



GM's Approach and Next Steps to Address Needs Assessment Recommendations

Executive Committee

1.16.2025



Recommendation Topic Area

- 1 Resource Needs
- 2 Management Support
- 3 MWDOC's Services
- 4 Shared Resources / Intra-departmental Collaboration
- 5 Staff Development / Succession

Addressing recommendations through a Comprehensive Approach



From the information provided through the Needs Assessment by each Department Director, a **GM's Action Plan** will be developed utilizing a comprehensive approach



GM Authority

Initial actions and initiatives falling within GM's authority.



Board Consideration

Areas which require Board consideration, review, or established policy.



Budget Process

Resources aligned with Budget for FY25-26 implementation.



Forthcoming Items

Areas for further exploration and future implementation.

Next steps Process Timeline

Training & Development



Explore Dept. Collaboration Opportunities

Internal Procedural Improvements

FTE Resource Allocation

Evaluate vacant and repurposed positions



Succession Planning Policy

Conduct GIS Scoping Assessment

- Develop scope
- Seek bids

Organizational Needs Assessment

- Foundation for Improvement
- Aligning with Board's Strategic Goals
- Identifying Opportunities



WEEA Funding Allocation



GM Action Plan Staff Memo & Board Presentation



Budget Process

- Enhanced Financial Software
- GIS Support
- Consultant Resources (+/-)
- Enhance key event sponsorships

GM Action Plan Staff Memo

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MEMORANDUM



DATE: January 15, 2025
TO: All MWDOC Staff
FROM: General Manager
SUBJECT: Needs Assessment GM Action Plan and Organizational Updates

I want to begin by expressing my appreciation for your continued dedication to Municipal Water District of Orange County (MWDOC) as well as your support in moving forward with these recommendations and organizational refinements that will improve collaboration and workflow efficiencies. This information will be presented and discussed at our All-Hands Staff meeting on Thursday, January 16. So, please feel free to ask any questions during the staff meeting discussion, and do not hesitate to reach out to your Department Director or me if you have any questions.

As you know, the MWDOC recently completed a comprehensive Needs Assessment to evaluate our organizational effectiveness, current and needed resources, and processes. This assessment included extensive interviews with Department Directors and the Assistant General Manager to analyze our current operations to achieve the District's mission, the Board's strategic priorities and budgetary objectives.

The Needs Assessment was designed to serve multiple strategic purposes within the organization. At its core, the assessment aimed to provide a solid foundation for organizational improvement by collecting critical information to help refine existing processes and programs. The assessment sought to ensure proper alignment with the Board's strategic priorities through careful examination of the resources required to achieve MWDOC's mission and services. Furthermore, this comprehensive evaluation was structured to uncover valuable opportunities for strengthening collaboration, supporting staff development, and implementing meaningful service improvements across the organization.

The Needs Assessment produced recommendations in five key areas:

- 1. RESOURCE NEEDS**
 - 1.1. Implement GIS system and analyst support
 - 1.2. Improve contract administration processes
 - 1.3. Address staffing needs for Shared Services Program
 - 1.4. Develop succession planning overlap policy
 - 1.5. Evaluate consultant resource requirements
- 2. MANAGEMENT SUPPORT**
 - 2.1. Establish regular structured one-on-one meetings
 - 2.2. Enhance group communications

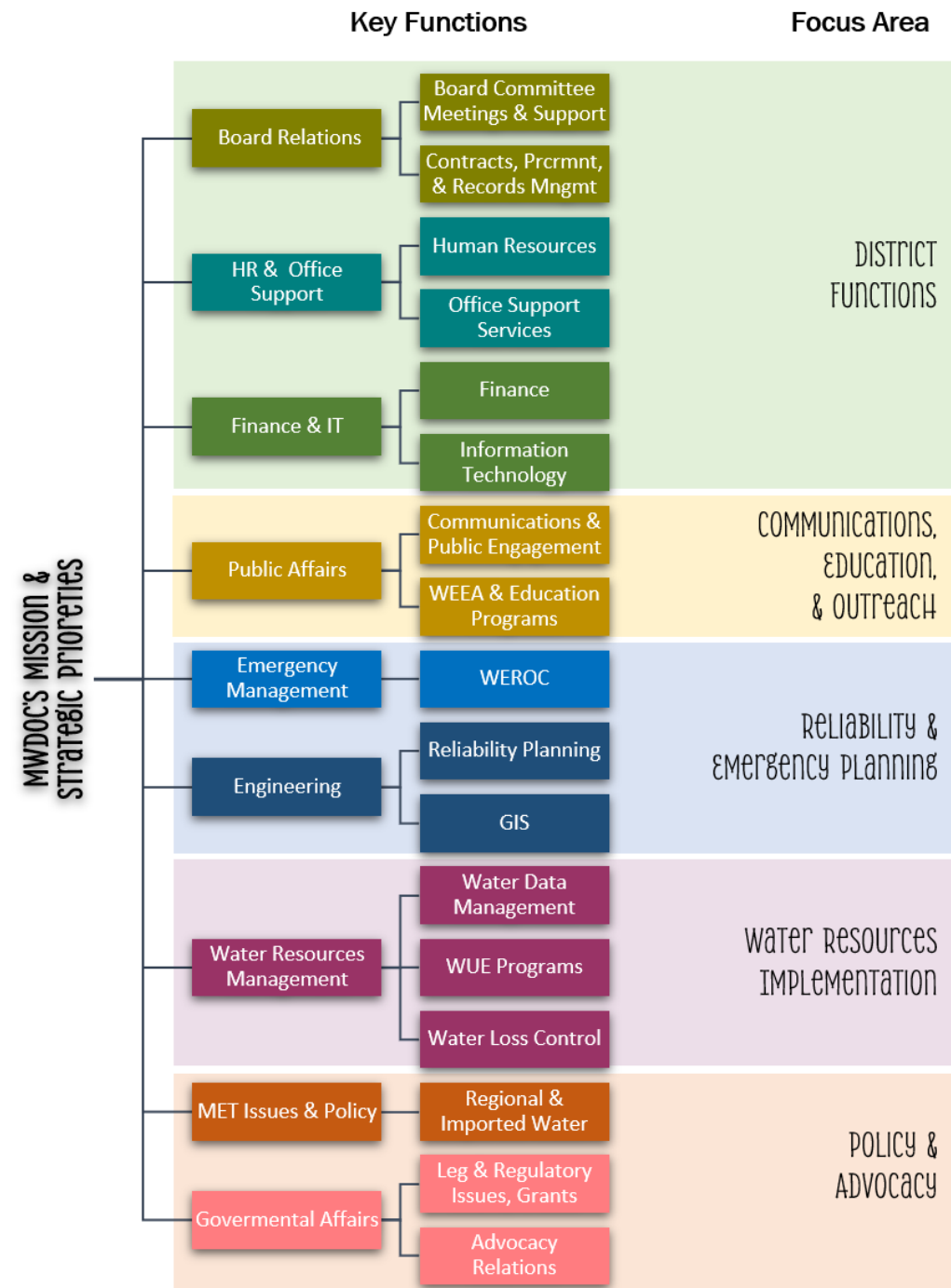
GM Action Plan Organizational Structure

The organizational structure has been refined to better align with our strategic priorities and improve operational efficiency.

These changes were implemented to:

- Streamline reporting relationships
- Enhance collaboration between related functions
- Improve service delivery to member agencies
- Create clear accountability for strategic priorities
- Better align resources with organizational objectives
- Reflects FTE resource allocation of vacant/repurposed positions

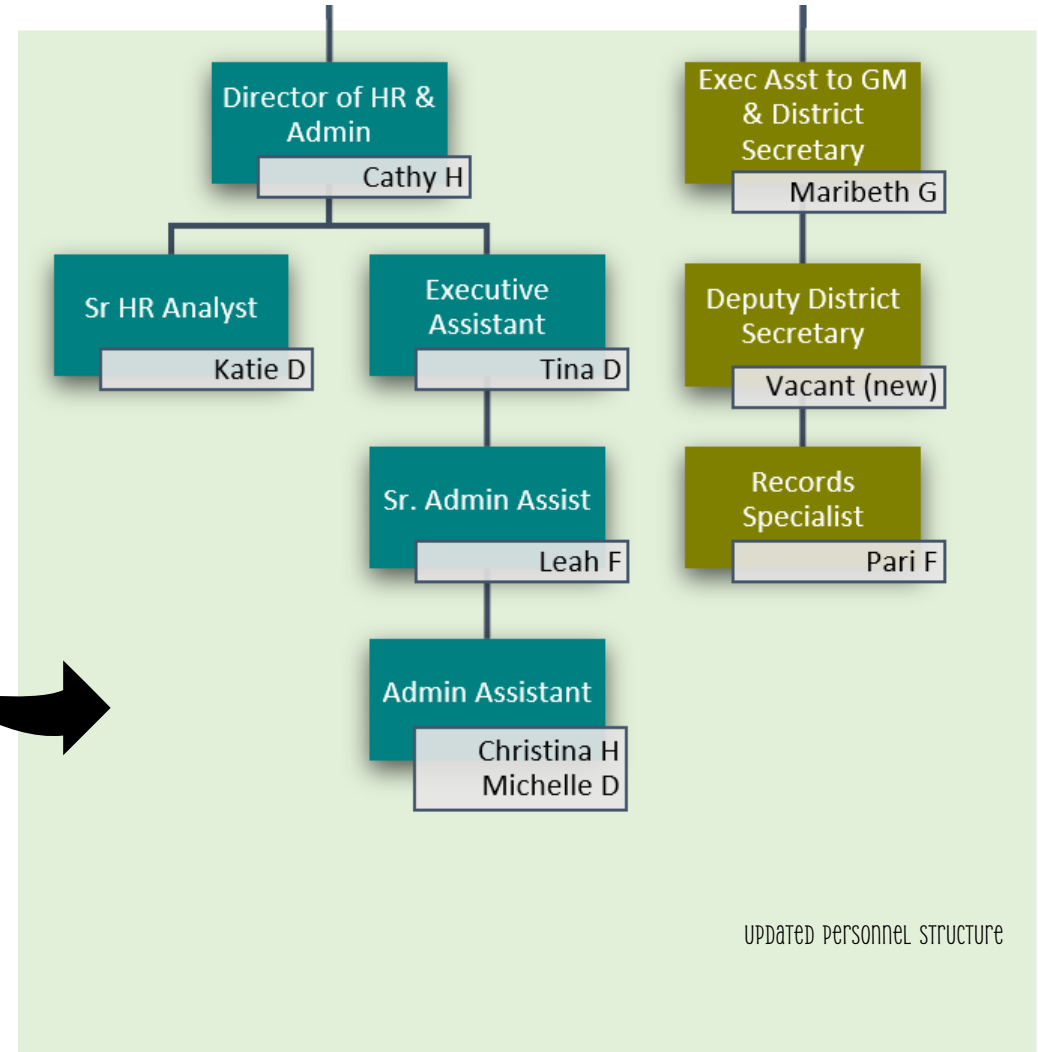
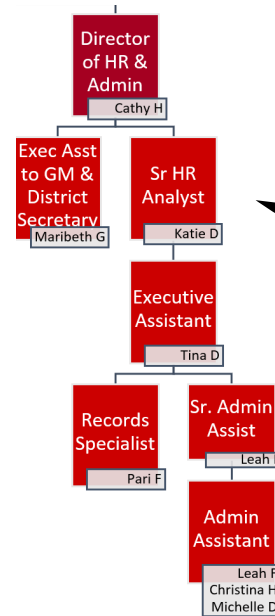
The refined structure maintains our core services while positioning MWDOC to better meet future challenges and opportunities in water resource management and member agency support.



Changes to Organizational Structure



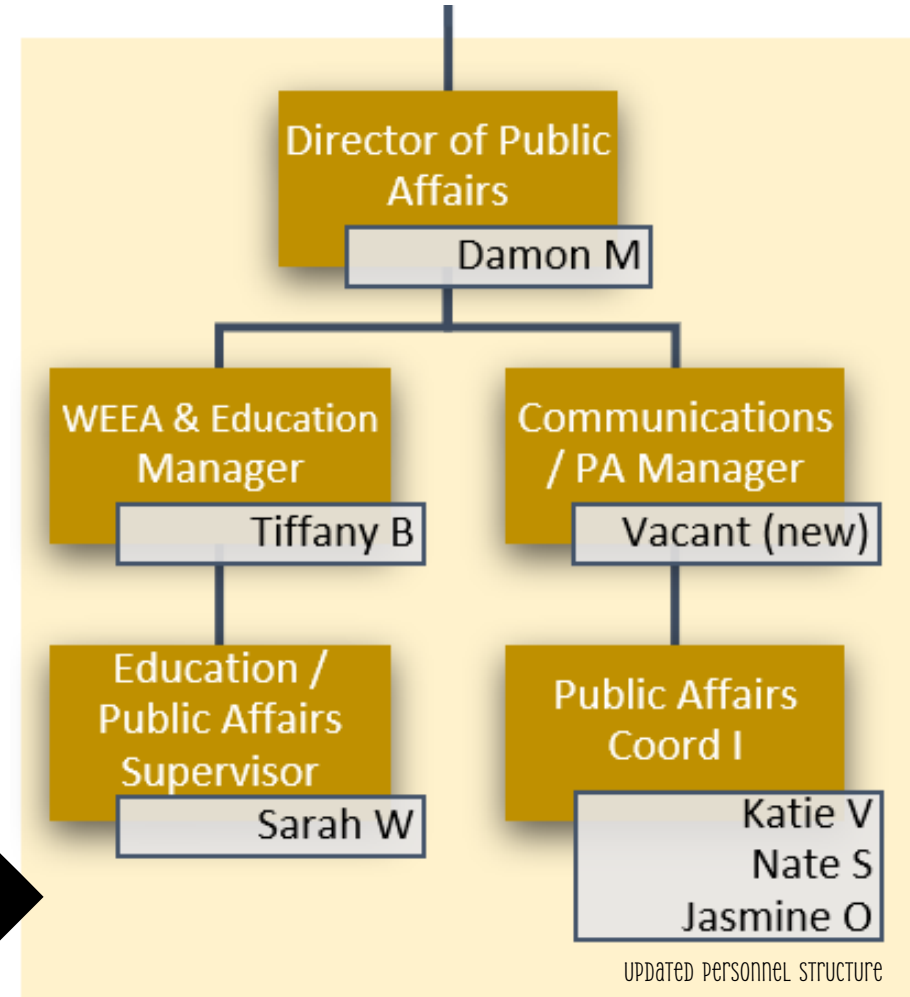
- The improved structure of Board Relations and HR & Office Support will provide more focus attention in these areas.
- The Needs Assessment identified further support for Contract administration and Board services.



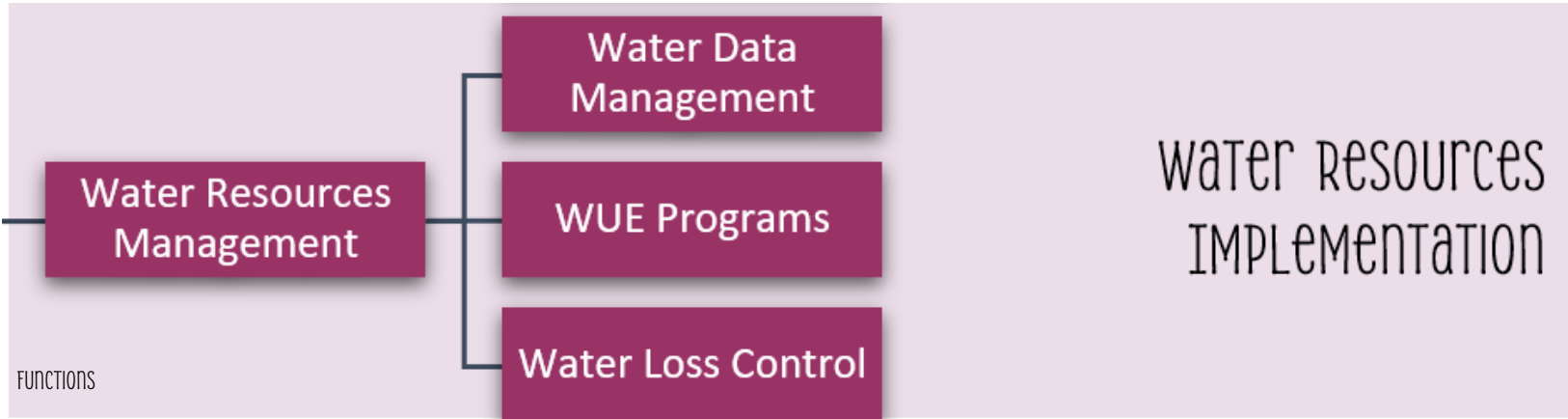
Changes to Organizational Structure



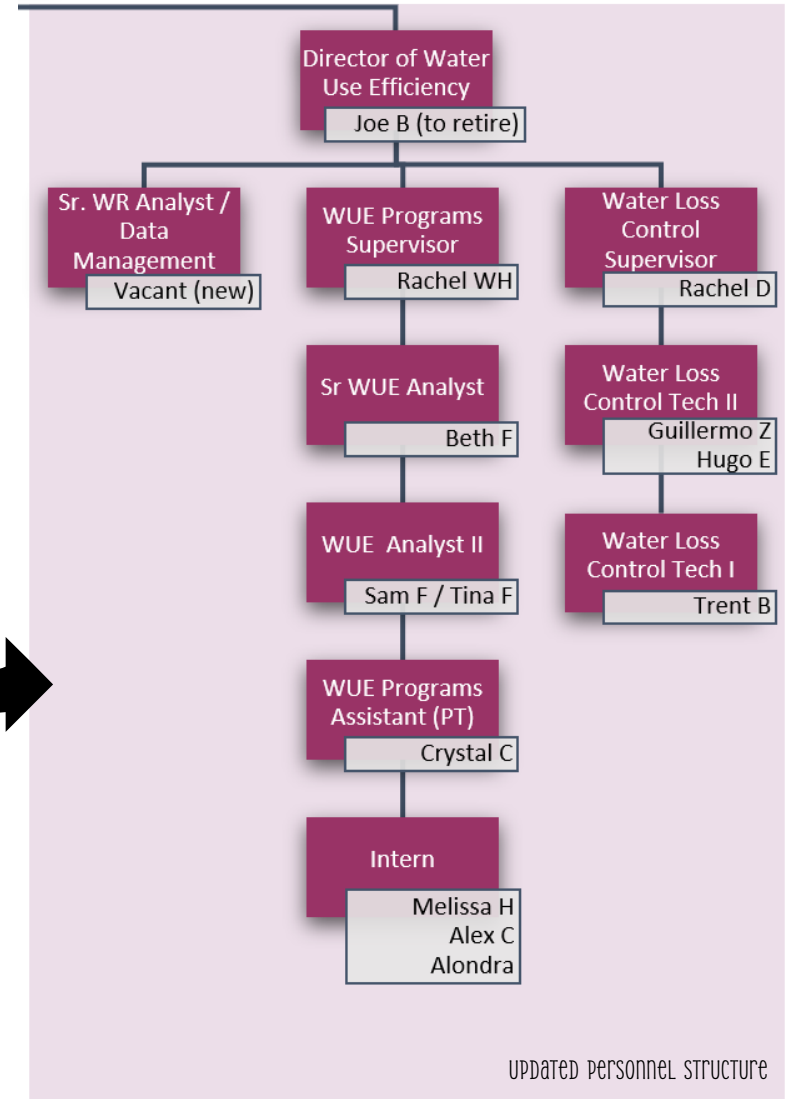
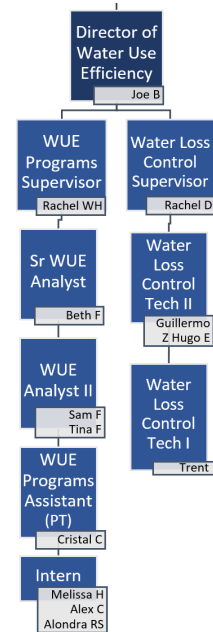
- The improved structure of bifurcating communication & public engagement and education will allow for discrete attention in both areas.
- The Board’s Strategic Priorities call for enhanced Communication and Public Engagement of MWDOC’s functions and services. The Communications and Public Engagement arm will continue its focus on messaging and outreach to the service area.
- The Educational arm will allow for an emphasis beyond the grade school program. Informing the community of a workforce path into water extends our education program as a natural synergy with WEEA.



Changes to Organizational Structure



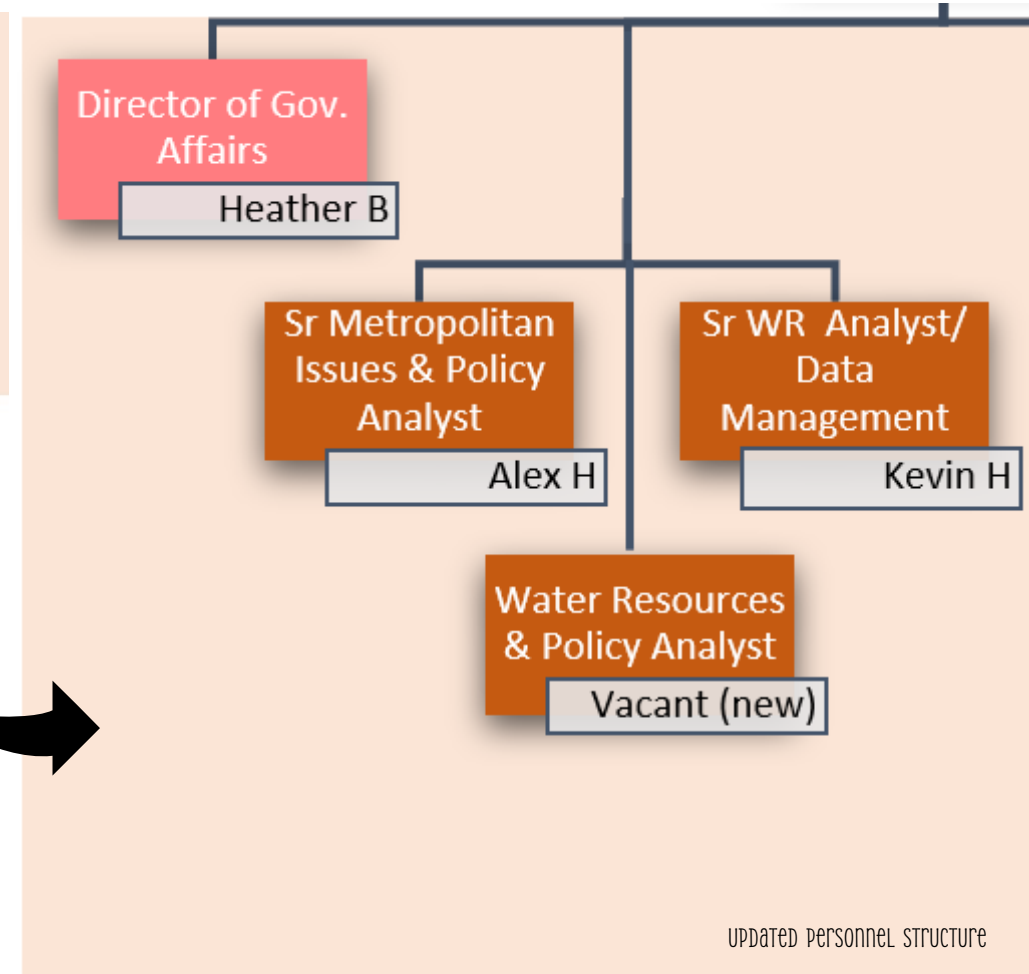
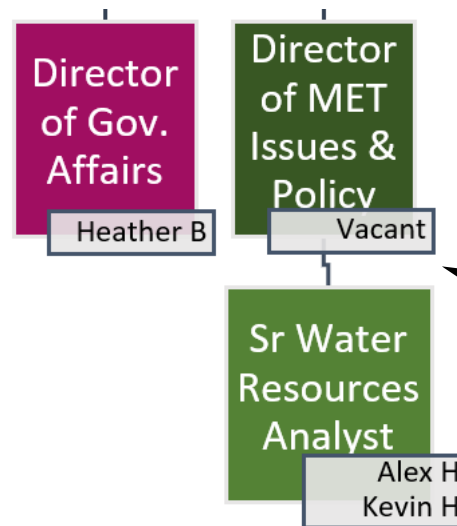
- The recent *Making Conservation a Way of Life* legislation is now in its implementation stage, where the rules, regulations, and reporting are impacting OC retail agencies.
- The need for more data management and program assistance is becoming essential for retail agencies to achieve compliance.
- Having more intradepartmental collaboration with both Governmental Affairs and MET & Water Policy will also enhance our WUE programs and increase our chances of securing additional grant dollars.



Changes to Organizational Structure

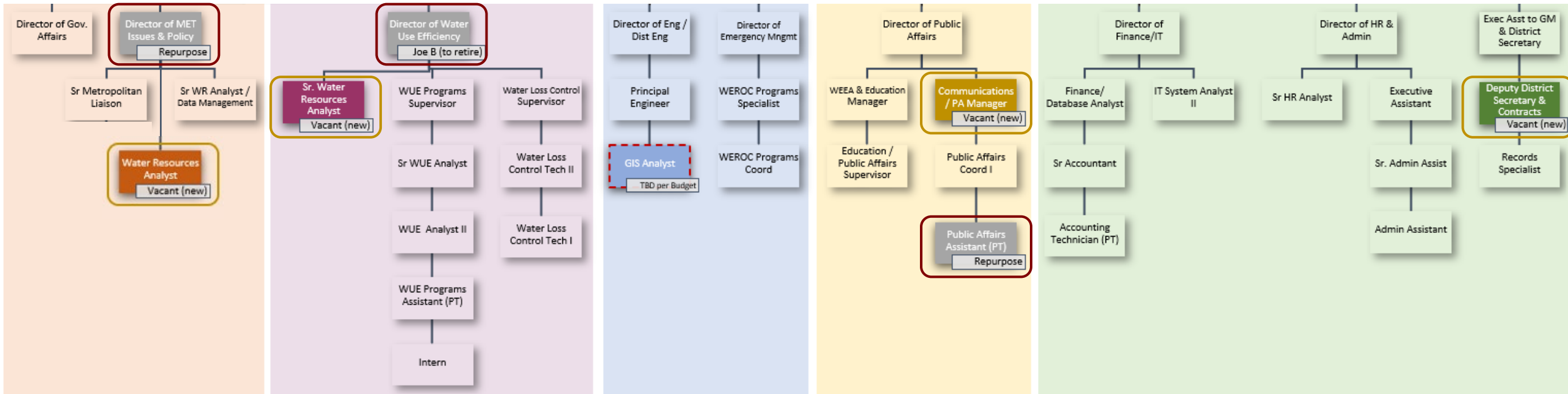


- With the issues facing the State Water Project, Colorado River System, and statewide policies and regulations affecting water policy, there is a need for more industrial coordination and collaboration to assist with policy, regulation implementation, and legislation advocacy.



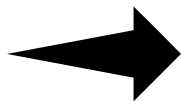
Organizational Personnel Structure

FTE Resource Allocation to evaluate vacant and repurposed positions



\$529,418

3 FTE



4 FTE

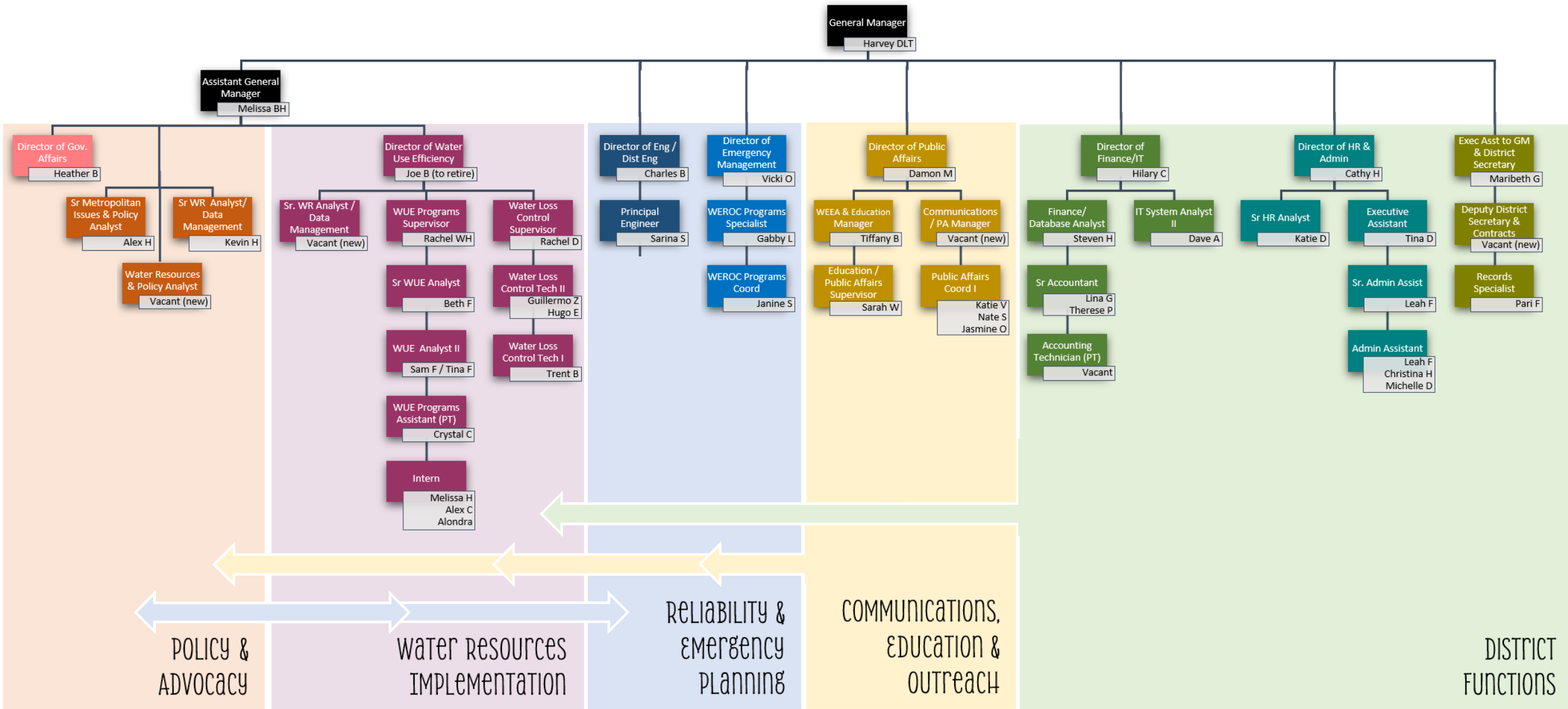
\$ 526,797

(estimate with benefits)



GM Action Plan

Organizational Personnel Structure



POLICY & ADVOCACY
Water Resources IMPLEMENTATION
RELIABILITY & EMERGENCY PLANNING
COMMUNICATIONS, EDUCATION & OUTREACH
DISTRICT FUNCTIONS

Next steps Process Timeline

Timing:

- Initial phase now (commence Jan 2025)
- Subsequent phase concurrent with Budget process (FY 2025-26)

GM Authority:

- Enhance collaboration between related functions (Jan 2025)
- Align resources with organizational objectives (Jan 2025)

Board Consideration Needs:

- Succession Planning Policy (Feb 2025)
- GIS Scoping Assessment (Mar 2025)
- Budget Process for new resources (FY 2025-26)

