



SPECIAL MEETING

NOTICE AND AGENDA

EAST ORANGE COUNTY WATER DISTRICT
(EOCWD)

Friday, November 5, 2021
185 N. McPherson Road, Orange, California

9:00 a.m.

NOTE: On March 4, 2020, California Governor Gavin Newsom declared a State of Emergency in California as a result of the COVID-19 Pandemic, for which State and Orange County Public Health Officials have continued to recommend measures to promote social distancing. Pursuant to Government Code Section 54953, and corresponding findings of the Board that currently remain in effect, (1) members of the Board of Directors and public may elect to attend this Special Meeting by telephone or video conference due to concerns relative to COVID-19 Coronavirus and avoidance of public gatherings, and (2) **THERE WILL BE NO PUBLIC LOCATION TO ATTEND THIS BOARD MEETING IN PERSON.** The public may attend either telephonically by calling into, or by videoconference by logging into, the meeting at:

To Access the Meeting by Computer/Device

<https://us02web.zoom.us/j/83416087689?pwd=Y0Y1WIVLVy9TMmRqL1NBZlppdkFiQT09>
or via shortlink: <https://bit.ly/3GNuclu>

To Access the meeting by Phone:

Dial: (669) 900-6833

Meeting ID: 834 1608 7689 Passcode: 666973

Members of the public shall be permitted to speak live at the meeting as to both agendized and non-agendized items, as reflected in the agenda, utilizing the above-referenced internet or telephone options. Those wishing to speak may either submit a speaker request via the on-line chat feature before an item is heard, or by verbally indicating their desire to comment at the time the item is called. Additionally, members of the public may, but are not required to, e-mail comments to Sylvia Prado at sprado@eocwd.com up to 30 minutes before the Board meeting, and such comments shall be provided to the Board. Members of the public wishing to attend the meeting that require other reasonable modifications or accommodation to facilitate such attendance should contact Ms. Prado at (714) 538-5815 or the e-mail provided as soon as feasible before the meeting to make such request.



Call Meeting to Order; Pledge of Allegiance – Director Bell

Public Communications to the Board: Opportunity for members of the public to comment on agendized and non-agendized items. Each speaker and comment is limited to three minutes. During this time, e-mailed comments timely submitted to Ms. Prado shall also be provided to the Board. Interested speakers who indicate their desire to speak during this item shall be afforded an opportunity to address the Board. At the discretion of the Board President, comments on a particular agendized item may be deferred until that item is heard by the Board.

OPERATION, MANAGEMENT, AND CONSTRUCTION MATTERS

1. Improvement District (ID) 1 Capacity, Reliability, and Augmentation (“CRA”) Project No. 1 – Discussion and consideration of exercise of “Off-Ramp” Option in the Design-Build Agreement and Acknowledgment of Contractor Name Change
2. Strategic Plan Workshop – Discussion Only

ADJOURNMENT

Adjourning to the next Regular Meeting scheduled **November 18, 2021**, at 5:00 p.m., in the offices of the East Orange County Water District, 185 N. McPherson Road, Orange, California or on-line as noticed.

Availability of agenda materials: Agenda exhibits and other writings that are disclosable public records distributed to all or a majority of the members of the East Orange County Water District Board of Directors in connection with a matter subject to discussion or consideration at an open meeting of the Board are available for public inspection in the District’s office, 185 N. McPherson Road, Orange, California (“District Office”). If such writings are distributed to members of the Board less than 24 hours prior to the meeting, they will be available at the reception desk of the District Office during business hours at the same time as they are distributed to the Board members, except that if such writings are distributed less than one hour prior to, or during, the meeting, they will be available in the meeting room of the District Office.

Disability-related accommodations: The East Orange County Water District Board of Directors meeting room is wheelchair accessible. If you require any special disability-related accommodations (e.g., access to an amplified sound system, etc.) please contact Sylvia Prado in the District Office at (714) 538-5815 during business hours at least twenty-four (24) hours prior to the scheduled meeting. This agenda can be obtained in alternative format upon written request to Sylvia Prado in the District Office, at least twenty-four (24) hours prior to the scheduled meeting.



MEMO

TO: BOARD OF DIRECTORS
FROM: GENERAL MANAGER
SUBJECT: ID1 CAPACITY, RELIABILITY AND AUGMENTATION PROJECT #1 – AUTHORIZATION TO EXERCISE OFF-RAMP AND COMPANY NAME CHANGE
DATE: NOVEMBER 5, 2021

Background

Staff reported to the Board at the October 21 meeting that, to date, the District has awarded Quanta Electric Power Construction Management (Quanta) two change orders for Phase 1 design and permitting services for the ID1 CRA Project (Project) to bring the total contract to approximately \$2.35 million, with subsequent construction costs to be determined. A portion of the design was separated and expedited in order to avoid a potential conflict with a joint City of Tustin/County of Orange paving project. This segment, designated as Browning North or Package 1, includes the sewer replacement in Browning Avenue from just North of the 5 Freeway to Bent Twig Street in Tustin. The remainder of the project is designated as Package 2 (Browning south of the 5 Freeway to Mitchell, Fallen Leaf crossing, B Street, Clarissa Lane, and Crawford Canyon).

Quanta submitted a Guaranteed Maximum Price (GMP) for the construction of the Browning North segment of approximately \$6.4 million based on a single sub-contractor quote. Staff requested Quanta provide additional sub-contractor quotes for this work. The additional quotes were both approximately \$6.8 million. All of the construction figures included \$600,000 of contractor and owner controlled contingency funds. Staff engaged Butier Engineering to provide expertise in reviewing the design as well as the construction costs.

Complex infrastructure projects can benefit from the Design-Build delivery method to meet tight schedules, reduce owner risk, and utilize alternative construction methods or materials to reduce the overall cost. The Project in its current form will employ straight-forward, common industry construction methods of open cut trench pipeline replacement and jack and bore with low risk. Many of the construction advantages have been incorporated into the design, the schedule is tracking as normal, and, following a thorough review by staff and Butier Engineering, staff believes the Project cost can be reduced and higher value achieved by utilizing the design-bid-build method of delivery.

Staff recommends the Board authorize the General Manager to exercise the “off-ramp” for the Project and solicit bids for the Phase 2 construction of the Project. Quanta will continue to complete Phase 1 tasks including unified plans and specifications for use by the District to solicit competitive bids for construction of the Project and completion of Design-Builder’s responsibilities as the Engineer of Record, including the provision of engineering services during construction.

Quanta also requested a company name change, as shown in the attached, from Quanta Electric Power Construction Management, Inc. to Quanta Infrastructure Solutions Group, LLC.

**ID1 CAPACITY, RELIABILITY AND AUGMENTATION PROJECT #1 – AUTHORIZATION
TO EXERCISE OFF-RAMP AND COMPANY NAME CHANGE
November 5, 2021**

Fiscal Impact

Funds have been budgeted in Account #7302120 for this project. These costs will be funded through the debt issuance approved by the Board.

Recommendation

That the Board authorize the General Manager to exercise the “off-ramp” for the ID1 CRA Project and solicit bids for the Phase 2 construction of the ID1 CRA Project and acknowledge the change in company name from Quanta Electric Power Construction Management, Inc. to Quanta Infrastructure Solutions Group, LLC.

Attachment(s): Quanta Infrastructure Solutions Group, LLC, Organizational Name Change Letter

October 1, 2021

Subject: Organizational Name Change to Quanta Infrastructure Solutions Group, LLC (QISG)

Dear Valued Business Partners:

Our mission is to provide comprehensive infrastructure solutions to our customers in a safe and efficient manner. In connection with that mission, we are excited to announce that, effective as of October 1, 2021, **Quanta Electric Power Construction, LLC (QEPC)** (the “Company”) has changed its name to **Quanta Infrastructure Solutions Group, LLC (QISG)**. We feel that this new name exemplifies our purpose, with an increased focus on collaborative project management and front-end services, along with comprehensive turnkey project solutions, to support the planning, development, execution, and maintenance of our customers’ critical infrastructure assets. The name change also illustrates the comprehensive solutions we offer through unrivaled resources with our sister companies within the Quanta Services, Inc. organization.

For those of you party to contractual arrangements with Quanta Electric Power Construction Management, Inc. (f/k/a HDR Constructors, Inc.), a wholly-owned subsidiary of the Company, that entity was merged with and into the Company immediately prior to the name change described above. In connection with the merger, the Company assumed all of that entity’s obligations, liabilities, and assets (including contracts) as a matter of law.

The Company will continue to operate in its current manner and your contacts will remain unchanged. The Company’s banking details and federal EIN (82-2224175) did not change as a result of this restructuring. We are providing an updated W-9 reflecting our new name with this letter. Additionally, we will be providing updated certificates of insurance and endorsements, as applicable, in due course. The name change will not affect the coverages evidenced on the certificates currently in your possession.

We have transitioned our domain name from @q-epc.com to @quantaig.com and have launched a www.quantaig.com website. However, our employees will continue to receive incoming emails to the former email address for the foreseeable future.

If you have any questions or concerns about the legal aspects of the name change described herein, please feel free to contact our Group General Counsel, Josh Chaffin, at 713-985-6483 or jchaffin@quantaig.com.

Very truly yours,



Adam K. Brown
President

Enclosures

October 1, 2021

Re: Quanta Infrastructure Solutions Group, LLC – Tax Classification and Ownership

To Whom it May Concern,

QSI, Inc. owns 100% of **Quanta Infrastructure Solutions Group, LLC** (formerly Quanta Electric Power Construction, LLC), a Delaware limited liability company (“QISG”), indirectly through other entities that are disregarded for U.S. Federal Income tax purposes. As a result, under Treasury Regulation §301.7701-2(c)(2)(ii), QISG is considered a disregarded entity of QSI, Inc. for U.S. Federal Income Tax purposes.

Consistent with this classification, and the instructions for Form W-9, which state that “The name of the entity entered on line 1 should never be a disregarded entity,” QISG is shown on line 2 of the attached Form W-9.

QISG has its own legal existence and EIN: 82-2224175. The federal tax classification of the entity has no impact on the operations of the legal entity or its ability to sign and execute contracts. We respectfully request that Quanta Infrastructure Solutions Group, LLC should be contracted with directly and issued related purchase orders and work releases and issued payment using the name and EIN listed on line 2 of the Form W-9.

If there are any questions or concerns with this information, I can be reached at 713-985-6483 or via email at jchaffin@QuantaISG.com.

Very truly yours,



Joshua S. Chaffin
Group General Counsel
Quanta Infrastructure Solutions Group, LLC

Enclosure

Delaware

The First State

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I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF MERGER, WHICH MERGES:

"QUANTA ELECTRIC POWER CONSTRUCTION MANAGEMENT, INC.", A NEBRASKA CORPORATION,

WITH AND INTO "QUANTA ELECTRIC POWER CONSTRUCTION, LLC" UNDER THE NAME OF "QUANTA INFRASTRUCTURE SOLUTIONS GROUP, LLC", A LIMITED LIABILITY COMPANY ORGANIZED AND EXISTING UNDER THE LAWS OF THE STATE OF DELAWARE, AS RECEIVED AND FILED IN THIS OFFICE ON THE TWENTY-NINTH DAY OF SEPTEMBER, A.D. 2021, AT 4:56 O`CLOCK P.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE EFFECTIVE DATE OF THE AFORESAID CERTIFICATE OF MERGER IS THE FIRST DAY OF OCTOBER, A.D. 2021.




Jeffrey W. Bullock, Secretary of State

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SR# 20213380733

Authentication: 204288061
Date: 09-29-21

You may verify this certificate online at corp.delaware.gov/authver.shtml

**STATE OF DELAWARE
CERTIFICATE OF MERGER OF
FOREIGN CORPORATION INTO
DOMESTIC LIMITED LIABILITY COMPANY**

Pursuant to Title 6, Section 18-209 of the Limited Liability Company Act, the undersigned limited liability company executed the following Certificate of Merger:

FIRST: The name of the surviving limited liability company is **QUANTA ELECTRIC POWER CONSTRUCTION, LLC**, a Delaware limited liability company.

SECOND: The name of the corporation being merged into this surviving limited liability company is Quanta Electric Power Construction Management, Inc. The jurisdiction in which this Corporation was formed is Nebraska.

THIRD: The Agreement of Merger has been approved, adopted, certified, executed and acknowledged by both entities.

FOURTH: The name of the surviving limited liability company is **Quanta Electric Power Construction, LLC**, a Delaware limited liability company.

FIFTH: In connection with such merger, the Certificate of Formation of the surviving limited liability company shall be amended as follows:

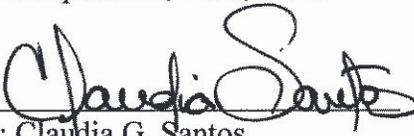
*“FIRST: The name of the limited liability company is **Quanta Infrastructure Solutions Group, LLC.**”*

SIXTH: The merger and amendment of the Certificate of Formation of the surviving limited liability company are to become effective on **October 1, 2021 at 12:01 a.m. Central Time.**

SEVENTH: The Agreement of Merger is on file at 2800 Post Oak Blvd., Ste. 2600, Houston, Texas 77056, the place of business of the surviving limited liability company.

EIGHTH: A copy of the Agreement of Merger will be furnished by the surviving limited liability company on request, without cost, to any member of any constituent limited liability company or any person holding an interest in any other business entity which is to merge or consolidate.

IN WITNESS WHEREOF, said surviving limited liability company has caused this certificate to be signed by an authorized officer, this 29th day of September, A.D., 2021.

By: 
Name: Claudia G. Santos
Title: Assistant Secretary



MEMO

TO: BOARD OF DIRECTORS
FROM: GENERAL MANAGER
SUBJECT: STRATEGIC PLAN
DATE NOVEMBER 5, 2021

Background

While the core services of the District do not change, efforts are periodically focused through a strategic planning process. With several organizational changes, new external challenges and an intensified capital improvement plan an update to prior planning efforts was undertaken. Over the past several months, the District has worked with Ed Means to develop the attached draft plan to serve as a guide for the Board to review and workshop.

The Plan will define the vision, mission, values, and goals for EOCWD. The intent of the workshop is to refine the input our consultant has gathered to reach a coordinated plan that we will consistently support and use to track our future progress.

Recommendation

Informational.

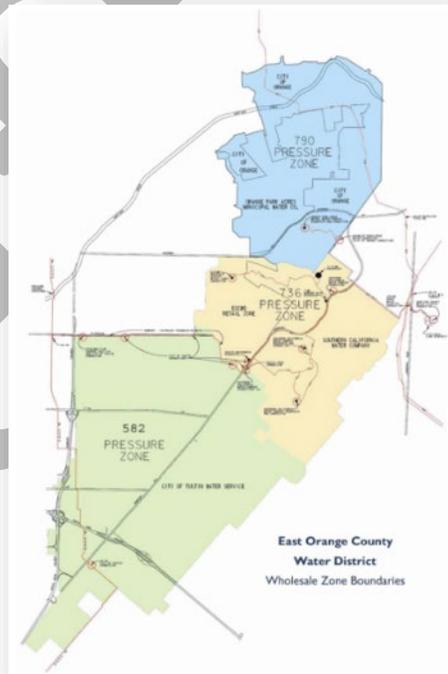
Attachment(s): Draft 2022 Strategic Plan
Strategic Plan Workshop Presentation

2022 FIVE-YEAR STRATEGIC PLAN

Message from the Board

Welcome to the East Orange County Water District's (EOCWD) 5-Year Strategic Plan. This document is a blueprint for how EOCWD will respond to current challenges and make the best of future opportunities for the benefit of our customers. It confirms our mission and goals as a public agency dedicated to providing high quality water service to the more than 100,000 residents in the EOCWD service area. It outlines the specific goals, strategies, and objectives we will pursue to move us from where we are to where we want to be.

EOCWD is a locally governed, public wholesale and retail water district formed in 1961 encompassing an area of approximately 100,000 acres. It is a member of the Municipal Water District of Orange County, which is a member of the Metropolitan Water District and therefore entitled to receive Colorado River and Northern California imported water. This treated imported water is delivered to a portion of the incorporated areas of the cities of Tustin and Orange and the adjoining unincorporated communities of North Tustin, Lemon Heights, Cowan Heights, Orange Park Acres and Panorama Heights. In addition, in July of 1985, the District assumed the operations of Orange County Water Works District # 8 and became a retail water provider.



On May 11, 2016, the Orange County Local Agency Formation Commission (OCLAFCO) approved EOCWD's application for transfer of the Orange County Sanitation District's (OCSD's) Area 7 Local Sewer System. The actual transfer of the gravity sewer assets was performed on August 1, 2016.

The EOCWD Board of Directors and staff are charting a course for continued success in the future through the development and execution of this Strategic Plan. The Plan defines the vision, mission,



2022 FIVE-YEAR STRATEGIC PLAN

values, goals and 5-year business strategy for EOCWD. Our commitments to the communities we serve fall into four areas: Water and sewer service and infrastructure reliability, Community representation and engagement, Financial integrity, and Professional workforce. These commitments are established as the four goals of the plan. Our Board actions will consistently support these commitments and we will track our progress against this plan, revisiting the plan on a recurring basis to adjust as conditions warrant.

EOCWD will be heavily involved in delivery of significant capital facilities during this Strategic Plan period. These facilities include a new well and water treatment system, new pump station, new reservoir, new maintenance yard and headquarters, and a large collection systems pipeline rehabilitation project. This represents an important focus of the EOCWD. The delivery of these capital projects will need to occur seamlessly with the routine service obligations of the District as described in this plan.

EOCWD is also conducting a rate study to determine the long term needs for investment in the retail and wholesale water systems as well as the wastewater system and how best to ensure adequate capital is available to support the needed investments. The setting of rates will be an important EOCWD activity in this 5-year Strategic Plan period.

Director Richard Bell

Director Douglass S. Davert, President

Director John Dulebohn, Vice President

Director George Murdoch

Director John L. Sears

2022 FIVE-YEAR STRATEGIC PLAN

Message from the General Manager

While our core business remains constant over time, this plan directs how we will take on the complex issues and challenges we face in the next several years. In developing this Strategic Plan, we focused on four priority areas:

1. Water and sewer service and infrastructure reliability
2. Community representation and engagement
3. Financial integrity
4. Professional workforce

Why these four? These four areas summarize the “big picture” of what we need to do – and do well – so that we achieve our mission to: *“Provide our customers with reliable, high quality water services featuring home town service, fiscal discipline and direct accountability”*.

Why this order? This is a logical order of what we have determined to be the highest priority as a District, however, the priority of individual areas will shift in emphasis over the course of this plan as events dictate.

Strategic planning is in an ongoing process. We will continue to periodically review the Strategic Plan in conjunction with our budget process to readjust as changing conditions dictate. With the support of the Board, I am confident this plan will help us achieve the expectations of those we serve in the months and years to come.

Respectfully submitted,

David Youngblood PE
General Manager

2022 FIVE-YEAR STRATEGIC PLAN

Introduction

Strategic Planning is a structured process to prioritize issues. Due to the reality of finite resources, staff must be focused on the key issues that are critical to its mission.

The planning process enabled the EOCWD board and staff to step back from daily activities and deliberate on ways to achieve the EOCWD mission to “*Provide our customers with reliable, high quality water services featuring home town service, fiscal discipline and direct accountability*”.

The Strategic Plan was developed under the guidance of the Board of Directors and senior management representing all of the EOCWD’s functions. This team met over a two-month period following the steps in the call out box to the right. The focus of the staff’s strategic deliberations was the key issues EOCWD will face in the next five-year planning horizon (and beyond). Workshops were held with the Board and the Senior Management staff to identify strengths, weaknesses, opportunities and threats (SWOT Analysis) that the plan should consider. A workshop was held with the Board of Directors on November 6, 2021 to verify the vision, mission, goals and values statements and review the four goals that set the framework for the strategies and objectives development by the management team. The Board adopted the plan on **xxxx**.

- *Review background documents*
- *Review current operating environment – strengths, weaknesses, opportunities, & threats*
- *Review Vision, Mission, Values and establish Goals*
- *Develop Strategies and Objectives*
- *Develop staffing and resource needs in conjunction with the Annual Budgeting Process*
- *Regularly update the Plan*

The five-year Strategic Plan will be implemented and tracked through the Budget process.

2022 FIVE-YEAR STRATEGIC PLAN

Vision Statement

Our vision is to:

“Maintain our community’s high quality of life through provision of valued water and sewer services”



Mission Statement

Our mission is to:

“Provide our customers with reliable, high quality water and sewer services featuring home town service, fiscal discipline and direct accountability”

Values

EOCWD will embody the following core values in the setting and implementation of its policies and practices:

- Integrity and ethical behavior – EOCWD will consistently adhere to high moral and ethical principles

2022 FIVE-YEAR STRATEGIC PLAN

- Community – EOCWD will cooperatively work together and with stakeholders to further the mission and goals of the organization
- Customer service – EOCWD will professionally and responsively serve the needs of its customers
- Respect – EOCWD will work with our stakeholders in a respectful, professional, and courteous fashion
- Disciplined (Fiscally and operationally) – EOCWD will be good stewards of the facilities, people, and financial resources entrusted to it
- Creative – EOCWD will encourage and value the introduction of new ideas and methods
- Transparent – EOCWD will engage its stakeholders and interact with them in a fair, open and honest manner



Goals / Strategies / Objectives

The Board developed goal areas that represent the key EOCWD commitments to the community it serves.

- **Goal 1: Water and Sewer Service Reliability** – EOCWD will provide safe, reliable, and environmentally-sustainable water and sewer services and infrastructure that meet the needs of the community
- **Goal 2: Community Representation and Engagement** – EOCWD will provide responsive local governance, value and outreach to the communities we serve
- **Goal 3: Financial Integrity** – EOCWD will manage our financial assets to provide and maintain reliable water and sewer services
- **Goal 4: Professional Workforce** – EOCWD will maintain workforce expertise to ensure service quality, continuity, and reliability

Management and staff have identified specific strategies and measurable objectives for each goal area to ensure the proper actions are taken to fulfill the commitment implicit in the goal area. The

2022 FIVE-YEAR STRATEGIC PLAN

strategies and objectives listed below encompass both current and new activities. The implementation of these strategies and objectives will be further detailed through specific memoranda.

Goal 1: EOCWD will provide safe, reliable, and environmentally-sustainable water and sewer services and infrastructure that meet the needs of the community

Strategy 1 – Provide proper management, development, and replacement of infrastructure

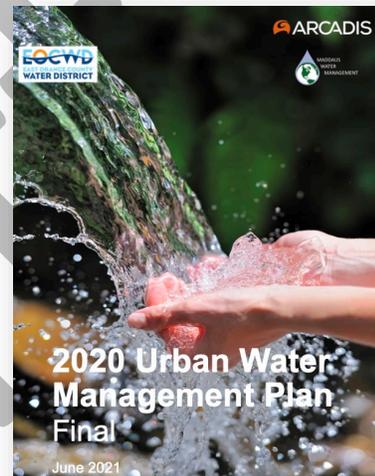
- Objective 1 Execute current capital improvement plan
- Objective 2 Update the Master Plan
- Objective 3 Complete the 2025 Urban Water Management Plan
- Objective 4 Develop an energy strategy

Strategy 2 – Operate the system to achieve service level standards

- Objective 1 Develop dashboard to track service level goals and key performance indicators
- Objective 2 Regularly review to determine progress
- Objective 3 Provide 100% compliance with Safe Drinking Water Act standards
- Objective 4 Manage the sewer collection system to prevent or mitigate spills
- Objective 5 Maintain the Districts emergency response readiness

Strategy 3 – Protect supply and reliability of local groundwater

- Objective 1 Implement well replacement project
- Objective 2 Successfully bring well head treatment system on-line
- Objective 3 Support and track OCWD litigation efforts

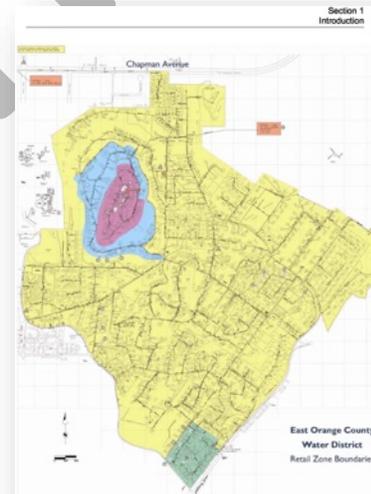


2022 FIVE-YEAR STRATEGIC PLAN

Goal 2: Community Representation and Engagement – EOCWD will provide responsive local governance, value and outreach to the communities we serve

Strategy 1 – Build alliances to support the interests of EOCWD

- Objective 1 Implement the Communications Plan (which includes messaging on new CIP projects, facility development, water quality issues, etc.)
- Objective 2 Manage an open and thoughtful redistricting process
- Objective 3 Evaluate partnership opportunities with local agencies
- Objective 4 Proactively engage in the regulatory process where appropriate
- Objective 5 Work with EOCWD advocates in Sacramento and Washington DC to implement the District's legislative and regulatory policies
- Objective 6 Support Board participation in the governance of regional and state-wide organizations



Strategy 2 – Maintain excellent customer service

- Objective 1 Measure and report customer satisfaction
- Objective 2 Work with wholesale customers to resolve potential water quality problems

Strategy 3 – Promote water use efficiency and public education

2022 FIVE-YEAR STRATEGIC PLAN

- Objective 1 Provide regular contact via social media, website, etc
- Objective 2 Develop water wise garden as part of the new District offices
- Objective 3 Provide opportunities for customer education
- Objective 4 Leverage available funding from regional, state, and federal agencies



Goal 3: Financial Integrity – EOCWD will manage our financial assets to provide and maintain reliable water and sewer services

Strategy 1 – Ensure that adequate financial capacity exists to maintain District assets

- Objective 1 Manage within the budget (beyond emergencies)
- Objective 2 Receive an unqualified audit outcome each year
- Objective 3 Evaluate the adequacy of current insurance coverage
- Objective 4 Continue conducting a water and sewer cost of service study at five-year intervals

Strategy 2 – Ensure the District operations are efficient and effective

- Objective 1 Track and report progress against selected key performance indicators
- Objective 2 Resolve meter discrepancy issues at OC-70. Identify cause of upper zone water loss outside of OC-70 metering issue
- Objective 3 Optimize sewer system cleanings
- Objective 4 Complete SCADA system upgrades
- Objective 5 Benchmark Board travel policies

Goal 4: Professional Workforce – EOCWD will maintain workforce expertise to ensure service quality, continuity, and reliability

Strategy 1 – Develop long-term strategy to retain staff

2022 FIVE-YEAR STRATEGIC PLAN

- Objective 1 Regularly meet with staff to assess staff morale and discuss any challenges
- Objective 2 Review and optimize staff recognition events
- Objective 3 Conduct compensation and benefit studies to remain competitive
- Objective 4 Develop a succession plan with a focus on management positions



Strategy 2 – Staff development

- Objective 1 Provide appropriate training opportunities
- Objective 2 Provide opportunities for staff to obtain knowledge and skills
- Objective 3 Support and incentivize staff to advance certifications

Next Steps

The plan is intended to be a living document and will be reviewed and updated annually to remain current. It will be used in planning and budgeting the activities of EOCWD. Formal “action plans” will be developed for some of the key strategies.

Key Performance Indicators (KPIs) have been established to measure progress against the Goals of the plan. These include:

1. # of breaks per mile of pipeline
2. # of hours customers are out of service
3. # of sewer spills
4. Feet of sewer cleaned
5. Feet of sewer camera inspected
6. # of valves maintained/replaced
7. # of hydrants maintained/replaced
8. CIP dollars budgeted vs. actual expended
9. Project completion vs. budget expended
10. Project completion % vs. planned
11. Number and nature of complaints

2022 FIVE-YEAR STRATEGIC PLAN

12. Demonstrated rising customer satisfaction (through surveys every few years)
13. Lost time accidents

Draft

EOCWD Board Strategic Planning Workshop

East Orange County Water District
Board Workshop
November 5, 2021



Agenda

- 9:00 a.m. Introductions and workshop objectives
- 9:10 a.m. Review of Board interview feedback and discussion of strategic priorities
- 10:00 a.m. Review of management input
- 10:30 a.m. Break
- 10:45 a.m. Review of recommended revisions to the Strategic Plan
- 11:45 a.m. Next Steps
- 12:00 a.m. Lunch
- 1:00 p.m. Adjourn

Introduction and Objectives

- Review and discuss current Strategic Plan issues
- Provide input on Strategic Plan revisions

Introduction and Objectives: Strategic Planning Approach



Agenda

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Director Interviews - Strengths

- Management team
- General Manager
- Highly trained workforce
- Board works well together; good Board/Management relationship
- Capital Project delivery will be very important going forward
- O&M is good; tend to see areas w/ potential problems sooner
- Stable local politics
- Finances are solid
- Good morale/camaraderie among GMs
- Big priority in coming years will be rates
- Reputation at MWDOC is good

Director Interviews - Weaknesses

- Old well will need replacement
- Citizen Advisory Committee is currently of questionable benefit
- Director's compensation
- Succession planning (management, aging board, small agency)
- Training
- Need tracking sheet/status reports
- Need continued focus on Safety
- Invest in public outreach (e.g. health risk)

Director Interviews - Weaknesses

- Potential for political instability
- Need to look at number of operators needed
- Need to continually revisit the CIP
- Need to continue planning (reservoir, SB-9, system capacity, gpcd changes, MELO)
- Develop and implement a backup power/energy/climate strategy
- Some complaints about Golden State

Director Interviews - Opportunities

- Deliver capital facilities
- Need Strategic Plan progress updates (e.g. tracking sheet, dashboard)
- Prioritize master planning
- Test new well water quality
- Evaluate appropriate use of treatment plant/site
- Pursue grants
- Succession planning
- Consider interns to help Jeff?
- Energy assessment/strategy is needed (efficiency, etc.)

Director Interviews - Opportunities

- Develop a set of metrics that are easy to report and track District health
- Benchmark travel policies of like-size agencies
- Consider “water station” at new well for filling 5 gallon vessels
- Provide input to Santiago College to improve curriculum
- Succession planning in operations and engineering
- Evaluate stormwater capture opportunities
- Messaging on new maintenance yard, headquarters, etc.
- Build alliances with other entities
- Lease the street out in front; obtain right to exit?
- Always seek to provide better service

Director Interviews - Threats

- Unpaid water bills
- Legislation / State mandates (e.g. SB-9, PFAS)
- PFAS issue is rising in the public's consciousness; be prepared to speak to the issue/talk about water quality issues
- More general education about water quality – encouraging OCWD on messaging on WQ
- Redistricting could create instability
- Upcoming rate setting
- Limited bench strength
- District vs at-large voting next year

Open Discussion

- Mission/Vision/Values/Goals feel right
- Priorities

Agenda

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Management Interviews - Strengths

- Nimble, can change directions, customer communications, moves rapidly
- Good team here; people who care and have integrity
- Identified a couple positions to fill; building out the team
- Board has been very supportive; interested; get needed resources
- Political strength including LAFCO and ACWA relationships
- Customer service; very responsive; 15 mins
- Handling sewer side – multi-skilled workforce
- At a pretty good level staff wise and can maintain training

Management Interviews - Strengths

- Pay is competitive
- Good relationships with Orange
- Good relationships with MWDOC
- Energy exposure is relatively low (gravity sewer and wholesale system)

Management Interviews - Weaknesses

- New staff need training; takes time
- HQ Building/yard; teed up to get new facility
- Need to focus on capital delivery and avoid distractions (e.g. non-critical planning studies)
- Retail zone is so small (1200 customers); challenging from a financial standpoint.
- Sewer side - revs come off the property tax
- Retail side
 - Need for more reserves
 - Caused us to be very creative on delivery (e.g. design/build)
 - Taking on some risk but employees more engaged
 - DBO on sewer; costs coming in higher; have offramps

Management Interviews - Weaknesses

- Staffing – need to provide opportunities; good people are going to leave; need to be set up for that – cross-training; More experienced folks are going to leave;
- Not deep on the bench – strategy needs to be paying well
- Hard to get good folks
- Santiago shut down for a couple years;

Management Interviews - Opportunities

- Adding water supervisor position so Jerry can “elevate”
- Opportunity for new relationships
- Communication – tell the story about the HQ needs
- Current rate study – what we can do to move things to the property tax rolls
- Don’t have a specific linkage to MWD rates
- Treatment for PFAS – opportunity for employees to learn more
- City of Tustin; open to having EOCWD use some of their properties
- Some agencies self-dispatch; go straight to their job
- Seek opportunities to improve the employee value proposition
- Don’t be pushy with “acquisitions”; more opportunistic.
- Engineering consultants - Mid-range firms are gone
- Document processes; very busy right now); Seduru captures/schedules work

Management Interviews - Threats

- Retail zone takeover – IRWD, Tustin, Golden State; always an issue
- Low demand on the wholesale side (MWD); once the imported deliveries start will have chloramine decay issues in low flow areas
- Lower gpcd State requirements
- Emerging contaminants; EPA requirements
- Treatment system that OCWD selected may not meet all contam removal needs
- Ongoing legal action to recover money from manufacturers of PFAS
 - RA is rising and will erode differential with MWD rate
- Climate change; energy efficiency opportunity – doesn't pan out typically
- ADU's – SB9;
- Covid working from home

Open Discussion - Priorities

- Capital delivery
- Rates

Agenda

- 9:00 a.m. Introductions and workshop objectives
- 9:10 a.m. Review of Board interview feedback and discussion of strategic priorities
- 10:00 a.m. Review of management input
- 10:30 a.m. Break**
- 10:45 a.m. Review of recommended revisions to the Strategic Plan
- 11:45 a.m. Next Steps
- 12:00 a.m. Lunch
- 1:00 p.m. Adjourn

BREAK

Agenda

- 9:00 a.m. Introductions and workshop objectives
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Review of Strategic Plan

- Refer to your copy
- Serial review of document
- Suggest additions/deletions/modifications

Agenda

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- 1:00 p.m. Adjourn

Next Steps

- Work with staff to include the edits to Strategic Plan
- Present draft plan to the Board
- Finalize strategic plan

Lunch

Adjourn

