

RLECWD
Five-year Strategic Plan
2019-2024
October 21, 2019



Board of Directors

John Ridilla, Board President

Mary Harris, Board Vice President

Chris Gifford., Director

Jason Green, Director

Robert Reisig, Director

District Leadership Staff

Tim Shaw, General Manager

Pat Goyet, Operations Superintendent

Renita Lehman, Administrative Assistant

Deborah Denning, Accounting Specialist

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Introduction

A Strategic Plan is a top-level planning document for an organization to set clear direction for the operational aspects of its mission over a given timeframe. For the Rio Linda Elverta Community Water District, it serves as a roadmap for decision making over a five-year period, while affecting the long-term future. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a collective course of action by the Board of Directors and Staff. Beginning with foundational statements, the District's Mission and Strategic Vision, the overall structure of this Strategic Plan was developed by the Board in a series of workshops.

Within the framework of that structure, strategies and tactics were developed by District staff to sustain and, where appropriate, prepare and improve the District over the next five years. At its highest level, this Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This plan also identifies actions, activities, and to leverage and implement planning efforts that are currently underway and which are needed for continued success in operations and management of the District, and provides for periodic reviews and updates.



Strategic Planning Definitions

Mission Statement: A declaration of the District's purpose which succinctly describes why the District exists. All activities of the District should be in support of the Mission Statement. The District's Mission statement also reflects the values to which the District Board is dedicated. The

Board of Directors adopts the Mission Statement. The Mission Statement is reviewed annually but is intended to be constant over the long term.

Vision Statement: A statement that articulates where the District wants to be over the life of the Strategic Plan. It outlines the key changes at the highest level that must be achieved by the Strategic Plan. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The Board of Directors adopts the Vision Statement. The Vision Statement will be reviewed annually and will typically change more frequently than the Mission Statement to reflect the direction the Board wants to take the District over the five-year time horizon of the Strategic Plan.

Core Values: These are values, framed in question form, are the values to which the Board of Directors are fiercely dedicated. They are anchored in community values and are used by the Directors as decision filters for the myriad of decisions in the future.

Strategic Elements: The broad and primary areas of District operations, planning, and management that are addressed and supported by the Strategic Plan goals. These essentially serve as the outline and organization of the Strategic Plan. The Board of Directors adopts the Strategic Elements. The Strategic Elements are reviewed annually but are intended, absent major new issues to be faced, to be relatively constant over the life of the five-year Strategic Plan.

Objective/Strategy statement: A concise statement associated with each Strategic Element that describes what the Objective for that Element is and how it will be achieved.

Strategic Goals: The goal statement is supported by a narrative that more fully explains the nature of the goal and the issues that the goal intends to address. The Strategic Goals are prepared by District staff and accepted by the Board. The Strategic Goals may change from year-to-year when the annual assessment is made of the progress on each Strategic Element. The Strategic goals define the line between policy (Board responsibility) and implementation (staff responsibility) and as such are a collaborative effort of both the Board and staff.

Strategic Plan Development

In 2018 the District retained the services of a strategic planning consultant to facilitate and coordinate the development of the District's five-year Strategic Plan. To prepare for the workshops the Consultant interviewed the District Board members individually on matters they thought were most relevant to future strategy for the District. The following topics were discussed at all of the input gathering meetings:

Mission	Weaknesses
Vision	Opportunities
Strengths	Threats

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. A public Board workshop was held on July 10, 2018. At this workshop the Board reviewed inputs, reviewed and endorsed the District's draft formal Mission Statement and discussed and created Vision Strategies Focus Areas which serve as Vision for the District. On August 6, 2018, the District conducted another strategic planning workshop to receive input from community partners and the public in general.

In the Spring of 2019, the District's Board of Directors experienced substantial turnover. In unrelated incidents, which bear no reflection on the volatility or instability of the District, three of the five Board Members resigned. A majority of the current Board Members did not participate in the strategic planning sessions in July and August 2018. Accordingly, a more deliberate process for the final workshop in September 2019 was performed to incorporate the new Board Members' input.

Using this process the Strategic Plan was assembled in a way that best articulates the Board's Vision and Strategy for the District over the next five years.

The implementation of the strategic focus areas having been proposed by staff was then checked with the Board to serve as a check to assure that implementation properly addressed the Vision of the Board. Formal Board adoption of the Plan occurred on September 16, 2019.

Maintenance of the Plan

A key part of the Strategic Planning process is to conduct an annual review to update the Plan. These reviews allow for regular maintenance of the Plan so that it reflects the actual progress and conditional needs of the District. The reviews will be documented and followed up with by either a Plan supplement or an updated Plan. A five-year planning horizon will be maintained with each review effort developing a new fifth year of actions, projects and initiatives.

Mission Statement and Five-year Strategic Focus Areas

DISTRICT MISSION

Our Mission is to provide a safe and reliable water supply in a cost-effective manner.

District Vision Statements

In 5 years, we'd like to be able to say...

- VS-1 We have made significant progress in the funding needed replacements of district infrastructure, including the office facility.
- VS-2 We are continuing to provide drinking water that meets all state and federal limits,
- VS-3 We have improved the coverage provided by our Automated Metering Information (AMI) infrastructure to reduce the need for manual reading.
- VS-4 We have improved the district's public image
- VS-5 We are meeting statewide water use efficiency and water loss standards.
- VS-6 We establish a rate structure and rate adjustment practices that fairly balance operational needs, water use efficiency and water affordability.
- VS-7 We remain financially healthy and have reduced the overall District debt and unfunded liabilities.
- VS-8 We have adequate staffing and a stable, satisfied and productive Staffing.
- VS-9 We have stabilized the senior management to maintain continuity for attaining District objectives moving forward with purpose and clearly defined direction.

District Strategic Focus Areas

Strategic Focus Areas represent the vital areas of the District's operation and management that must be addressed in the strategic plan. They are created by the Board of Directors and link the implementation work to the Mission and Vision. Strategic elements are derived from the foundational Mission and Vision statements of the District. They are linked to action and results through the Strategic Goals written in each area and the Strategic Work Plan. Within the five-year period covered by this Strategic Plan, these areas assure that all aspects of District operations are well supported; moving forward in a way that reflects Board priorities and creates balanced implementation. The Strategic Work Plan which contains the supportive actions and initiatives organized and prioritized by year within the planning period, is presented along with each Strategic Goal and is also consolidated in tabular form in Table 1 - Strategic Plan "At-a-Glance" (pg. 12). Business Plans and employee goals can be derived from these and are not a part of the Strategic Plan, but tactical; these are developed on a one to two-year timeframe with tasks and are handled within the management structure of the District.

In 5 years, we must deal with the following strategic focus areas (in no particular order) ...

1.0 Water Sources

2.0 Infrastructure

2.2 Administration Office Building

3.0 Rate Adequacy and Financial Stability-

4.0 Partner Relations –

5.0 Organization and Staffing -

6.0 Readiness for residential development and other opportunities –

7.0 Readiness for Regulatory Shifts

Strategic Implementation

The Implementation Plan below contains tactics organized around the focus areas. They are then sorted by year within the planning period. They are provided in tabular form in Table 1 - Strategic Plan “At-a-Glance” (pg. 12).



1. Water Sources

Rio Linda Elverta Community Water District Strategic Plan 2019

Our objective is to be confident with the District's ability to provide safe and reliable water supply to our ratepayers. Our strategy is to continually study, optimize, clarify and report our water needs and to make solid decisions on investing in, protecting and developing water sources.

- 1.1. Clearly outline options for the development of water sources
- 1.2. Refine and choose viable options for other water sources for RLECWD
- 1.3. Clearly communicate with the public regarding options
- 1.4. Properly adopt and implement water use efficiency and water loss requirements.

RIO LINDA / ELVERTA COMMUNITY WATER DISTRICT

RIO LINDA, CALIFORNIA

WELL 16 PUMP STATION PROJECT

RLECWD PROJECT NO. XXXXXX

95% DESIGN SUBMITTAL

AUGUST 2019

VICINITY MAP
NOT TO SCALE

INDEX OF DRAWINGS

GENERAL	STRUCTURAL
G1 COVER SHEET	S1 FOUNDATION & ROOF PLAN
G2 NOTES	S2 SECTIONS
G3 ABBREVIATIONS AND SYMBOLS	S01 STRUCTURAL DETAILS
G4 OVERALL PLAN & SHEET KEY	S02 STRUCTURAL DETAILS
	S03 STRUCTURAL DETAILS
	S04 SOUND WALL DETAILS
	S01 STRUCTURAL NOTES
CIVIL	ELECTRICAL
C1 SITE GRADING, PAVING & DRAINAGE PLAN	E1 ELECTRICAL SYMBOLS AND ABBREVIATIONS
C2 FACILITY SITE PLAN	E2 INSTRUMENTATION SYMBOLS AND ABBREVIATIONS
C3 LANDSCAPING PLAN	E3 WELL PUMP PBD
C4 DRAINAGE SECTIONS-DETENTION BASIN & CURB	E4 CHEMICAL SYSTEMS PBD
C5 DRAINAGE SECTIONS-SOUTH DITCH & BERM	E5 MISCELLANEOUS SYSTEMS PBD
	E6 ONE-LINE DIAGRAM AND SWITCHBOARD ELEVATION
MECHANICAL	ELEVATION
M1 BUILDING PIPING PLAN	E7 WELL PUMP VFD CABINET
M2 WELL PIPING PLAN & SECTIONS	E8 CONTROL PANEL ELEVATION AND LAYOUT
M3 CONTROL BUILDING ELEVATIONS	E9 CONTROL PANEL WIRING DIAGRAMS
M4 CHEMICAL ROOM ELEVATION	E10 BUILDING POWER PLAN
	E11 BUILDING LIGHTING AND RECEPTACLE PLAN
PIPELINE	DETAILS
P1 PIPELINE PLAN AND PROFILE	D1 PUMP AND WELL DISCHARGE PIPING DETAILS
P2 PIPELINE PLAN AND PROFILE	D2 BUILDING DETAILS 1
P3 PIPELINE PLAN AND PROFILE	D3 BUILDING DETAILS 2
P4 PIPELINE PLAN AND PROFILE	D4 PAVING AND DRAINAGE DETAILS
P5 PIPELINE PLAN AND PROFILE	D5 FENCING DETAILS
	D6 PIPELINE DETAILS 1
	D7 PIPELINE DETAILS 2
	D8 PIPELINE TRIP DETAILS
ARCHITECTURAL	
A1 CONTROL BUILDING DIMENSION PLAN	

LOCATION MAP
NOT TO SCALE

APPROVED - RLECWD GENERAL MANAGER _____ DATE _____

DOMENICHELLI & ASSOCIATES _____ DATE _____

REV	DESCRIPTION	DATE	BY	CHKD

DOMENICHELLI & ASSOCIATES

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RIO LINDA/ELVERTA
COMMUNITY WATER
DISTRICT

RIO LINDA / ELVERTA COMMUNITY WATER
DISTRICT WELL 16 PUMP STATION PROJECT

COVER SHEET

ISSUED	1
DATE	08/11/2019
BY	CS
CHKD	
DATE	

2. Infrastructure

Our objective is to manage infrastructure needs of the District over the long-term. Our strategy is to commission professional studies as needed and then support needed repairs and improvements to assure that we are appropriately positioned to proactively provide the water system needed by our ratepayers.

- 2.1. Update Water Master Plan and ancillary documents
- 2.2. Administrative Building

2.3. Capital Improvement Plan (clearly communicate the public need)

3. Rate Adequacy and Financial Stability

Our objective is to be confident with the efficient use of the public's resources yet fulfill our commitment to the overall Mission of the District. Our strategy is to regularly study, carefully analyze costs and rates remain open about our business methods and principles to make highest and best use of the public resource.

3.1. Set Rate Philosophy

3.2. Conduct Rate Study (SB-606, Hexavalent Chromium, licensed treatment operators, conservation mandates, operations reserve fund, other Gaps)

3.3. Initiate Periodic Rate Studies; both informal, in-house and formal, outsourced.

3.4. Continue our good finance reporting practices and promote our excellence in financially transparency.

3.5. Review and revise fees to ensure we maintain the required correlation between the cost of providing service and the fee we charge.

3.6. Implement the previously established direct assessment process to recover debt from those customers whose non-payment are effectively a liability to the rest of the customers.

3.7. Strive to reduce debt and the fixed charges in our rate structure therefrom.


3.8. Transition to proactive financing of needed infrastructure replacement instead of reactive, to avoid having to borrow money to catch up and/or pay for deferred maintenance in a crisis mode.

4. Partner Relations

Our objective is to build on our partnerships with other agencies and professional organizations to the benefit of the District. Our strategy is to actively participate in groups that share common interests and to support and lead where appropriate within our industry associations.

4.1. Discuss and adopt professional standards for our interactions with partners and professionals with whom the District interfaces.

Posts



Rio Linda Elverta Community's Water District
Published by Tim Shaw [?] · October 16 at 10:48 AM · 🌐


Water Bills will be mailed on Monday, September 30th. Payment due on October 21, 2019. If you have moved, sold your home or need to update your phone numbers on your account please contact the District Office at (916) 991-1000 or email us at questions@rlecwd.com to update your information.


Thank You RLECWD Staff

1,567
People Reached

154
Engagements

[Boost Post](#)

 1

 1 Share

- 4.2. Continuously review where the District’s participation and level of participation optimally complies with cost-benefit criteria.
- 4.3. Be open and inviting to ways the District can maintain and improve the way it is perceived by other agencies and by the regulatory environment.

5. Organization and Staffing

Our objective is to make optimal use of the current employee base and assure that those who are employed in the future are equally competent and productive. Our strategy is to hire carefully, supervise and manage at the highest levels and employ methods that assure a top-notch and satisfied Staffing for the future.

- 5.1. Address the isolation and compartmentalization tendencies in the organization
- 5.2. Conduct periodic and proper compensation studies to assess and, when necessary, adjust where the District ranks within the regional employment market.
- 5.3. Consider ROP and/or apprentice type programs to augment personnel resources and provide a potential source of future employees.
- 5.4. Increase job satisfaction and retention of qualified, competent employees.
- 5.5. Maintain, and where needed, improve employee professional development programs and opportunities.

6. Readiness for Large-Scale Residential Development and other Opportunities

Our objective is to assure that the District takes full advantage of all benefits that large-scale residential development projects offers those currently within the District along with future District ratepayers. Our strategy will be to make clear and deliberate policy decisions regarding what the District will require and how the District will interact with those who propose to develop and need a reliable and safe source of water in the future.

- 6.1. Clarify District position regarding the water supply in growth areas.
- 6.2. Re-evaluate the District's planning documents in the context of land use authority planning documents and policies, e.g. Rio Linda Elverta Community Plan and PF-8.
- 6.3. Remain cognizant of the need for contingency planning if/when large-scale development projects of delayed or suspended.

7. Readiness for Regulatory Shifts

Our objective is to meet all regulations, both State and Federal, while keeping our ratepayers well informed and prepared to meet the challenges that they present. Our strategy is to get and keep leading edge knowledge of the regulations and be aware of any changes to them or any emerging through the legislative or bureaucratic systems.

- 7.1. Keeping well informed and involved with relevant emerging regulations
- 7.2. Be proactive with regulations and plan for compliance before the deadline.
- 7.3. Interact with partner agencies and professional organizations to learn for the experience and insights of other, similar agencies.
- 7.4. Guard against compartmentalization/isolation. Don't assume those who need to know do know, those who need to do have done.

Table 1 –The Strategic Plan “At a Glance”

STRATEGIC ELEMENTS	STRATEGIC GOALS	Estimated Completion Date
		<i>Fiscal Year Completed</i>
1. Water Sources		
	<i>1.1 Outline Options for development of water sources</i>	<i>Continuous (regs/mandates)</i>
	<i>1.2 Choose Viable Options</i>	<i>2020 (Cr+6 MCL)</i>
	<i>1.3 Communicate Options to Public</i>	<i>Continuous</i>
	<i>1.4 Implement Water Loss and Water Eff. Requirements</i>	<i>2021/2020 (respecti</i>
2. Infrastructure		
	<i>2.1 Update Water Master Plan et al</i>	<i>2020</i>
	<i>2.2 Admin Office</i>	<i>2023</i>
	<i>2.3 Capital Improvement Plan</i>	<i>2020</i>
3. Rate Adequacy and Financial Stability		
	<i>3.1 Set Rate Philosophy</i>	<i>Dec 2019</i>
	<i>3.2 Conduct Rate Study</i>	<i>April 2020</i>
	<i>3.3 Periodic Rate Studies</i>	<i>Continuous</i>
	<i>3.5 Review and revise fees</i>	<i>Ongoing</i>
	<i>3.6 Implement Direct Assessment Recover Debt</i>	<i>2020</i>
	<i>3.7 Reduce percentage of fixed charge in rates</i>	<i>June 2020</i>
4. Partner Relations		
	<i>4.1 Adopt Professional Standards for Interactions</i>	<i>Oct 2020</i>

5. Organization and Staffing		
	<i>5.1 Address compartmentalization</i>	<i>Ongoing</i>
	<i>5.2 Conduct compensation Studies</i>	<i>2021</i>
	<i>5.3 Augment Personnel Resource</i>	<i>Continuous</i>
	<i>5.4 Increase job satisfaction</i>	<i>Continuous</i>
	<i>5.5 Improve professional development</i>	<i>Ongoing</i>
6. Readiness for Residential Development and Other Opportunities		
	<i>6.1 Clarify water supply in growth areas</i>	<i>2021</i>
	<i>6.2 Reevaluate planning documents</i>	<i>2020</i>
	<i>6.3 Remain Cognizant of contingency planning</i>	<i>Continuous</i>
7. Readiness for Regulatory Shifts		
	<i>7.1 Remain Current on Regulations</i>	<i>Continuous</i>
	<i>7.2 Plan for Compliance with Regulations</i>	<i>Ongoing</i>
	<i>7.4 Guard Against Isolation</i>	<i>Ongoing</i>