

REQUEST FOR PROPOSALS

Brand Alignment Study

Issue Date
June 9, 2025

Due Date
July 3, 2025

Arman D. Tarzi
Manager of Government & Public Affairs

Contact Information
Jurupa Community Services District
11201 Harrel Street
Jurupa Valley, CA 91752
(951) 685-7434
PublicOutreach@JCSD.us



jurupa

COMMUNITY SERVICES DISTRICT

Proudly serving Jurupa Valley and Eastvale

Over
140,000
People Served

ABOUT US

The Jurupa Community Services District (JCSD) is a public agency providing award-winning services and programs to the communities of Eastvale and Jurupa Valley.

JCSD is governed by a Board of Directors comprised of five elected representatives from both cities.

**40 SQUARE
MILES**
Service Area

Encompassing
**EASTVALE &
JURUPA VALLEY**

JCSD LEADERSHIP



Division 3
Betty Folsom
President



Division 5
Anthony Herda
Vice President



Division 1
**Kenneth J.
McLaughlin**
Director



Division 2
Lupe R. Nava
Director



Division 4
Bart Moreno
Director



Chris Berch
General
Manager

Established in 1956



Water



Wastewater



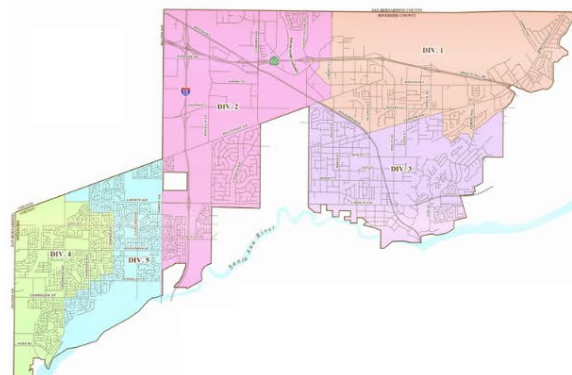
Parks &
Recreation



Graffiti
Abatement



Streetlights



www.JCSD.us
951.685.7434

11201 Harrel St. Jurupa Valley, CA 91752

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1. REQUEST FOR PROPOSALS (RFP)

A. OVERVIEW

The Jurupa Community Services District (JCSD) is soliciting proposals from qualified firms to lead the JCSD Brand Alignment Study. This project will assess how well the JCSD's visual identity, logo, and name reflect its broad scope of services, regional leadership, and the diverse communities it serves. The goal is not to rebrand for the sake of change, but to explore whether a more inclusive, representative, and future-ready brand identity would better align with JCSD's role as a regional leader in water, wastewater, parks and recreation, and public services.

The selected Consultant will conduct research, engage stakeholders, including the Board of Directors, Executive Team, and community members, and provide recommendations that may include naming options, sample logos, and messaging strategies. The goal is to ensure JCSD's brand continues to support clarity, inclusivity, and long-term strategic goals while honoring its history and service to more than 140,000 residents in Eastvale and Jurupa Valley.

B. PROPOSAL SUBMITTAL DETAILS

Technical Proposals shall be submitted electronically in PDF format to:

Outreach@JCSD.us

The email subject shall read "Technical Proposal from *Consultant's Name*: JCSD Brand Alignment Study"

Consultants shall submit a separate email with the subject "Fee Proposal from *Consultant's Name*: JCSD Brand Alignment Study"

Technical and Fee proposals must be sent no later than the deadline listed in the Project Schedule section of this RFP. All proposals received after this deadline will be rejected. Consultants are encouraged to send their proposals utilizing the DELIVERY and READ Receipts enabled.

The delivery receipt will be the bidder's verification that the proposal has been sent to JCSD prior to the deadline. All electronic files must be less than 20 MB as this is JCSD's limit for email submission. Multiple emails for the proposals can be sent to accommodate larger proposal files.

C. DISCLAIMER

This Request for Proposal does not commit JCSD to awarding a contract or paying any

costs incurred in preparing the proposal. JCSD reserves the right to extend the due date for the proposal, accept or reject any or all proposals received as a result of this request, negotiate with any qualified consultant, cancel this request in part or in its entirety, and procure alternate or additional consulting services.

More than one proposal from an individual, firm, partnership, corporation, or association under the same or different names shall not be considered. JCSD shall not be liable for any pre-contractual expense incurred by the Consultant.

2. ANTICIPATED SCHEDULE

The following estimated dates have been set for the Project:

RFP Advertisement	June 9, 2025
RFP Questions Due	June 17, 2025 at 4:00 p.m. PST
Technical and Fee Proposals Due	July 3, 2025 at 4:00 p.m. PST
Interviews for Short-Listed Consultants (Optional)	Week of July 7, 2025
Negotiation/Contract signed by vendor pending approval	Week of July 21, 2025
Anticipated Board Approval (if needed)/ Anticipated Start Date	August 25, 2025

Questions regarding the RFP shall be sent to Outreach@JCSD.us. All questions must be received before the deadline shown in the Project Schedule above.

3. PROPOSAL FORMAT

A. TECHNICAL PROPOSAL REQUIREMENTS

Consultants are requested to prepare a technical proposal in accordance with the attached Draft Scope of Work. The Team Qualifications, Understanding, and Approach Sections shall not exceed ten pages (combined). All pages shall be 8.5" x 11", except that the schedule and Work Plan may be 11" x 17". The proposal shall contain the following information:

- **Team Qualifications:** Provide an Organization Chart of the proposed team members, including a lead person for each sub-consultant, if any (clearly indicate individuals that are not part of the prime Consultant). Describe any joint venture or proposed subcontract arrangements that would be utilized during the Project. Describe specific experiences and capabilities relative to the Scope of Work of the designated staff and subcontractors/sub-consultants. Key personnel assigned to JCSD shall not be reassigned without prior written approval from JCSD. Resumes

for key staff should be included as an appendix.

- **Understanding and Approach:** Describe your understanding of the goals of the JCSD Brand Alignment Study. Provide a project approach that outlines key phases, engagement strategies, and technical considerations. Emphasize how your approach will encourage inclusive input, support decision-making by the Board and staff, and result in meaningful and actionable recommendations. Include a list of recent or comparable branding or naming projects completed for public agencies or special districts.
- **Detailed Scope of Work:** Provide a proposed scope of work broken down by major tasks and subtasks. Consultants may expand or adjust the draft scope based on their experience and recommended approach. Include specific information that defines the level of effort, key assumptions, potential challenges, and any District resources or input needed for each phase. Optional value-added tasks may also be proposed.
- **Project Schedule:** Provide a proposed schedule showing the estimated start and completion dates for each major task and subtask. Include a discussion of the schedule and the specific methods your firm will use to keep the work on schedule and coordinated with JCSD staff. The schedule shall indicate all major milestones, submittals, and key meetings or workshops. A minimum of 10 working days shall be included for the JCSD staff review period of all deliverables.
- **Client References:** Provide a list of at least three (3) current or past clients from the last five years for whom you have completed similar work. Include the contact person's name, title, organization, phone number, and email address.
- **Conflicts/Contractual Issues:** Indicate any personnel or organizational conflicts of interest. If there are none, then provide a statement to this effect. Describe any exceptions requested to JCSD's professional services agreement (Attachment B), including indemnity and insurance provisions. If there are no exceptions, a statement to that effect shall be included in the proposal.

B. FEE PROPOSAL REQUIREMENTS

One of the areas in which you will be evaluated is your cost for performing the scope of services. Note that the compensation method shall be based on time and expense, subject to the not-to-exceed amount. In a separate email, send your firm's fee proposal and include the following information:

- Provide a rate proposal based on a monthly payment amount.
- Detailed labor-hour estimate by personnel classification for the major portions of the work.

- Fees for any sub-consultants and/or subcontractors shall also be included by task
- Total annual not-to-exceed fee estimate based on the Scope of Work

4. SELECTION OF CONSULTANT

A. CRITERIA FOR SELECTION

Selection among the proposals received shall be based on the following criteria, not necessarily in order of priority:

- **Project Understanding and Approach**
Demonstrated understanding of JCSD's goals for the Brand Alignment Study, including the ability to assess brand perception, engage diverse stakeholders, and present creative yet practical recommendations. A thoughtful and inclusive approach to evaluating the District's name, identity, and visual system will be highly valued.
- **Relevant Experience and Qualifications**
The consultant and key personnel should have experience conducting brand alignment, naming studies, and visual identity development, preferably for public agencies, special districts, or local governments. The qualifications and background of assigned team members, including past performance on similar efforts, will be carefully considered.
- **Stakeholder Engagement Strategy**
Proven ability to design and facilitate inclusive engagement processes that generate meaningful input from internal and external stakeholders, including elected officials, staff, and community members. Emphasis will be placed on cultural competency and techniques that reflect JCSD's diverse service area.
- **Creativity and Strategic Insight**
Ability to balance creative brand development with practical implementation strategies. Consultants should demonstrate skill in articulating clear, actionable recommendations that support long-term organizational goals, foster public trust, and unify messaging across service areas.
- **Work Plan and Schedule**
Realistic and well-structured schedule, with clear milestones, deliverables, and strategies for keeping the project on time and on budget. Capacity to begin work upon contract execution and maintain momentum throughout the project duration.
- **Quality and Completeness of Proposal**
Clarity, organization, and professionalism of the submitted proposal. Proposals

should follow the specified format and provide all required information.

- **Cost Proposal**

Reasonableness of proposed costs relative to the scope of services and level of expertise. JCSD is seeking the best value, not necessarily the lowest bid.

- **References**

Strength of references from past clients, particularly those involving similar brand or naming studies for public entities.

B. NOTIFICATION OF UNSUCCESSFUL CONSULTANTS

Unsuccessful potential Consultants shall be notified as soon as possible by JCSD following the determination of the recommended Consultant. The determination is expected to be within 60 - days after the proposal deadline. The final determination will likely require acceptance and approval by JCSD's Board of Directors.

5. SCOPE OF WORK

The Project background and a Scope of Work for this RFP are provided in Attachment A.

6. LIST OF ATTACHMENTS AND REFERENCE DOCUMENTS

The following attachments are included in the RFP:

Attachment A – Scope of Work

Attachment B – JCSD Standard Professional Services Agreement

Attachment C – JCSD Strategic Plan

ATTACHMENT A

Draft Scope of Work

Background

Jurupa Community Services District (JCSD) was established in 1956 to provide sewer service to the Jurupa area and began providing water service in 1966. Over the decades, JCSD has significantly expanded its service portfolio and geographic footprint. Today, JCSD serves more than 140,000 residents across over 40 square miles, including the entirety of the City of Eastvale and the majority of the City of Jurupa Valley. In addition to water and wastewater, JCSD now provides a wide range of services including parks and recreation, streetlight maintenance, graffiti abatement, and landscape maintenance.

Despite this growth and evolution, the District's name and visual identity have remained largely unchanged. As JCSD continues to expand its role as a regional service provider and community partner, it is timely to assess whether the current name, logo, and overall brand identity reflect the breadth of services provided and the diversity of the communities served.

Project Overview and Objectives

JCSD is initiating the Brand Alignment Study to assess whether its current name and brand effectively communicate the District's full scope of services, strategic vision, and community values. This study is not intended to correct deficiencies that do not exist, but to identify potential opportunities for greater alignment, inclusivity, and clarity in how the District presents itself to the public, stakeholders, and regional partners.

The selected Consultant will lead a process that includes advanced stakeholder engagement, brand perception analysis, research, visual identity review, and the development of strategic recommendations. Deliverables will include naming recommendations (if appropriate), sample logos or visual identity concepts, messaging frameworks, and an implementation roadmap. The project should be inclusive, research-driven, and actionable, supporting long-term brand clarity and public trust.

Scope of Work

Task 1 Project Management and Kickoff

Task 1.1

Conduct a project kickoff meeting with JCSD's Department of Public Affairs to review scope, schedule, and communication protocols.

Task 1.2

Develop a detailed project work plan with milestones, deliverables, and responsibilities.

Task 1.3

Provide monthly project updates to JCSD's Manager of Government & Public Affairs and coordinate regular check-ins.

Task 2 Discovery and Research

Task 2.1

Review existing JCSD branding materials, mission/vision statements, and strategic documents.

Task 2.2

Conduct brand perception research, which may include surveys, interviews, community meetings, historical information, focus groups, and/or stakeholder audits with residents, staff, Board members, and regional partners.

Task 2.3

Analyze how JCSD's current name, logo, and messaging are perceived internally and externally.

Task 2.4

Conduct a comparative analysis of naming and branding approaches used by similar multi-service agencies.

Task 3 Stakeholder Engagement

Task 3.1

Facilitate interviews and workshops with JCSD's Board of Directors, Executive Team, and key department leads.

Task 3.2

Conduct at least two focus groups with community members and customers, including representatives from the service area's diverse demographic and geographic segments.

Optional: facilitate a public meeting or online engagement forum to gather broader community input, if directed to do so by the Public Affairs Department.

Task 4 Naming and Brand Alignment Assessment

Task 4.1

Evaluate the effectiveness of JCSD's current name in representing the organization's full scope, service diversity, and values.

Task 4.2

Provide strategic recommendations on whether to retain the current name, adjust it, or consider alternative naming structures.

Task 4.3

Develop a viable list of naming options and guide discussion with District leadership.

Task 5 Visual Identity Development

Task 5.1

Review the existing logo, visual elements, and brand guidelines for consistency, accessibility, and adaptability.

Task 5.2

Present up to ten (10) preliminary visual identity concepts (including logo, color palettes, working templates, and typography) based on research findings.

Task 5.3

Refine one selected concept based on JCSD feedback, with up to four rounds of revisions.

Task 6 Messaging and Brand Framework

Task 6.1

Develop key messaging pillars that align with the District's mission and community role.

Task 6.2

Provide a brand platform document summarizing positioning statements, tone, values, and visual direction.

Task 7 Implementation Strategy

Task 7.1

Create an implementation roadmap with recommendations for rolling out updated branding elements (if any), including timing, communication strategies, and internal training.

Task 7.2

Provide a cost estimate and suggested phasing plan for implementation.

Task 7.3

Recommend approaches for maintaining brand consistency across departments and platforms.

Task 8 Presentation and Final Deliverables

Task 8.1

Present all findings and recommendations to JCSD's Executive Team and Board of Directors.

Task 8.2

Deliver a final report including research findings, engagement summary, brand assessment, visual assets (if applicable), messaging framework, and implementation strategy.

Task 8.3

Provide editable design files and a brand guideline document if new visual elements are adopted.

ATTACHMENT B

**JURUPA COMMUNITY SERVICES DISTRICT
PROFESSIONAL SERVICES AGREEMENT**

1. PARTIES AND DATE.

This Agreement is made and entered into this _____ day of _____, by and between the Jurupa Community Services District, an independent special district of the State of California with its principal place of business at 11201 Harrel Street, Jurupa Valley, California 91752 (“**District**”) and _____ with a place of business at _____ (“**Consultant**”). District and Consultant are sometimes individually referred to as “**Party**” and collectively as “**Parties**” in this Agreement.

2. RECITALS.

2.1 Consultant.

Consultant desires to perform and assume responsibility for the provision of certain professional services required by the District on the terms and conditions set forth in this Agreement. Consultant represents that it is experienced in providing the professional services described herein, is licensed in the State of California, and is familiar with the plans of District.

2.2 Project

District desires to engage Consultant to render such services for _____ (“**Project**”) as set forth in this Agreement.

3. TERMS.

3.1 Scope of Services and Term.

3.1.1 General Scope of Services. Consultant promises and agrees to furnish to the District all labor, materials, tools, equipment, services, and incidental and customary work necessary to fully and adequately perform the _____ services necessary for the Project (“**Services**”). The Services are more particularly described in Exhibit “A” attached hereto and incorporated herein by reference. All Services shall be subject to, and performed in accordance with, this Agreement, the exhibits attached hereto and incorporated herein by reference, and all applicable local, state and federal laws, rules, and regulations.

3.1.2 Term. The term of this Agreement shall be from _____ to _____, unless earlier terminated as provided herein. Consultant shall complete the Services within the term of this Agreement, and shall meet any other established schedules and deadlines. The Parties may, by mutual, written consent, extend the term of this Agreement if necessary to complete the Services.

3.2 Responsibilities of Consultant.

3.2.1 Control and Payment of Subordinates; Independent Contractor. The Services shall be performed by Consultant or under its supervision. Consultant will determine the means, methods and details of performing the Services subject to the requirements of this Agreement. District retains Consultant on an independent contractor basis and not as an employee. Consultant retains the right to perform similar or different services for others during the term of this Agreement. Any additional personnel performing the Services under this Agreement on behalf of Consultant shall also not be employees of District and shall at all times be under Consultant's exclusive direction and control. Consultant shall pay all wages, salaries, and other amounts due such personnel in connection with their performance of Services under this Agreement and as required by law. Consultant shall be responsible for all reports and obligations respecting such additional personnel, including, but not limited to: social security taxes, income tax withholding, unemployment insurance, disability insurance, and workers' compensation insurance.

3.2.2 Schedule of Services. Consultant shall perform the Services expeditiously, within the term of this Agreement, and in accordance with the Schedule of Services set forth in Exhibit "B" attached hereto and incorporated herein by reference. Consultant represents that it has the professional and technical personnel required to perform the Services in conformance with such conditions. In order to facilitate Consultant's conformance with the Schedule, District shall respond to Consultant's submittals in a timely manner. Upon request of District, Consultant shall provide a more detailed schedule of anticipated performance to meet the Schedule of Services.

3.2.3 Conformance to Applicable Requirements. All work prepared by Consultant shall be subject to the approval of District.

3.2.4 Substitution of Key Personnel. Consultant has represented to District that certain key personnel will perform and coordinate the Services under this Agreement. Should one or more of such personnel become unavailable, Consultant may substitute other personnel of at least equal competence upon written approval of District. In the event that District and Consultant cannot agree as to the substitution of key personnel, District shall be entitled to terminate this Agreement for cause. As discussed below, any personnel who fail or refuse to perform the Services in a manner acceptable to the District, or who are determined by the District to be uncooperative, incompetent, a threat to the adequate or timely completion of the Project or a threat to the safety of persons or property, shall be promptly removed from the Project by the Consultant at the request of the District. Consultant's key personnel for performance of this Agreement are as follows:

_____.

3.2.5 District's Representative. The District hereby designates _____, or his or her designee, to act as its representative for the performance of this Agreement ("**District's Representative**"). District's Representative shall have the power to act on behalf of the District for all purposes under this Contract. Consultant shall not accept direction or orders from any person other than the District's Representative or his or her designee.

3.2.6 Consultant's Representative. Consultant hereby designates _____, or his or her designee, to act as its representative for the performance of this Agreement ("**Consultant's Representative**"). Consultant's Representative shall have full

authority to represent and act on behalf of the Consultant for all purposes under this Agreement. The Consultant's Representative shall supervise and direct the Services, using his best skill and attention, and shall be responsible for all means, methods, techniques, sequences, and procedures and for the satisfactory coordination of all portions of the Services under this Agreement.

3.2.7 Coordination of Services. Consultant agrees to work closely with District staff in the performance of Services and shall be available to District's staff, consultants and other staff at all reasonable times.

3.2.8 Standard of Care; Performance of Employees. Consultant shall perform all Services under this Agreement in a skillful and competent manner, consistent with the standards generally recognized as being employed by professionals in the same discipline in the State of California. Consultant represents and maintains that it is skilled in the professional calling necessary to perform the Services. Consultant warrants that all employees and subconsultants shall have sufficient skill and experience to perform the Services assigned to them. Finally, Consultant represents that it, its employees and subconsultants have all licenses, permits, qualifications and approvals of whatever nature that are legally required to perform the Services, and that such licenses and approvals shall be maintained throughout the term of this Agreement. As provided for in the indemnification provisions of this Agreement, Consultant shall perform, at its own cost and expense and without reimbursement from the District, any services necessary to correct willful or negligent errors or omissions which are caused by the Consultant's failure to comply with the standard of care provided for herein. Any employee of the Consultant or its subconsultants who is determined by the District to be uncooperative, incompetent, a threat to the adequate or timely completion of the Project, a threat to the safety of persons or property, or any employee who fails or refuses to perform the Services in a manner acceptable to the District, shall be promptly removed from the Project by the Consultant and shall not be re-employed to perform any of the Services or to work on the Project.

3.2.9 Period of Performance and Damages. Consultant shall perform and complete all Services under this Agreement within the term set forth in Section 3.1.2 above ("**Performance Time**"). Consultant shall also perform the Services in strict accordance with any completion schedule or Project milestones described in Exhibits "A" or "B" attached hereto, or which may be separately agreed upon in writing by the District and Consultant ("**Performance Milestones**"). Consultant agrees that if the Services are not completed within the aforementioned Performance Time and/or pursuant to any such Project Milestones developed pursuant to provisions of this Agreement due to Consultant's willful behavior or negligence, it is understood, acknowledged and agreed that the District will suffer damage.

3.2.10 Laws and Regulations; Employee/Labor Certifications. Consultant shall keep itself fully informed of and in compliance with all local, state and federal laws, rules and regulations in any manner affecting the performance of the Project or the Services, including all Cal/OSHA requirements, and shall give all notices required by law. Consultant shall be liable for all violations of such laws and regulations in connection with Services. If the Consultant performs any work knowing it to be contrary to such laws, rules and regulations and without giving written notice to the District, Consultant shall be solely responsible for all costs arising therefrom. Consultant shall defend, indemnify and hold District, its officials, directors, officers, employees, and agents free and harmless, pursuant to the indemnification provisions of this Agreement, from

any claim or liability arising out of any failure or alleged failure to comply with such laws, rules or regulations.

3.2.10.1 Employment Eligibility; Consultant. By executing this Agreement, Consultant verifies that it fully complies with all requirements and restrictions of state and federal law respecting the employment of undocumented aliens, including, but not limited to, the Immigration Reform and Control Act of 1986, as may be amended from time to time. Such requirements and restrictions include, but are not limited to, examination and retention of documentation confirming the identity and immigration status of each employee of the Consultant. Consultant also verifies that it has not committed a violation of any such law within the five (5) years immediately preceding the date of execution of this Agreement, and shall not violate any such law at any time during the term of the Agreement. Consultant shall avoid any violation of any such law during the term of this Agreement by participating in an electronic verification of work authorization program operated by the United States Department of Homeland Security, by participating in an equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, or by some other legally acceptable method. Consultant shall maintain records of each such verification, and shall make them available to the District or its representatives for inspection and copy at any time during normal business hours. The District shall not be responsible for any costs or expenses related to Consultant's compliance with the requirements provided for in Section 3.2.10 or any of its sub-sections.

3.2.10.2 Employment Eligibility; Subcontractors, Consultants, Sub-subcontractors and Subconsultants. To the same extent and under the same conditions as Consultant, Consultant shall require all of its subcontractors, consultants, sub-subcontractors and subconsultants performing any work relating to the Project or this Agreement to make the same verifications and comply with all requirements and restrictions provided for in Section 3.2.10.1.

3.2.10.3 Employment Eligibility; Failure to Comply. The persons executing this Agreement on behalf of Consultant verify that they are duly authorized officers of Consultant, and understand that any of the following shall be grounds for the District to terminate the Agreement for cause: (1) failure of Consultant or its subcontractors, consultants, sub-subcontractors or subconsultants to meet any of the requirements provided for in Sections 3.2.10.1 or 3.2.10.2; (2) any misrepresentation or material omission concerning compliance with such requirements (including in those verifications provided to the Consultant under Section 3.2.10.2); or (3) failure to immediately remove from the Project any person found not to be in compliance with such requirements.

3.2.10.4 Labor Certification. By its signature hereunder, Consultant certifies that it is aware of the provisions of Section 3700 of the California Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and agrees to comply with such provisions before commencing the performance of the Services.

3.2.10.5 Equal Opportunity Employment. Consultant represents that it is an equal opportunity employer and it shall not discriminate against any subconsultant, employee or applicant for employment because of race, religion, color, national origin, handicap, ancestry,

sex or age. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination. Consultant shall also comply with all relevant provisions of District's Minority Business Enterprise program, Affirmative Action Plan or other related programs or guidelines currently in effect or hereinafter enacted.

3.2.11 Accounting Records. Consultant shall maintain complete and accurate records with respect to all costs and expenses incurred under this Agreement. All such records shall be clearly identifiable. Consultant shall allow a representative of District during normal business hours to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

3.2.12 Insurance.

3.2.12.1 Time for Compliance. Consultant shall not commence Work under this Agreement until it has provided evidence satisfactory to the District that it has secured all insurance required under this section. In addition, Consultant shall not allow any subconsultant to commence work on any subcontract until it has provided evidence satisfactory to the District that the subconsultant has secured all insurance required under this section. Failure to provide and maintain all required insurance shall be grounds for the District to terminate this Agreement for cause.

3.2.12.2 Minimum Requirements. Consultant shall, at its expense, procure and maintain for the duration of the Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the Agreement by the Consultant, its agents, representatives, employees or subconsultants. Consultant shall also require all of its subconsultants to procure and maintain the same insurance for the duration of the Agreement. Such insurance shall meet at least the following minimum levels of coverage:

(A) Minimum Scope of Insurance. Coverage shall be at least as broad as the latest version of the following: (1) *General Liability*: Insurance Services Office Commercial General Liability coverage (occurrence form CG 0001); (2) *Automobile Liability*: Insurance Services Office Business Auto Coverage form number CA 0001, code 1 (any auto); and (3) *Workers' Compensation and Employer's Liability*: Workers' Compensation insurance as required by the State of California and Employer's Liability Insurance.

(B) Minimum Limits of Insurance. Consultant shall maintain limits no less than: (1) *General Liability*: \$1,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with general aggregate limit is used including, but not limited to, form CG 2503, either the general aggregate limit shall apply separately to this Agreement/location or the general aggregate limit shall be twice the required occurrence limit; (2) *Automobile Liability*: \$1,000,000 per accident for bodily injury and property damage; and (3) *Workers' Compensation and Employer's Liability*: Workers'

Compensation limits as required by the Labor Code of the State of California. Employer's Liability limits of \$1,000,000 per accident for bodily injury or disease.

3.2.12.3 Professional Liability. Errors and omissions coverage with limits of liability no less than \$1 million per occurrence.

3.2.12.4 Insurance Endorsements. The insurance policies shall contain the following provisions, or Consultant shall provide endorsements on forms supplied or approved by the District to add the following provisions to the insurance policies:

(A) General Liability. The general liability policy shall include or be endorsed (amended) to state that: (1) the District, its directors, officials, officers, employees, agents, and volunteers shall be covered as additional insured with respect to the Work or operations performed by or on behalf of the Consultant, including materials, parts or equipment furnished in connection with such work; and (2) the insurance coverage shall be primary insurance as respects the District, its directors, officials, officers, employees, agents, and volunteers, or if excess, shall stand in an unbroken chain of coverage excess of the Consultant's scheduled underlying coverage. Any insurance or self-insurance maintained by the District, its directors, officials, officers, employees, agents, and volunteers shall be excess of the Consultant's insurance and shall not be called upon to contribute with it in any way.

(B) Automobile Liability. The automobile liability policy shall include or be endorsed (amended) to state that: (1) the District, its directors, officials, officers, employees, agents, and volunteers shall be covered as additional insureds with respect to the ownership, operation, maintenance, use, loading or unloading of any auto owned, leased, hired or borrowed by the Consultant or for which the Consultant is responsible; and (2) the insurance coverage shall be primary insurance as respects the District, its directors, officials, officers, employees, agents, and volunteers, or if excess, shall stand in an unbroken chain of coverage excess of the Consultant's scheduled underlying coverage. Any insurance or self-insurance maintained by the District, its directors, officials, officers, employees, agents, and volunteers shall be excess of the Consultant's insurance and shall not be called upon to contribute with it in any way.

(C) Workers' Compensation and Employer's Liability Coverage. The insurer shall agree to waive all rights of subrogation against the District, its directors, officials, officers, employees, agents, and volunteers for losses paid under the terms of the insurance policy which arise from work performed by the Consultant.

(D) All Coverages. Each insurance policy required by this Agreement shall be endorsed to state that: (A) coverage shall not be suspended, voided, reduced or canceled except after thirty (30) days prior written notice by mail has been given to the District; and (B) any failure to comply with reporting or other provisions of the policies, including breaches of warranties, shall not affect coverage provided to the District, its directors, officials, officers, employees, agents, and volunteers.

3.2.12.5 Separation of Insureds; No Special Limitations. All insurance required by this Section shall contain standard separation of insureds provisions. In addition, such

insurance shall not contain any special limitations on the scope of protection afforded to the District, its directors, officials, officers, employees, agents, and volunteers.

3.2.12.6 Deductibles and Self-Insurance Retentions. Any deductibles or self-insured retentions must be declared to and approved by the District. Consultant shall guarantee that, at the option of the District, either: (1) the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the District, its directors, officials, officers, employees, agents, and volunteers; or (2) the Consultant shall procure a bond guaranteeing payment of losses and related investigation costs, claims, and administrative and defense expenses.

3.2.12.7 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating no less than A:VIII, licensed to do business in California, and satisfactory to the District.

3.2.12.8 Verification of Coverage. Consultant shall furnish District with original certificates of insurance and endorsements effecting coverage required by this Agreement on forms satisfactory to the District. The certificates and endorsements for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf, and shall be on forms provided by the District if requested. All certificates and endorsements must be received and approved by the District before work commences. The District reserves the right to require complete, certified copies of all required insurance policies, at any time.

3.2.12.9 Reporting of Claims. Consultant shall report to the District, in addition to Consultant's insurer, any and all insurance claims submitted by Consultant in connection with the Services under this Agreement.

3.2.13 Safety. Consultant shall execute and maintain its work so as to avoid injury or damage to any person or property. In carrying out its Services, the Consultant shall at all times be in compliance with all applicable local, state and federal laws, rules and regulations, and shall exercise all necessary precautions for the safety of employees appropriate to the nature of the work and the conditions under which the work is to be performed. Safety precautions as applicable shall include, but shall not be limited to: (A) adequate life protection and life saving equipment and procedures; (B) instructions in accident prevention for all employees and subconsultants, such as safe walkways, scaffolds, fall protection ladders, bridges, gang planks, confined space procedures, trenching and shoring, equipment and other safety devices, equipment and wearing apparel as are necessary or lawfully required to prevent accidents or injuries; and (C) adequate facilities for the proper inspection and maintenance of all safety measures.

3.3 Fees and Payments.

3.3.1 Compensation. Consultant shall receive compensation, including authorized reimbursements, for all Services rendered under this Agreement at the rates set forth in Exhibit "C" attached hereto and incorporated herein by reference. The total compensation shall not exceed _____ without written approval of District. Extra Work may be authorized, as described below, and if authorized, will be compensated at the rates and manner set forth in this Agreement.

3.3.2 Payment of Compensation. Consultant shall submit to District a monthly itemized statement which indicates work completed and hours of Services rendered by Consultant. The statement shall describe the amount of Services and supplies provided since the initial commencement date, or since the start of the subsequent billing periods, as appropriate, through the date of the statement. District shall, within 45 days of receiving such statement, review the statement and pay all approved charges thereon.

3.3.3 Reimbursement for Expenses. Consultant shall not be reimbursed for any expenses unless authorized in writing by District.

3.3.4 Extra Work. At any time during the term of this Agreement, District may request that Consultant perform Extra Work. As used herein, “**Extra Work**” means any work which is determined by District to be necessary for the proper completion of the Project, but which the parties did not reasonably anticipate would be necessary at the execution of this Agreement. Consultant shall not perform, nor be compensated for, Extra Work without written authorization from District’s Representative.

3.3.5 Prevailing Wages. Consultant is aware of the requirements of California Labor Code Section 1720, et seq., and 1770, et seq., as well as California Code of Regulations, Title 8, Section 16000, et seq., (“**Prevailing Wage Laws**”), which require the payment of prevailing wage rates and the performance of other requirements on “public works” and “maintenance” projects. If the Services are being performed as part of an applicable “public works” or “maintenance” project, as defined by the Prevailing Wage Laws, and if the total compensation is \$1,000 or more, Consultant agrees to fully comply with such Prevailing Wage Laws, including the requirement to be registered with the Department of Industrial Relations and to file certified payroll records electronically with the Department. District shall provide Consultant with a copy of the prevailing rates of per diem wages in effect at the commencement of this Agreement. Consultant shall make copies of the prevailing rates of per diem wages for each craft; classification or type of worker needed to execute the Services available to interested parties upon request, and shall post copies at the Consultant’s principal place of business and at the project site. Consultant shall defend, indemnify and hold the District, its elected officials, officers, employees and agents free and harmless from any claim or liability arising out of any failure or alleged failure to comply with the Prevailing Wage Laws.

3.4 Termination of Agreement.

3.4.1 Grounds for Termination. District may, by written notice to Consultant, terminate the whole or any part of this Agreement at any time and without cause by giving written notice to Consultant of such termination, and specifying the effective date thereof, at least seven (7) days before the effective date of such termination. Upon termination, Consultant shall be compensated only for those services which have been adequately rendered to District, and Consultant shall be entitled to no further compensation. Consultant may not terminate this Agreement except for cause.

3.4.2 Effect of Termination. If this Agreement is terminated as provided herein, District may require Consultant to provide all finished or unfinished Documents and Data and other information of any kind prepared by Consultant in connection with the performance of

Services under this Agreement. Consultant shall be required to provide such document and other information within fifteen (15) days of the request.

3.4.3 Additional Services. In the event this Agreement is terminated in whole or in part as provided herein, District may procure, upon such terms and in such manner as it may determine appropriate, services similar to those terminated.

3.5 Ownership of Materials and Confidentiality.

3.5.1 Documents & Data; Licensing of Intellectual Property. This Agreement creates a non-exclusive and perpetual license for District to copy, use, modify, reuse, or sublicense any and all copyrights, designs, and other intellectual property embodied in plans, specifications, studies, drawings, estimates, and other documents or works of authorship fixed in any tangible medium of expression, including but not limited to, physical drawings or data magnetically or otherwise recorded on computer diskettes, which are prepared or caused to be prepared by Consultant under this Agreement (“**Documents & Data**”). All Documents & Data shall be and remains the property of District, and shall not be used in whole or in substantial part by Consultant on other projects without the District's express written permission. Within thirty (30) days following the completion, suspension, abandonment or termination of this Agreement, Consultant shall provide to District reproducible copies of all Documents & Data, in a form and amount required by District. District reserves the right to select the method of document reproduction and to establish where the reproduction will be accomplished. The reproduction expense shall be borne by District at the actual cost of duplication. In the event of a dispute regarding the amount of compensation to which the Consultant is entitled under the termination provisions of this Agreement, Consultant shall provide all Documents & Data to District upon payment of the undisputed amount. Consultant shall have no right to retain or fail to provide to District any such documents pending resolution of the dispute. In addition, Consultant shall retain copies of all Documents & Data on file for a minimum of fifteen (15) years following completion of the Project, and shall make copies available to District upon the payment of actual reasonable duplication costs. Before destroying the Documents & Data following this retention period, Consultant shall make a reasonable effort to notify District and provide District with the opportunity to obtain the documents.

3.5.2 Subconsultants. Consultant shall require all subconsultants to agree in writing that District is granted a non-exclusive and perpetual license for any Documents & Data the subconsultant prepares under this Agreement. Consultant represents and warrants that Consultant has the legal right to license any and all Documents & Data. Consultant makes no such representation and warranty in regard to Documents & Data which were prepared by design professionals other than Consultant or its subconsultants, or those provided to Consultant by the District.

3.5.3 Right to Use. District shall not be limited in any way in its use or reuse of the Documents & Data or any part of them at any time for purposes of this Project or another project, provided that any such use not within the purposes intended by this Agreement or on a project other than this Project without employing the services of Consultant shall be at District's sole risk. If District uses or reuses the Documents & Data on any project other than this Project, it shall remove the Consultant's seal from the Documents & Data and indemnify and hold harmless

Consultant and its officers, directors, agents and employees from claims arising out of the negligent use or re-use of the Documents & Data on such other project. Consultant shall be responsible and liable for its Documents & Data, pursuant to the terms of this Agreement, only with respect to the condition of the Documents & Data at the time they are provided to the District upon completion, suspension, abandonment or termination. Consultant shall not be responsible or liable for any revisions to the Documents & Data made by any party other than Consultant, a party for whom the Consultant is legally responsible or liable, or anyone approved by the Consultant.

3.5.4 Indemnification. Consultant shall defend, indemnify and hold the District, its directors, officials, officers, employees, volunteers and agents free and harmless, pursuant to the indemnification provisions of this Agreement, for any alleged infringement of any patent, copyright, trade secret, trade name, trademark, or any other proprietary right of any person or entity in consequence of the use on the Project by District of the Documents & Data, including any method, process, product, or concept specified or depicted.

3.5.5 Confidentiality. All Documents & Data, either created by or provided to Consultant in connection with the performance of this Agreement, shall be held confidential by Consultant. All Documents & Data shall not, without the prior written consent of District, be used or reproduced by Consultant for any purposes other than the performance of the Services. Consultant shall not disclose, cause or facilitate the disclosure of the Documents & Data to any person or entity not connected with the performance of the Services or the Project. Nothing furnished to Consultant that is otherwise known to Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use District's name or insignia, photographs of the Project, or any publicity pertaining to the Services or the Project in any magazine, trade paper, newspaper, television or radio production or other similar medium without the prior written consent of District.

3.6 General Provisions.

3.6.1 Delivery of Notices. All notices permitted or required under this Agreement shall be given to the respective parties at the following address, or at such other address as the respective parties may provide in writing for this purpose:

Consultant:

Attn: _____

District:

Jurupa Community Services District
11201 Harrel Street
Jurupa Valley, CA 91752
Attn: _____

Such notice shall be deemed made when personally delivered or when mailed, forty-eight (48) hours after deposit in the U.S. Mail, first class postage prepaid and addressed to the party at its applicable address. Actual notice shall be deemed adequate notice on the date actual notice occurred, regardless of the method of service.

3.6.2 Indemnification.

3.6.2.1 Scope of Indemnity. To the fullest extent permitted by law, Consultant shall defend, indemnify and hold the District, its directors, officials, officers, employees, volunteers and agents free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, to the extent caused by any willful or negligent acts, errors or omissions of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant's Services, the Project or this Agreement, including without limitation the payment of expert witness fees and attorneys fees and other related costs and expenses. Notwithstanding the foregoing, to the extent Consultant's Services are subject to Civil Code Section 2782.8, the above indemnity shall be limited, to the extent required by Civil Code Section 2782.8, to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant.

3.6.2.2 Indemnity Obligations. Consultant shall defend, with Counsel of District's choosing and at Consultant's own cost, expense and risk, any and all claims, suits, actions or other proceedings of every kind covered by Section 3.6.2.1 that may be brought or instituted against District or its directors, officials, officers, employees, volunteers and agents to the extent such allegations are caused by Consultant's willful or negligent acts, errors or omissions. Consultant shall pay and satisfy any judgment, award or decree that may be rendered against District or its directors, officials, officers, employees, volunteers and agents as part of any such claim, suit, action or other proceeding. Consultant shall also reimburse District for the cost of any settlement paid by District or its directors, officials, officers, employees, agents or volunteers as part of any such claim, suit, action or other proceeding. In the event the subject action alleges willful behavior or negligence on the part of Consultant and/or the District, or any third parties not under contract with Consultant, Consultant's obligations regarding the District's defense under this paragraph include only the reimbursement of the District's defense costs incurred to the extent of Consultant's negligence. Such reimbursement shall include payment for attorney's fees and costs, including expert witness fees. Consultant shall reimburse District and its directors, officials, officers, employees, agents, and/or volunteers, for any and all legal expenses and costs incurred by each of them in connection therewith or in enforcing the indemnity herein provided. Consultant's obligation to indemnify shall survive expiration or termination of this Agreement, and shall not be restricted to insurance proceeds, if any, received by the District, its directors, officials, officers, employees, agents, or volunteers.

3.6.3 Governing Law; Government Code Claim Compliance. This Agreement shall be governed by the laws of the State of California. Venue shall be in Riverside County. In addition to any and all contract requirements pertaining to notices of and requests for compensation or payment for extra work, disputed work, claims and/or changed conditions, Consultant must comply with the claim procedures set forth in Government Code sections 900 et seq. prior to filing

any lawsuit against the District. Such Government Code claims and any subsequent lawsuit based upon the Government Code claims shall be limited to those matters that remain unresolved after all procedures pertaining to extra work, disputed work, claims, and/or changed conditions have been followed by Consultant. If no such Government Code claim is submitted, or if any prerequisite contractual requirements are not otherwise satisfied as specified herein, Consultant shall be barred from bringing and maintaining a valid lawsuit against the District.

3.6.4 Time of Essence. Time is of the essence for each and every provision of this Agreement.

3.6.5 District's Right to Employ Other Consultants. District reserves right to employ other consultants in connection with this Project.

3.6.6 Successors and Assigns. This Agreement shall be binding on the successors and assigns of the parties.

3.6.7 Assignment or Transfer. Consultant shall not assign, hypothecate, or transfer, either directly or by operation of law, this Agreement or any interest herein without the prior written consent of the District. Any attempt to do so shall be null and void, and any assignees, hypothecatees or transferees shall acquire no right or interest by reason of such attempted assignment, hypothecation or transfer.

3.6.8 Construction; References; Captions. Since the Parties or their agents have participated fully in the preparation of this Agreement, the language of this Agreement shall be construed simply, according to its fair meaning, and not strictly for or against any Party. Any term referencing time, days or period for performance shall be deemed calendar days and not work days. All references to Consultant include all personnel, employees, agents, and subconsultants of Consultant, except as otherwise specified in this Agreement. All references to District include its elected officials, officers, employees, agents, and volunteers except as otherwise specified in this Agreement. The captions of the various articles and paragraphs are for convenience and ease of reference only, and do not define, limit, augment, or describe the scope, content or intent of this Agreement.

3.6.9 Amendment; Modification. No supplement, modification or amendment of this Agreement shall be binding unless executed in writing and signed by both Parties.

3.6.10 Waiver. No waiver of any default shall constitute a waiver of any other default or breach, whether of the same or other covenant or condition. No waiver, benefit, privilege, or service voluntarily given or performed by a Party shall give the other Party any contractual rights by custom, estoppel or otherwise.

3.6.11 No Third Party Beneficiaries. There are no intended third party beneficiaries of any right or obligation assumed by the Parties.

3.6.12 Invalidity; Severability. If any portion of this Agreement is declared invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions shall continue in full force and effect.

3.6.13 Prohibited Interests. Consultant maintains and warrants that it has not employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Further, Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. Consultant further agrees to file, or shall cause its employees or subconsultants to file, a Statement of Economic Interest with the District's Filing Officer as required under state law in the performance of the Services. For breach or violation of this warranty, District shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of District, during the term of his or her service with District, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

3.6.14 Cooperation; Further Acts. The Parties shall fully cooperate with one another, and shall take any additional acts or sign any additional documents as may be necessary, appropriate or convenient to attain the purposes of this Agreement.

3.6.15 Attorney's Fees. If either party commences an action against the other party, either legal, administrative or otherwise, arising out of or in connection with this Agreement, the prevailing party in such litigation shall be entitled to have and recover from the losing party reasonable attorney's fees and all other costs of such action.

3.6.16 Authority to Enter Agreement. Consultant has all requisite power and authority to conduct its business and to execute, deliver, and perform the Agreement. Each Party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and bind each respective Party.

3.6.17 Counterparts. This Agreement may be signed in counterparts, each of which shall constitute an original.

3.6.18 Entire Agreement. This Agreement contains the entire Agreement of the parties with respect to the subject matter hereof, and supersedes all prior negotiations, understandings or agreements. This Agreement may only be modified by a writing signed by both parties.

**JURUPA COMMUNITY SERVICES
DISTRICT**

By: _____
[Name of Current Board President]
Board President

ATTEST:

Maria E. Ayala
Secretary to the Board of Directors

CONSULTANT

[Please refer to “District Signature Requirements” matrix located on the Helpdesk for proper signature block]

By: _____
Signature

Name (Print)

Title (Print)

By: _____
Signature

Name (Print)

Title (Print)

**EXHIBIT “A”
SCOPE OF SERVICES**

SAMPLE

**EXHIBIT “B”
SCHEDULE OF SERVICES**

SAMPLE

**EXHIBIT “C”
COMPENSATION**

ATTACHMENT C



COMMUNITY SERVICES DISTRICT

Proudly serving Jurupa Valley and Eastvale

STRATEGIC PLAN

Forward. Future.

ADOPTED JULY 9, 2018



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EXECUTIVE SUMMARY

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

DISTRICT MISSION

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

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

This guiding document addresses the following:

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

Tactical areas of focus include:

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



DISTRICT VISION

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

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

Water Resources

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

Sewer Services

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

Parks & Recreation

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

Finance

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

Workforce Development

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

Administration & Governance

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

Community Outreach & Strategic Partnerships

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





METHODOLOGY

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

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

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

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



CRITERIA FRAMEWORK

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

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

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

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

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





WATER RESOURCES

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



Planning for the Future

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

IMPLEMENTATION

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



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



3. STRATEGY – Develop reservoir lifecycle maintenance plan.



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



TACTICS

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

TACTICS

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

TACTICS

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

TACTICS

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

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



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



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



TACTICS

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

TACTICS

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

TACTICS

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

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



TACTICS

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

9. STRATEGY – Improve administrative buildings and facilities.



TACTICS

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

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



TACTICS

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

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

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



SEWER SERVICES

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



Planning for the Future

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

IMPLEMENTATION

1. STRATEGY – Increase staff training.



TACTICS

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

2. STRATEGY – Evaluate programs and facilities for efficiency.



TACTICS

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

3. STRATEGY – Strengthen industry relations.



TACTICS

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

4. STRATEGY – Prioritize public outreach.**TACTICS**

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

5. STRATEGY – Update and organize information.**TACTICS**

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

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

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

ALIGNMENT WITH DISTRICT VISION**MEASURING SUCCESS:**

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



PARKS & RECREATION

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



Planning for the Future

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

IMPLEMENTATION

1. STRATEGY — Advance the 2012 Parks Master Plan.



TACTICS

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

2. STRATEGY — Evaluate local recreational land use.



TACTICS

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

3. STRATEGY — Assess department structure and staffing.



TACTICS

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

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



TACTICS

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

5. STRATEGY – Enhance public outreach.



TACTICS

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

6. STRATEGY – Assess and streamline resources.



TACTICS

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

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

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



FINANCE

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



Planning for the Future

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

IMPLEMENTATION

1. STRATEGY – Enhance reporting and transparency.



2. STRATEGY – Assess district financial health.



3. STRATEGY – Obtain local and regional recognition.



TACTICS

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

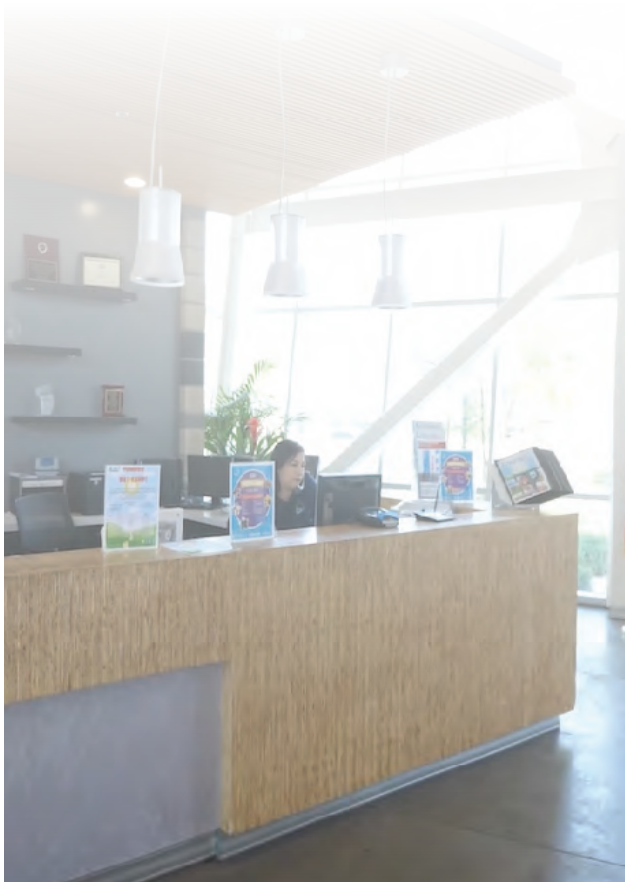
TACTICS

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

TACTICS

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

4. STRATEGY – Enhance customer experience.



TACTICS

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

5. STRATEGY – Update customer web portal.



TACTICS

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

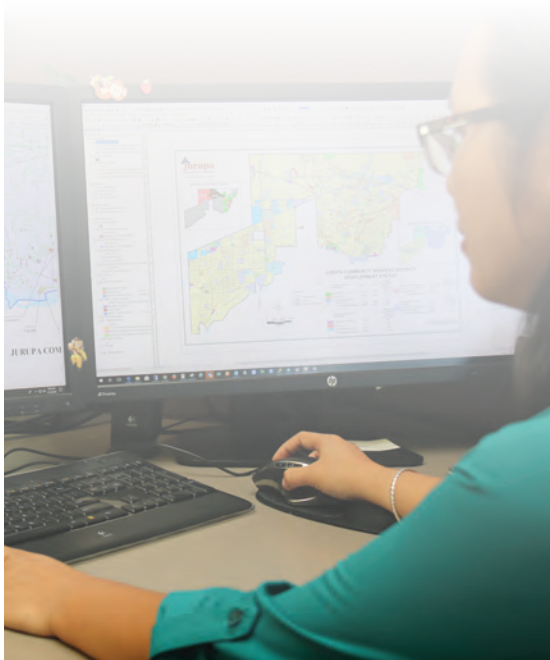
ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

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

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

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



7. STRATEGY – Improve information technology.



TACTICS

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

TACTICS

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

» Develop strategy to pursue grant opportunities and other funding

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

» Adopt 5-year financial plan



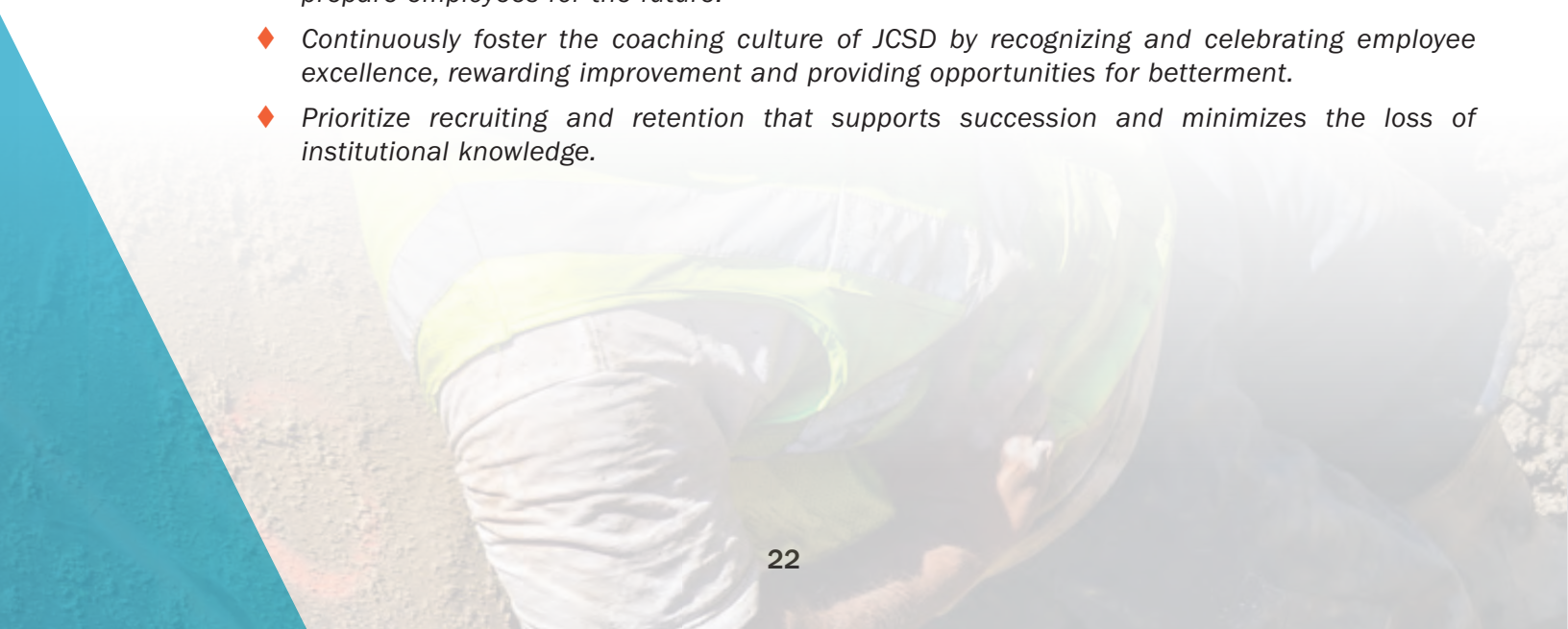
WORKFORCE DEVELOPMENT

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



Planning for the Future

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



IMPLEMENTATION

1. STRATEGY – Identify potential leaders and develop skillsets.



TACTICS

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

2. STRATEGY – Enhance internal communication.



TACTICS

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

3. STRATEGY — Nurture a positive, coaching culture.



TACTICS

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

4. STRATEGY — Design a clear succession planning framework.



TACTICS

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

5. STRATEGY — Review and communicate performance expectations.



TACTICS

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

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

» Consider and adopt Organizational Assessment and recommendations

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

6. STRATEGY – Assess staffing plan.



TACTICS

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

7. STRATEGY – Refocus recruitment strategy.



TACTICS

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

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

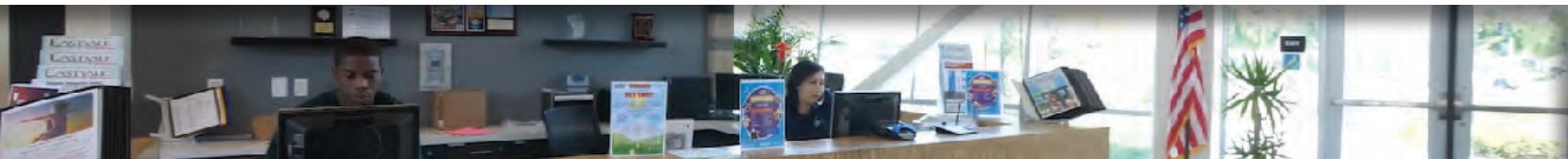


TACTICS

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

ADMINISTRATION & GOVERNANCE

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



Planning for the Future

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

IMPLEMENTATION

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



2. STRATEGY – Update best practices.



3. STRATEGY – Provide training to Board of Directors.



TACTICS

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

TACTICS

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

TACTICS

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

4. STRATEGY – Enhance staff training and resources.



TACTICS

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

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



TACTICS

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

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

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



COMMUNITY OUTREACH & STRATEGIC PARTNERSHIPS

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



Planning for the Future

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



IMPLEMENTATION

1. STRATEGY – Craft communications plan.



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



3. STRATEGY – Enhance customer experience.



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

TACTICS

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

TACTICS

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

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



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



TACTICS

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

TACTICS

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

ALIGNMENT WITH DISTRICT VISION

MEASURING SUCCESS:

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



jurupa

COMMUNITY SERVICES DISTRICT

Proudly serving Jurupa Valley and Eastvale

