



ROWLAND WATER DISTRICT STRATEGIC PLAN

EFFECTIVE ACTION FOR SUSTAINABLE PROGRESS



UPDATED AUGUST 2015

Our state water resources are being challenged like never before. Through this unprecedented drought, Rowland Water District (RWD) stands firm in our commitment to provide our customers with reliable, high-quality water. An already complex process of resource management is now even more intricate, with communities vying for water rights and critical conservation regulations in place.

It is times like these that progressive, strategic planning is especially necessary. Through the District's 62 year history, elected directors, management and staff have consistently looked ahead and planned for the future. In recent years, our team, under the leadership of the RWD Board of Directors, has come together about every three years to carefully consider the next strategic decisions that will maintain the financial and resource stability that our customers have come to trust. We are charged with protecting the reliability of drinking water and recycled water for irrigation that serves the needs of about 62,000 people over more than 17.2 miles in portions of five cities.

Today, and into the future, safeguarding our own assets is not enough. We must work together with all Californians to defend the vitality of our state water resources, or we risk losing the beauty of our open spaces and the lifestyles that we are accustomed to.

Although California lawmakers are approving legislation that should impact water stewardship, this work really starts and ends at the local level, and it relies on the core values that our District is based on - accountability, communication and teamwork. Utilizing guiding principles including transparency and communication, capital investment, planning for responsible growth, and diversifying our water supply have assisted us in developing a Strategic Plan that will enable us to maintain dependable service and high quality water resources for decades to come.

This living document provides staff with a tool that identifies the priorities of our stakeholders, and that the Board can reference when making policy decisions. As we move forward, we must remain consistent with the strategic decisions that have brought us success to date, while also maintaining the flexibility to respond to the changing needs of our environment and our stakeholders.



A handwritten signature in blue ink that reads "Tom Coleman". The signature is fluid and cursive.

Tom Coleman
General Manager



COLLABORATION LEADS TO SUCCESSFUL PLANNING AND ACCOMPLISHMENTS

The Rowland Water District Board of Directors adopted a Strategic Plan in February 2013 after months of comprehensive analysis and deliberate scrutiny of our organization and its operations, which identified “Effective Action for Sustainable Progress.” We are proud to report that all of the goals set forth in that plan were successfully implemented and achieved.

Guided by the District’s core values of accountability, communication and teamwork, we thoughtfully developed strategic initiatives on behalf of our customers to strengthen water supply diversity, system reliability, capital investment, and financial stewardship. Throughout the implementation of this plan, frequent engagement connected District accomplishments with customer benefits that support our vibrant community.



Secured multiple, additional alternative water supply sources amounting to more than 5,000 acre-feet of available drinking water



Enhanced customer experience through robust community outreach and design improvements to the lobby and Board Room



Implemented district-wide technological advances to improve efficiency such as Capital Improvement Software and other programs



Obtained favorable bond ratings and secured significant grant funding to finance future projects and capital improvements



Attained its place as a regional leader and a best-in-class organization within the industry



Bound by our core values - Accountability, Communication and Teamwork - we are committed to providing the highest level of service to our customers.

DEDICATED ♦ RELIABLE ♦ OUTSTANDING ♦ PROFESSIONAL
S E R V I C E

COMMUNICATION

Maintaining exceptional standards through transparency, accountability and an open dialogue with customers

- Advance customer communication and engagement through development of a District Conservation Garden.
- Continue District commitment to local and regional community engagement by prioritizing opportunities that maximize benefit for all partners and stakeholders.
- Improve customer payment system through ease of use options.
- Enhance customer knowledge of complexities of the water shortage and regional impacts through frequent and clear outreach strategies.
- Create internal messaging strategies that enhance staff morale and positive employee experiences.
- Broaden definition of the community through additional outreach tactics.

VALUE

Delivering direct customer benefit in all that we do

- Explore shared service opportunities in the region to create additional customer benefit.
- Generate and maximize high quality customer experience and illustration of the nexus between water costs and services.
- Invest in Customer Service Survey and other feedback resources to track customer perception.
- Develop internal customer service performance to improve customer experience.
- Maintain District commitment to service excellence through responsible governance and prudent stewardship of District resources.



ORGANIZATIONAL DEVELOPMENT

Prioritizing an ongoing investment in our staff and Board of Directors

- Build and implement succession planning objectives and methods within the organization.
- Formalize employee retention goals, tools and related policies.
- Create an internship program to develop internal employee pool and advance talent within the greater industry.
- Maintain status within the industry as a regional leader in talent development and overall best-in-class organization.
- Continue to provide Board of Directors development opportunities in the region and the industry.
- Update and further develop the guiding principles of the District Board of Directors to promote its operation as a collective unit.

WATER SUPPLY DIVERSITY

Becoming a drought-proof water provider

- Develop Water Supply Diversity Plan focused on alternative strategies and aggressive pursuit of water sources.
- Pursue additional groundwater opportunities in and around service area.
- Prioritize investment in recycled water strategies.
- Reconcile all short-term supply strategies with long-term financial planning and reliability goals.
- Promote conservation rigorously to help limit reliance on expensive imported water.
- Continue District dedication to decreasing reliance on imported water.



SYSTEM RELIABILITY

Insisting that each component of the system contributes to the long-term reliability of the overall operation

- Create Reservoir Management System based on analysis of water storage needs and goals across the service area, to insure water quality standards.
- Maximize new supply options.
- Deliver on current and near-future capital projects.
- Use technology and innovation to maintain superior operations and maintenance programs across the District.
- Conduct reliable studies and planning in the context of maintaining high water quality standards.

CAPITAL INVESTMENT

Developing long-term planning strategies that advance the service performance of the agency

- Assess, analyze and catalogue District operational assets.
- Conduct analysis to determine infrastructure needs and investment costs.
- Monitor performance for all current and near-future projects to ensure long-term viability, customer benefit and return on investment.
- Prepare Capital Improvement Plan focused on asset management, infrastructure life extension and data tracking.
- Build capital improvement tools in anticipation of pending state regulations, economic challenges and other industry changes.
- Maintain District commitment to responsible, well-guided and disciplined financial strategies that match operational goals.

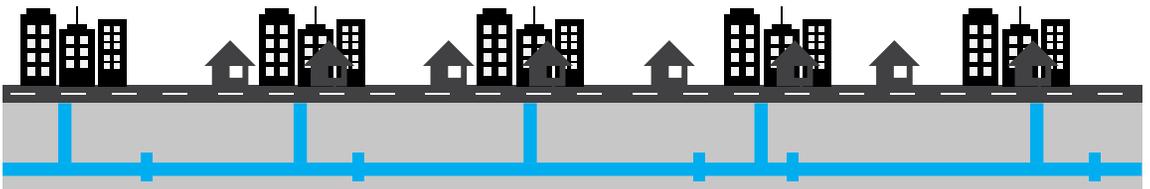
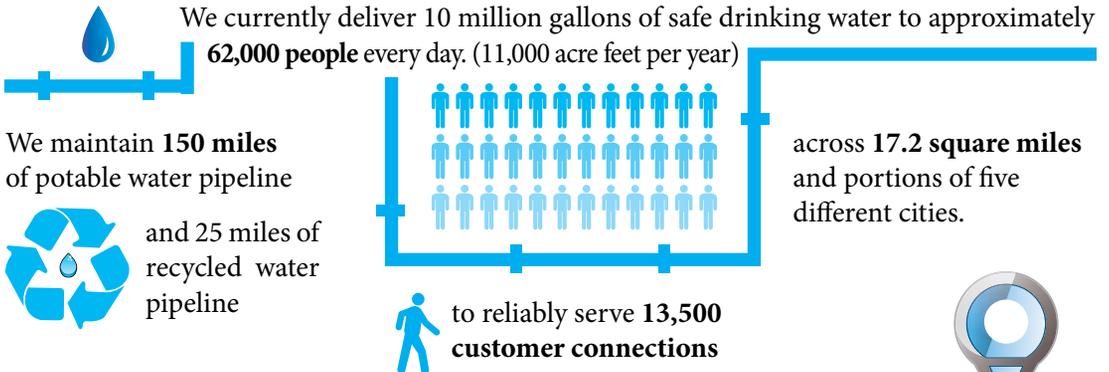


FINANCIAL STEWARDSHIP

Providing prudent stewardship of all financial decisions that affect the District and its customers

- Enhance finance department policies and procedures that reflect the values of the organization.
- Complete and implement District grant compliance manual.
- Prepare mid-cycle rate review model based on analysis of both internal and external conditions.
- Sustain affordable and reasonable rates for the customer while maintaining a clear and understandable nexus to the District's operational costs.
- Prioritize staff development opportunities among finance department personnel.
- Work collaboratively with neighboring agencies and other stakeholders to pursue grant opportunities.
- Maintain District's high credit rating and responsible risk strategy.

YEAR AT A GLANCE



DISTRICT SERVICE AREA



BOARD OF DIRECTORS



Teresa P. Rios
Division 1



Anthony J. Lima
Division 2



John E. Bellah
Division 3



Robert W. Lewis
Division 4



Szu Pei Lu-Yang
Division 5