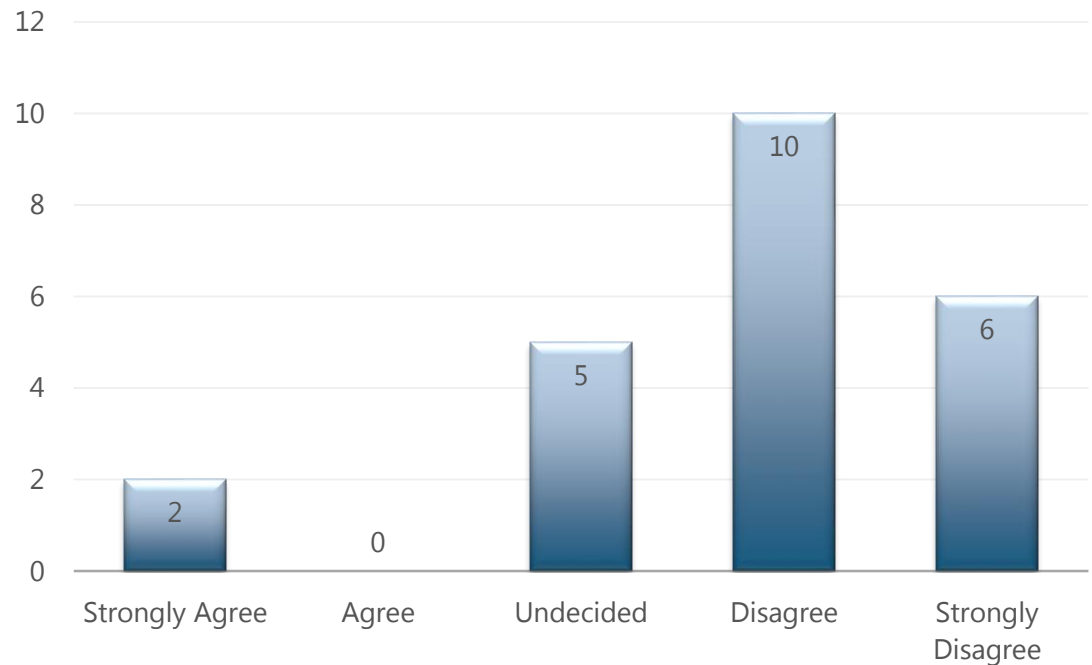
# Survey Results

## Survey Instrument

3. JBWD business goals are clearly defined and communicated?

**Avg. 2.2**

Strongly Agree	8.70%
Agree	0.00%
Undecided	21.74%
Disagree	<b>43.48%</b>
Strongly Disagree	<b>26.09%</b>



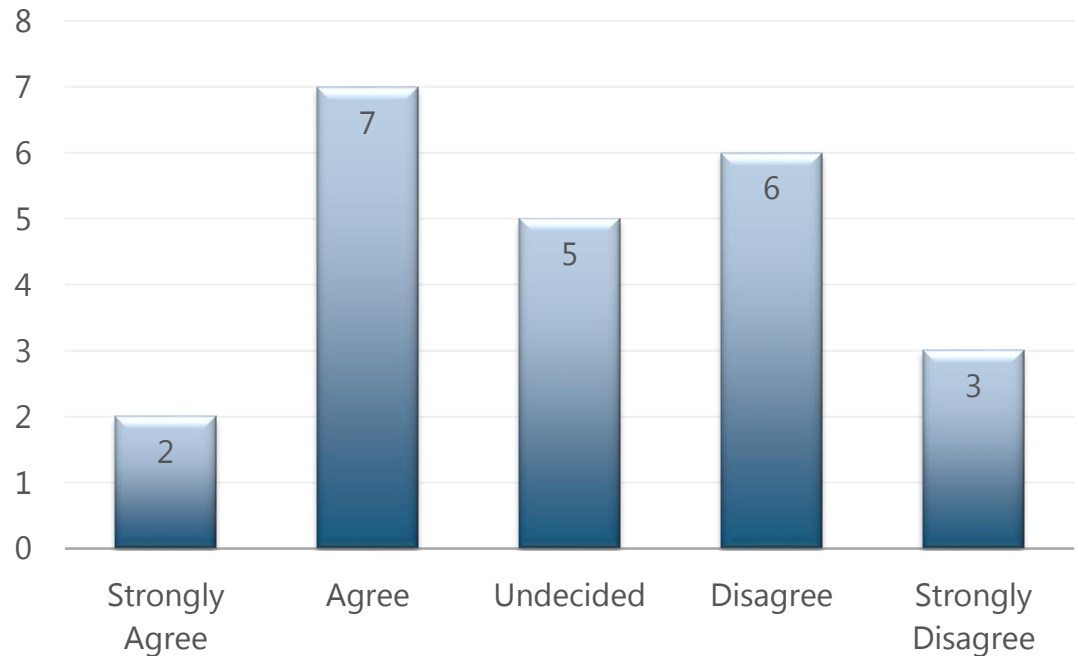
# Survey Results

## Survey Instrument

### 4. JBWD provides effective training and employee development opportunities?

**Avg. 3.0**

Strongly Agree	8.70%
Agree	30.43%
Undecided	21.74%
Disagree	26.09%
Strongly Disagree	13.04%



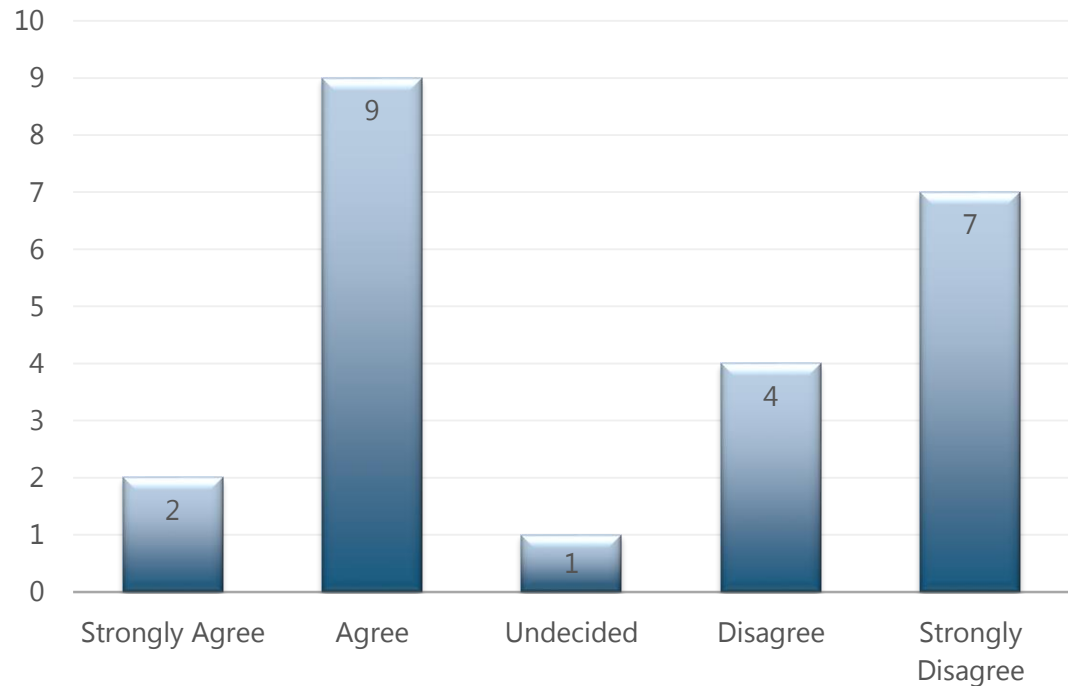
# Survey Results

## Survey Instrument

5. There is a high level of cooperation and teamwork throughout JBWD?

**Avg. 2.8**

Strongly Agree	8.70%
Agree	39.13%
Undecided	4.35%
Disagree	<b>17.39%</b>
Strongly Disagree	<b>30.43%</b>



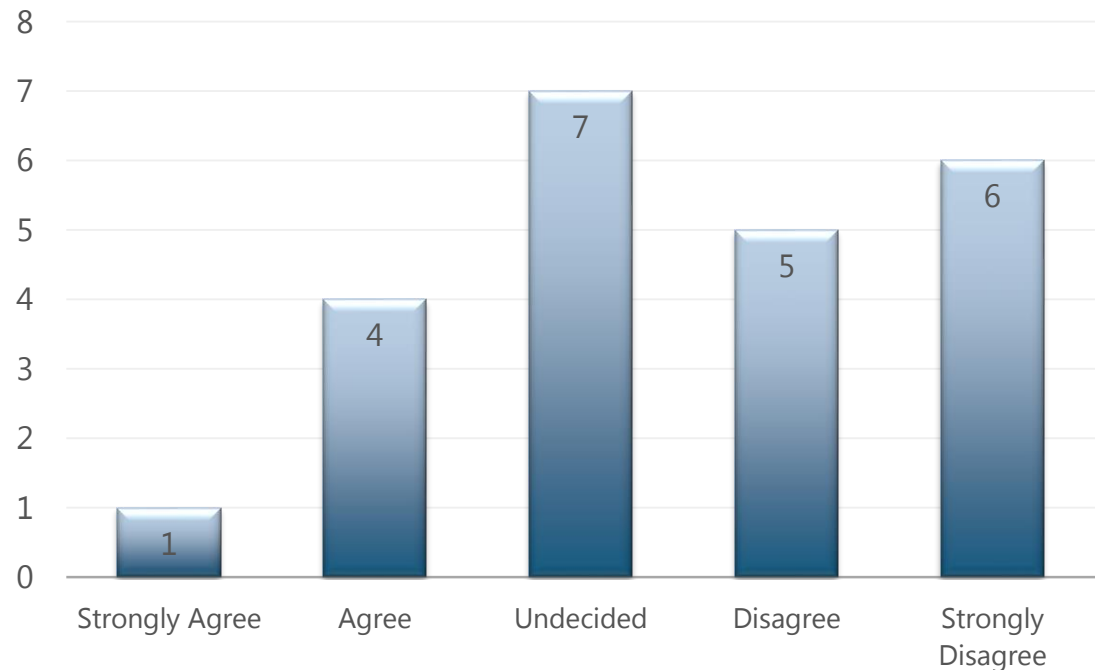
# Survey Results

## Survey Instrument

### 6. There is a high level of trust at JBWD?

Avg. 2.5

Strongly Agree	4.35%
Agree	17.39%
Undecided	30.43%
Disagree	<b>21.74%</b>
Strongly Disagree	<b>26.09%</b>



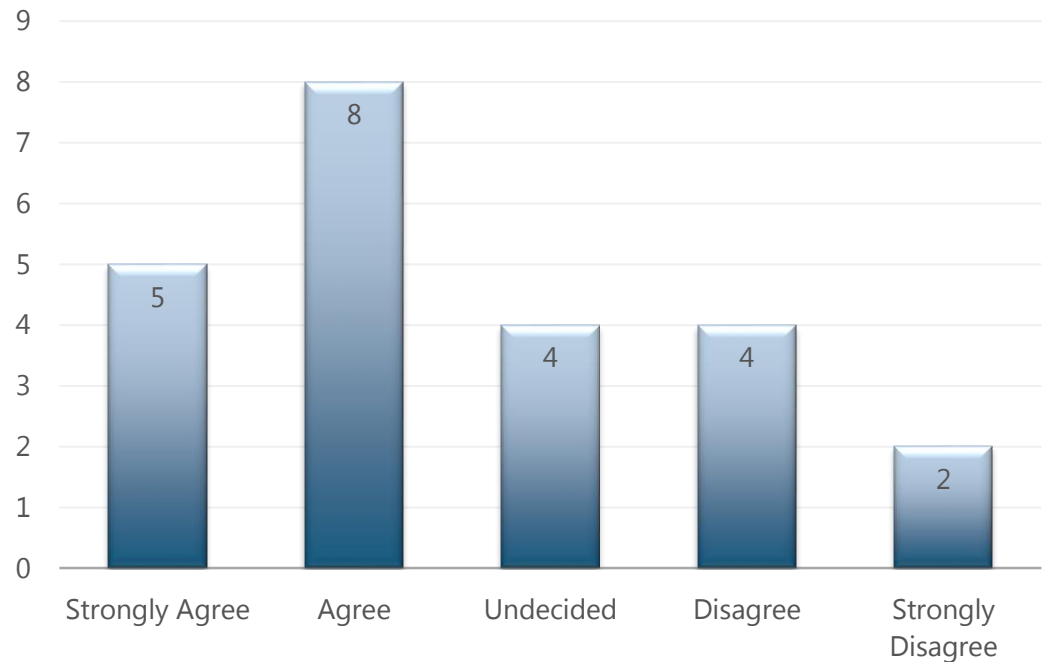
# Survey Results

## Survey Instrument

7. I feel appreciated for my contributions to JBWD?

**Avg. 3.4**

Strongly Agree	21.74%
Agree	34.78%
Undecided	17.39%
Disagree	17.39%
Strongly Disagree	8.70%



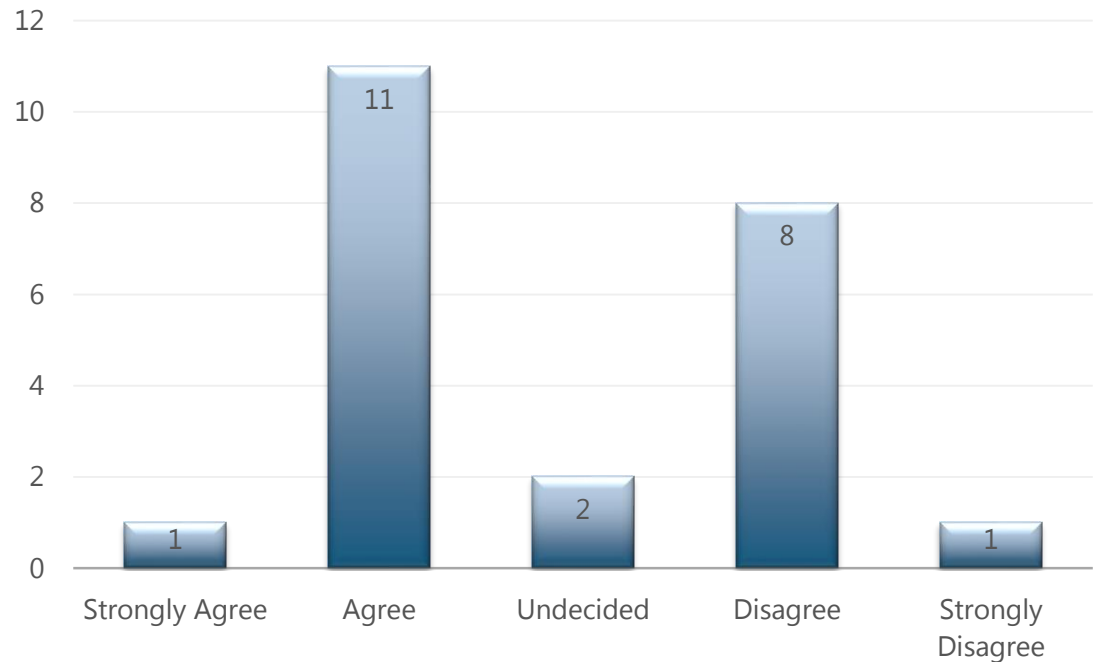
# Survey Results

## Survey Instrument

8. I have the necessary resources to properly do my job?

**Avg. 3.1**

Strongly Agree	4.35%
Agree	47.83%
Undecided	8.70%
Disagree	34.78%
Strongly Disagree	4.35%





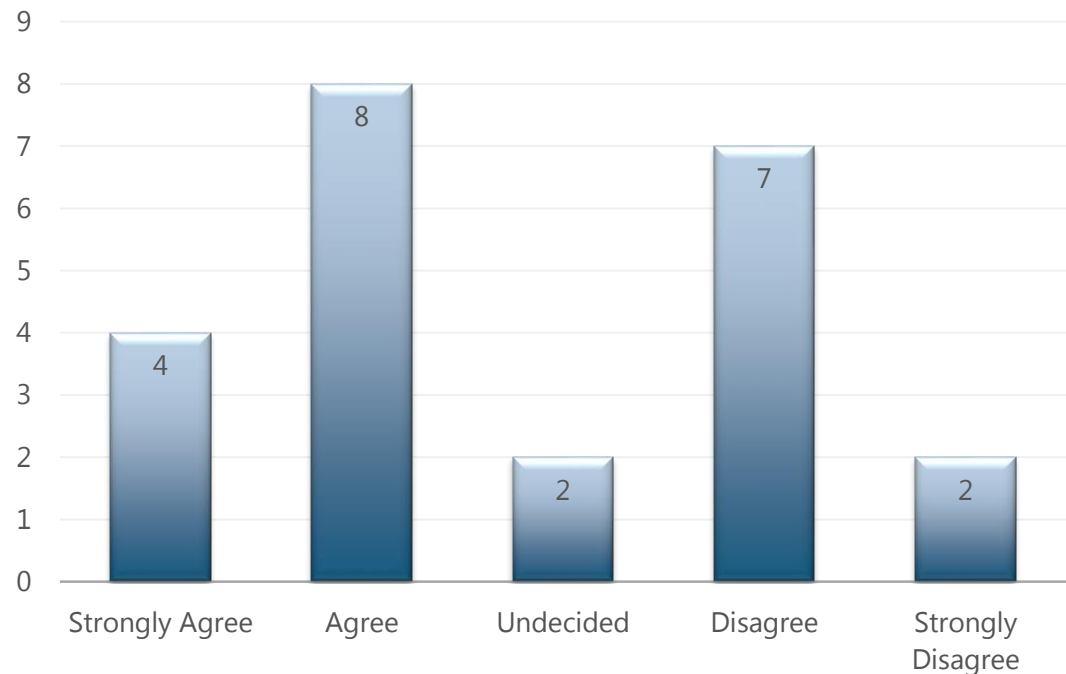
# Survey Results

## Survey Instrument

9. I am empowered with the authority necessary to accomplish my objectives?

**Avg. 3.2**

Strongly Agree	17.39%
Agree	34.78%
Undecided	8.70%
Disagree	30.43%
Strongly Disagree	8.70%



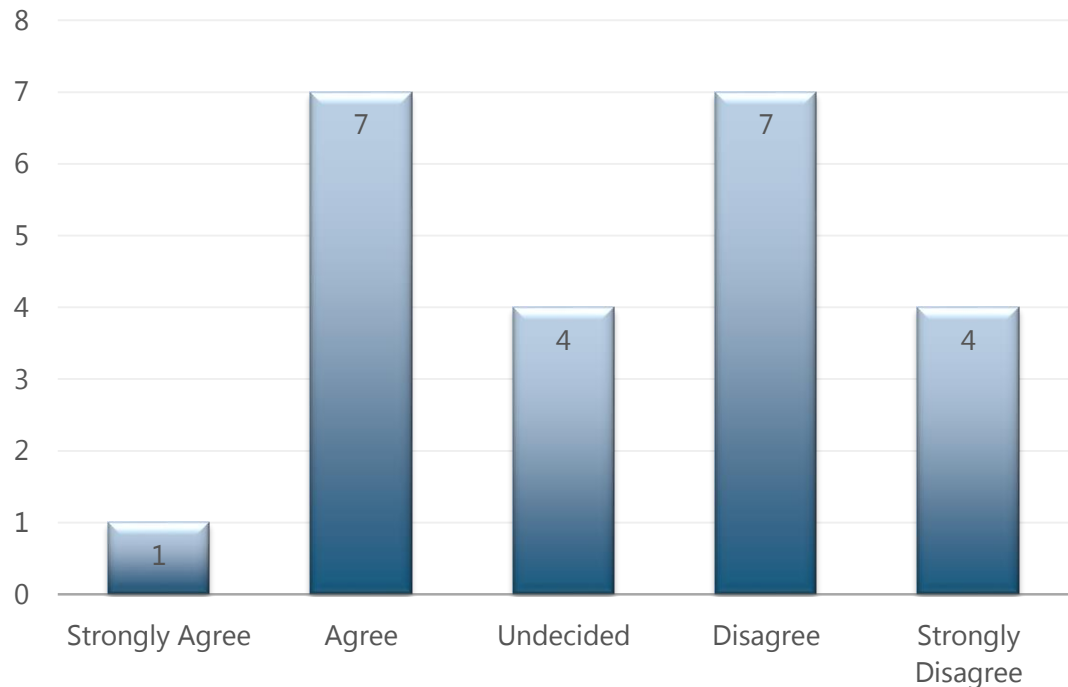
# Survey Results

## Survey Instrument

10. I have career growth opportunities at JBWD?

Avg. 2.7

Strongly Agree	4.35%
Agree	30.43%
Undecided	17.39%
Disagree	<b>30.43%</b>
Strongly Disagree	<b>17.39%</b>



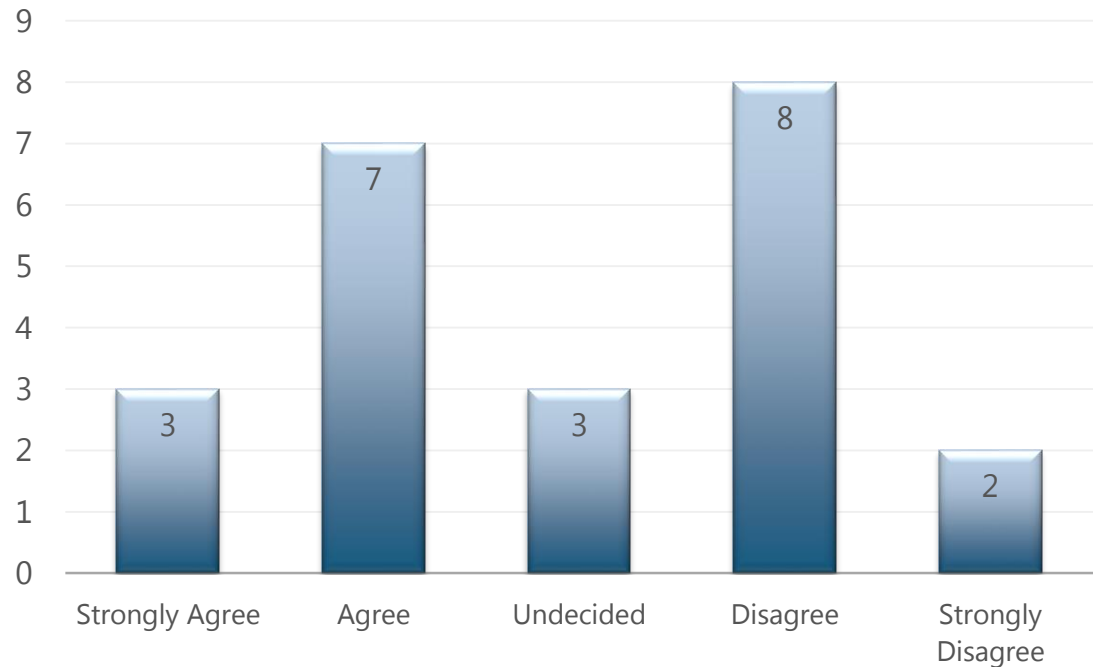
# Survey Results

## Survey Instrument

### 11. My roles and responsibilities are clearly defined?

**Avg. 3.0**

Strongly Agree	13.04%
Agree	30.43%
Undecided	13.04%
Disagree	34.78%
Strongly Disagree	8.70%



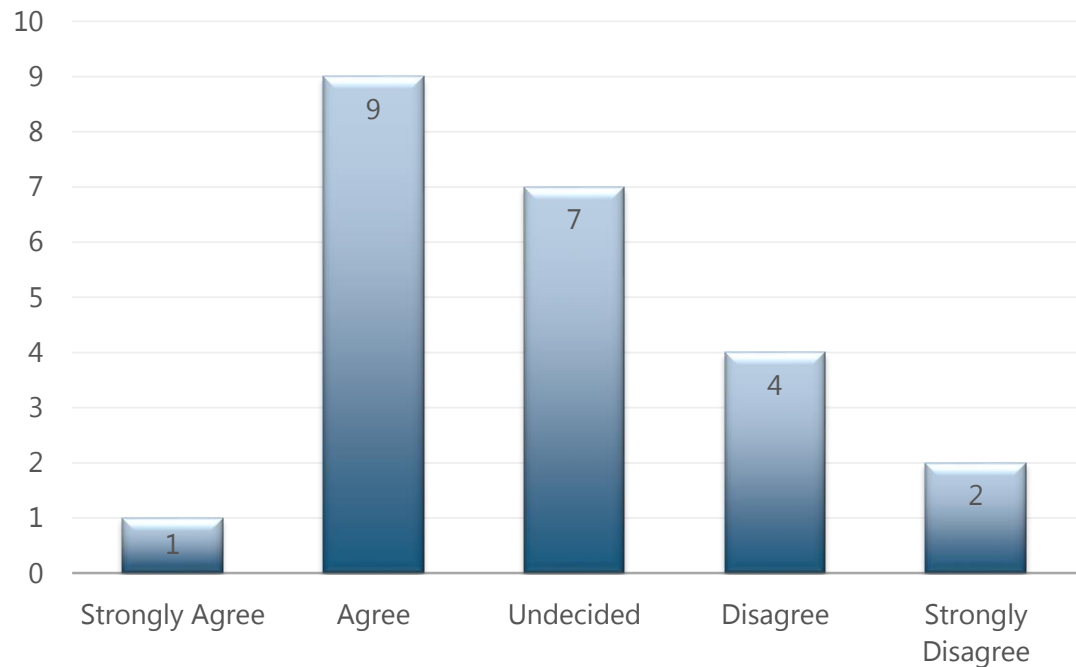
# Survey Results

## Survey Instrument

### 12. My job performance is measured effectively?

**Avg. 3.1**

Strongly Agree	4.35%
Agree	39.13%
Undecided	30.43%
Disagree	17.39%
Strongly Disagree	8.70%



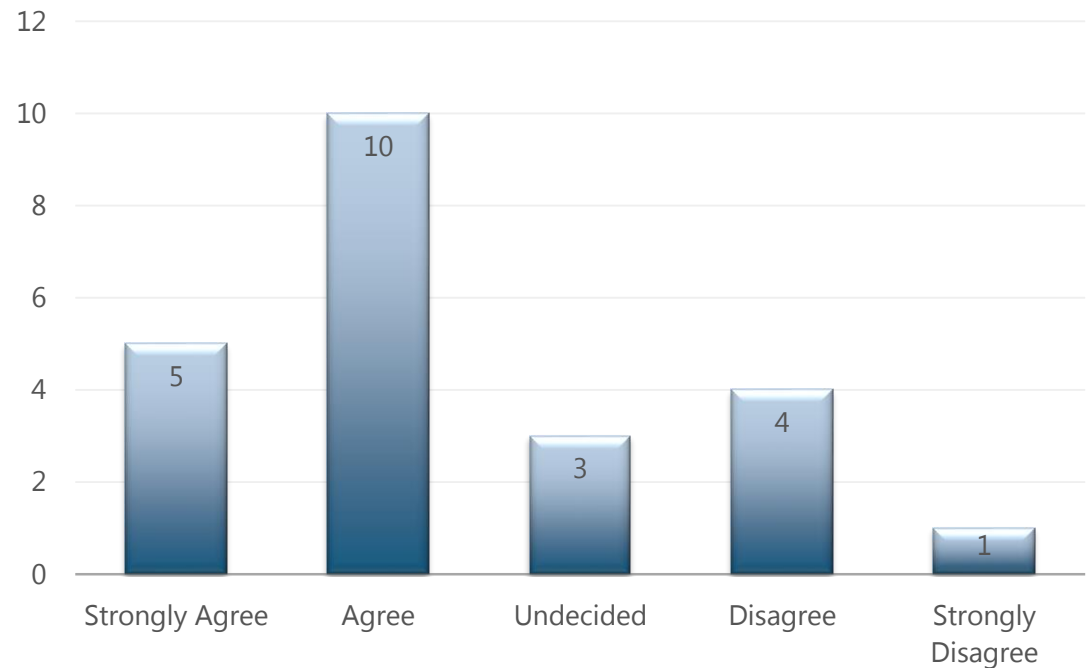
# Survey Results

## Survey Instrument

### 13. My compensation is fair?

**Avg. 3.6**

Strongly Agree	21.74%
Agree	43.48%
Undecided	13.04%
Disagree	17.39%
Strongly Disagree	4.35%



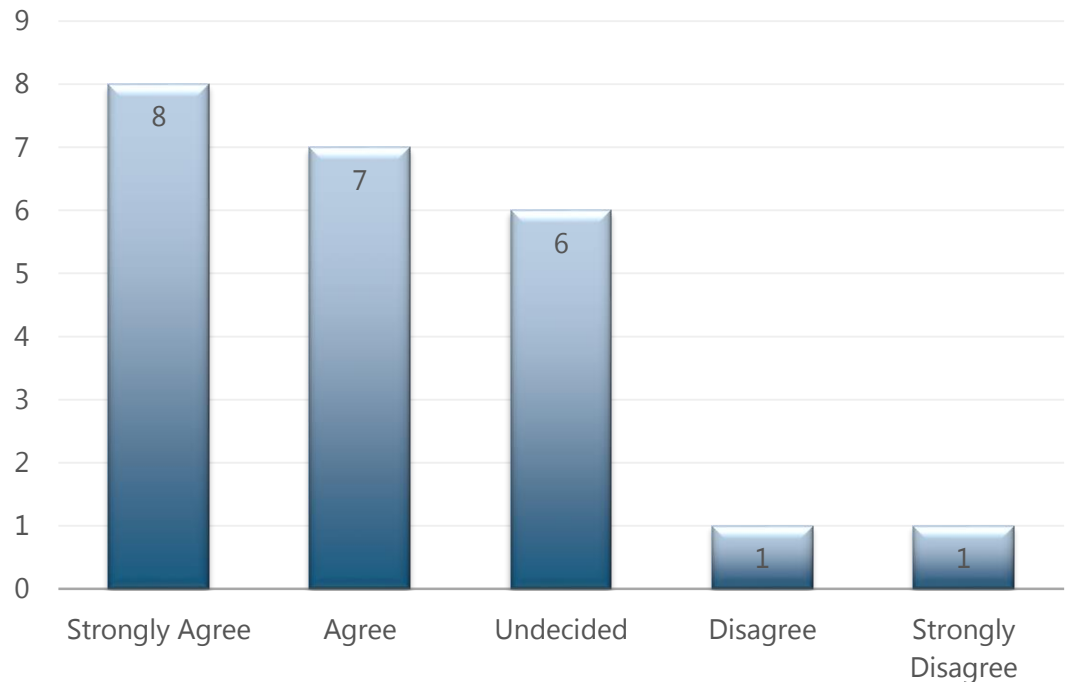
# Survey Results

## Survey Instrument

14. I will still be working for JBWD in 3 years?

**Avg. 3.9**

Strongly Agree	34.78%
Agree	30.43%
Undecided	<b>26.09%</b>
Disagree	4.35%
Strongly Disagree	4.35%



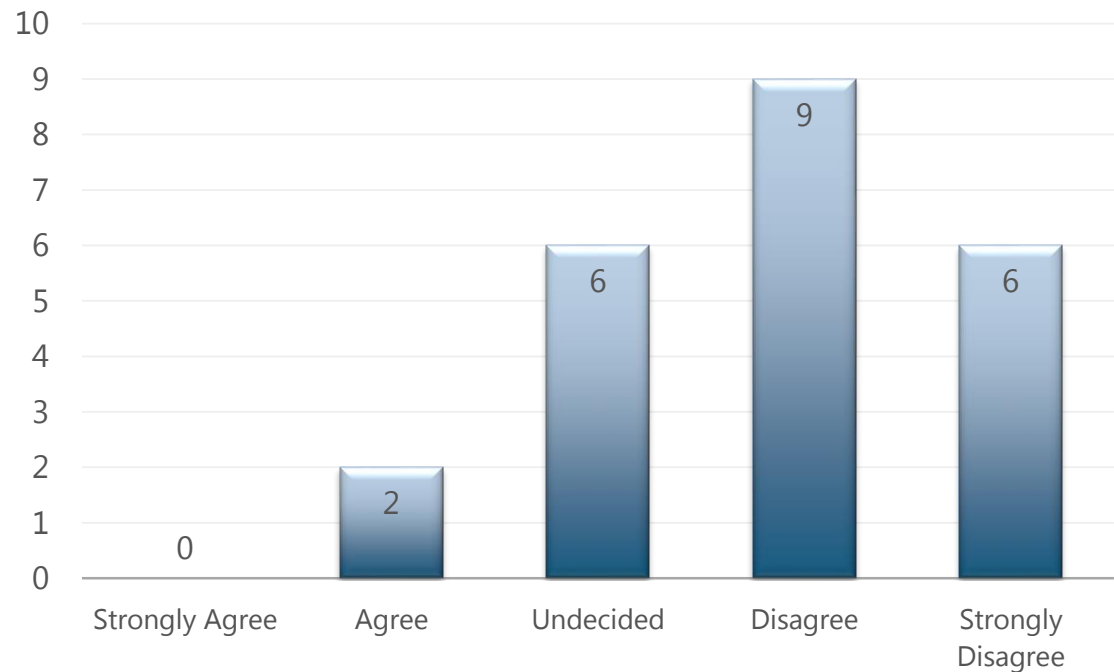
# Survey Results

## Survey Instrument

15. There is a succession plan in place for my position?

**Avg. 2.2**

Strongly Agree	0.00%
Agree	8.70%
Undecided	26.09%
Disagree	<b>39.13%</b>
Strongly Disagree	<b>26.09%</b>



# Survey Results

## Survey Instrument

### 16. If you could improve one thing what would it be?

#### Organization Culture

- Dump the us against them attitude of the Progressive Union mindset.
- Trust.
- Employee relations, the trust factor.

#### Organization Structure

- Better support for operations department.
- JBWD needs more structure and accountability. JBWD also needs more employees in the field that can do the job.
- The obvious one, there are 17 or something employees in the office, and 7 in the field.
- Allow promotions from within the District.

#### Customer Management

- As far as customer service, no rules are enforced. Every customer is treated different. We make special accommodations for some customers.

#### Resource Management

- Appropriate staffing levels or improved efficiencies - we are so overworked!
- Because of limited resources we can't necessarily focus on the most important or strategic work, but have to focus on the current deadline.
- I feel the main challenge with employees doing their best is the amount of workload to handle in the hours available. I would add a couple of staff so employees would be inspired to create goals and feel that they could actually meet them.
- For the district to get fully staff.
- Have an orientation when someone starts working at the District.
- Bigger office building.



# Survey Results

## Survey Instrument

### 16. If you could improve one thing what would it be (continued)?

#### Communication

- Internal communications.
- Improve communication between the field and the office.
- Communication, both directly between staff and electronic (i.e. with software that is fully, truly integrated for all aspects of the operation).
- Communication between the office and the field is poor.
- How our data is entered, stored and used among all departments. We use 3 different programs that don't talk to each other. I feel it's inefficient.
- Get both management and staff to understand how to develop the ability to prioritize issues and to recognize the things that are not.

#### Performance Management

- Direction.
- Clear concise objectives and goals. A mission.
- Prioritize a set of goals for each department, for each year/quarter.
- Clearly defined goals creating a better culture and employee engagement.
- Accountability.
- Accountability (*2<sup>nd</sup> separate response*).
- Performance evaluations are complicated to complete. There's questions that make it difficult for supervisors to complete them accurately.

# Appendix B:

# Glossary

# Glossary

AGM – assistant general manager  
AMR – automated meter reading  
C&M – construction & maintenance  
CIP – capital improvement program  
CIS – customer information system  
CMMS – computerized maintenance management system  
CRP – capital replacement program  
CSR – customer service representative  
DWRO – Director of water resources and operations  
EAM – enterprise asset management  
ERP – enterprise resource planning  
FIS – financial information system  
FST – field service technician  
FTE – full time equivalent  
GIS – geographic information system  
GM – general manager  
GPS – global positioning system

GU – General Unit  
HR – human resources  
KPIs – key performance indicators  
LOS – levels of service  
MSC – Management, Supervisory, Confidential  
PM – preventive maintenance  
PT – part time  
SOP – standard operating procedure  
SWOT – strengths, weaknesses, opportunities and threats