



Strategic Plan

Revised 2020

Est. 2016



INTRODUCTION

The Rainbow Municipal Water District Board of Directors is pleased to present the 2020 Update to the Rainbow Municipal Water District Strategic Plan. This plan is based on the 2016 Strategic Plan and allows for refreshing and bringing upcoming strategic goals and objectives current. This plan was developed through a series of collaborative workshops and a working session with the Board of Directors and RMWD staff. In addition, the Board working session was conducted via a publicly noticed meeting. Due to Covid-19 restrictions, public involvement was allowed via Zoom meeting access only. The result of these combined efforts is an updated Plan that provides organizational focus and clarifies priorities that will drive the District's activities to effectively serve its customers.

The Plan reaffirms our 2016 Mission, clarifies our Core Values, and outlines six Strategic Focus Areas. The Strategic Focus Areas reflect the vital core business issues that are critical for the District's continued success. Each Strategic Focus Area includes a brief description of its fundamental importance to the District. Strategic Focus Areas are supported by a broad Goal to address the focus area. Specific Objectives have been identified to provide meaningful, practical steps to be taken to accomplish the Goal. Each year, the General Manager, and Leadership team will develop detailed plans that include specific, measurable actions that are designed to ensure implementation of the goals and objectives.



This is a living document as the conditions in the area of water supply and reclamation change over time. This document will be reviewed by the Board of Directors on an annual basis along with the various goals and objectives presented by the RMWD staff. At intervals not to exceed five years, the Board of Directors will revisit the Mission Statement, Values, and Strategic Focus Areas and again refresh the Plan to ensure that it remains aligned with the needs of the District at that time.

Thank you to all who participated in this collaborative effort. Every contribution, however small, was important and all contributions were greatly appreciated. This Strategic Plan will serve as the primary roadmap as the Board of Directors and staff continue to strive forward in our mission to providing our customers reliable, high quality water and water reclamation services in a fiscally sustainable manner!

-Board of Directors
Rainbow Municipal Water District

STRATEGIC PLANNING PROCESS

The Strategic Planning update process for Rainbow Municipal Water District was comprehensive and inclusive. The Board of Directors and District employees contributed to assess the 2016 Plan and assuring a practical and relevant plan to help guide the future of the District. In addition, the Community was invited to provide their input at the Board working session.

COMMUNICATION & INVOLVEMENT



The process began with the interview input gathering from District staff and individual Directors. The planning activity followed a four-phased planning process:

Phase I - Planning to Plan

The District staff and Board of Directors began the process by assessing the 2016 plan and determining that an update process was necessary instead of a full re-write, to refresh and make current some of the projects still working and then add as needed to set the proper direction for the next few years.

Phase II - Analyze the Situation

This critical phase included taking an objective look at the District to identify strategic challenges, direction and needs. Several analyses were conducted including:

- 1) Review of existing mission and key mandates
- 2) Identification of critical input needed for this update
- 3) A deep dive critical review of the 2016 Strategic Plan to determine if the Strategic Focus Areas continued to be valid, then clearly understand the status of those actions and projects by that plan. Strategic goals and objectives were reviewed to assess their completion or need to include status for the purposes of the update.

Phase III - Set Strategic Direction

All of the data generated from Phase II was used to set the Strategic Direction for District for the next few years. This included reaffirming the Mission, creating Core Values and outlining six Strategic Focus Areas. The Strategic Focus Areas are the most critical "make or break" issues for the District's continued success. Each Strategic Focus Area is supported by a broad Goal. Specific objectives were developed to provide practical steps to be taken to accomplish the Goal. During this Phase the Board of Directors were allowed individual input, then held a workshop to assess the Mission, Vision and Values for the District, then thoroughly discuss the Goals and Objectives for the next few years. All foundational statements were affirmed by the Board.

Phase IV - Complete and Monitor the Plan

The end result of the planning process is a practical document that serves as a roadmap for the future direction of the District. The General Manager, Department Managers and Superintendents will develop detailed plans, including measurable actions that will ensure implementation of the goals and objectives. The Board of Directors will review the Strategic Plan on an annual basis to ensure that the Strategic Focus Areas continue to meet the needs of the District.

OUR MISSION AND VALUES

MISSION STATEMENT

To provide our customers reliable, high quality water and water reclamation services in a fiscally sustainable manner.

CORE VALUES



INTEGRITY: We believe in openness, trust, ethics and transparency. We practice direct and honest communication in all of our day-to-day interactions.

PROFESSIONALISM: A professional work place is the cornerstone of any quality organization. We have open and respectful communication and interactions, both internally and with our customers. Our employees will always exhibit professionalism in all of their day to day interactions.



Responsibility: Individual and organizational responsibility and accountability for accomplishing the District's mission is a core value. We focus on doing our work in an efficient, reliable, and cost effective manner.

Teamwork: We understand the value of teamwork and are committed to working together both internally and externally. Our focus is on supporting one another to collectively be our best. We encourage communication and collaboration. We focus on quality and have pride in the work we do in service to our customers.



Innovation: Innovation and creative thinking are supported and encouraged. We realize that good ideas can come from many sources, including our customers, and we continually encourage new and better ways of doing our work. Our goal is not innovation for innovation's sake, but for finding ways to improve service and lower costs.

STRATEGIC FOCUS AREA ONE:

WATER RESOURCES

Imported water supplies are becoming increasingly unreliable and more expensive. Increasing costs from drought, government regulations and additional forces outside of the District's control require that RMWD diversify its water resources in the region to ensure a safe, sustainable, and reliable source for its customers.

WATER RESOURCES GOAL:

Develop a diversified water portfolio, including conservation and alternative sources, to provide a reliable, resilient supply.



OBJECTIVES:

- Successfully detach from San Diego County Water Authority.
- Seek agreements with neighboring agencies for permanent interconnections
- Complete feasibility and risk/benefit study for the San Luis Rey groundwater development project. Commence full design if project is deemed feasible.
- Assess other non-local sources such as reclamation and groundwater.
- Assess ways to generate value from unused in-district water storage

STRATEGIC FOCUS AREA TWO:**ASSET MANAGEMENT**

Aging infrastructure, rising costs, increasing regulations and security concerns require that key assets are maintained properly. Careful planning for anticipated future demands and pipeline rehabilitation is essential for efficient operation of the system. Effective asset management is an important tool to ensure we get the best value from the investments made by our customers in our assets.

ASSET MANAGEMENT GOAL:

Continue to refine the asset management process to plan for, prioritize and fund maintenance, replacement, expansion and rehabilitation of District infrastructure, facilities and equipment.

OBJECTIVES:

- Perform continuous condition assessment and documentation.
- Develop plans for efficient use of District resources (reservoirs, facilities, etc.)
- Pursue the lowest-cost replacement of the Administrative Facility.
- Develop strategies to address the funding challenges for asset rehabilitation made clear by the Condition Assessment Program.
- Document a clear connection between condition assessment and capital replacement costs for the option of having a separate fixed capital charge in the rates.

STRATEGIC FOCUS AREA THREE:**WORKFORCE DEVELOPMENT**

Employees are the most valuable asset in any organization. Increasing demands, rapidly increasing regulations, and an aging workforce, require water districts to have highly motivated employees that are committed to continuous learning and improvement.

WORKFORCE DEVELOPMENT GOAL:

Recruit, develop and retain a highly skilled and knowledgeable workforce that is experienced, up-to-date, innovative and loyal to the District and its customers.

OBJECTIVES:

- Conduct regular needs analysis to ensure adequate staffing levels, succession planning, and proper labor allocation to meet operational needs.
- Position the District as an employer of choice in this industry and this region.
- Implement effective Performance Management programs including performance assessments, employee recognition, and continuous feedback.
- Maintain education and training opportunities to ensure continuous improvement, leadership development and learning for all staff.
- Create a culture of excellence where we embody safe and efficient work practices.
- Ensure continuous Board development and participation in industry-related activities.

STRATEGIC FOCUS AREA FOUR:**FISCAL RESPONSIBILITY**

Increasing costs of water, labor, supplies and energy, along with public scrutiny require that all public agencies be especially conscious of planning and managing their fiscal resources. It is critical that agencies have sound financial plans and make the best possible decisions for the sustainability of the District in service to its customers.

FISCAL RESPONSIBILITY GOAL:

Fiscally responsible, transparent and sustainable approaches to managing and forecasting the District's finances.

**OBJECTIVES:**

- Develop a Comprehensive Annual Financial Report (CAFR) in compliance with Government Financial Officers Association (GFOA) standards.
- Continue practice of budget preparation and documentation in compliance with Government Financial Officers Association (GFOA) standards.
- Continually assess appropriate reserve and investment policies to protect customers.
- Continue proper management of the Capital Improvement Program (CIP)
- Develop sustainable water rates
- Proactively manage and maintain sustainable employee benefits.
- Implement a Continuous Improvement Process for all district operations.

STRATEGIC FOCUS AREA FIVE:**CUSTOMER SERVICE**

The primary purpose of RMWD is to provide reliable, quality water and water reclamation to our customers. Water customers expect and deserve the best service at the best value.

CUSTOMER SERVICE GOAL:

Provide top quality customer service by meeting customer needs, being responsive and providing timely communication. .

OBJECTIVES:

- Develop measurable metrics and gather feedback on customer interactions.
- Be known for top-quality customer service.
- Enhance and further develop the online bill pay experience and continually communicate bill pay options to customers.
- Enhance knowledge of customer service staff through industry specific training.
- Enhance the use of social media for outreach, promote a culture of being proactive and educating customers about our industry.

STRATEGIC FOCUS AREA SIX:**COMMUNICATION**

Effective communication is the glue that keeps organizations working together and operating efficiently. In this age of information overload and competing technologies, it is more important than ever to ensure clear, concise and accurate communication, both within the organization and to the public. Effective communication ensures better understanding, improved teamwork and increased customer satisfaction.

COMMUNICATION GOAL:

Ensure effective communication and good working relationships within the region, our customers and staff.

**OBJECTIVES:**

- Continue use of newsletters, updated website, local advertisements, channel competence to respond accordingly to customers, (responsible, reliable, speed, and value)
- Enhance and improve educational programs in local school systems, including at the community college level.
- Develop useful and engaging internal communication methods to keep staff educated about the District's plans, challenges and successes.

CONTRIBUTORS

This Strategic Plan would not have been possible without participation from the Board of Directors and key members of the RMWD Staff. Each contributing party played an important and critical role in the planning process; sharing what they know about Rainbow Municipal Water District and its business operations. This collaborative process allowed the group to establish a clear and positive direction for the future of the District.

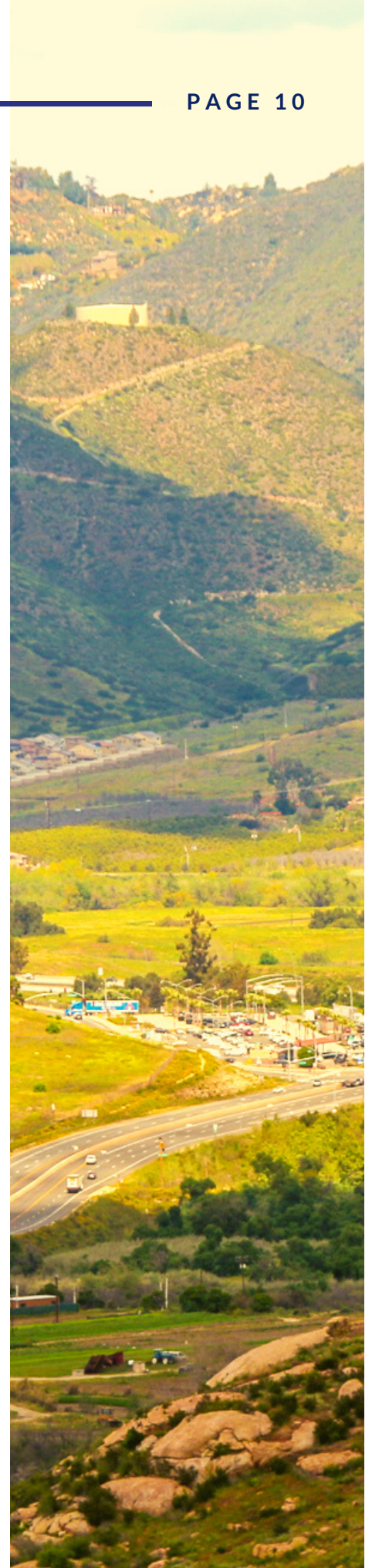
MEMBERS INCLUDED:

BOARD OF DIRECTORS

- Division 1: Pam Moss
- Division 2: Hayden Hamilton
- Division 3: Miguel Gasca
- Division 4: Carl Rindfleisch
- Division 5: Michael Mack

STRATEGIC PLANNING COMMITTEE:

- Tom Kennedy, General Manager
- Tracy Largent, Finance Manager
- Karleen Harp, Human Resources Manager
- Robert Gutierrez, Operations Manager
- Ahmed Khattab, IT Manager
- Chad Williams, Acting District Engineer



STAFF

ADMINISTRATION OFFICE

General Manager: Tom Kennedy
 Executive Assistant: Dawn Washburn
 HR Manager: Karleen Harp
 Risk Management Officer: Charmaine Esnard
 HR Assistant: Claudia Ramirez

FINANCE

Finance Manager: Tracy Largent
 Senior Accountant: Renee Rubio
 Accounting Specialist: Laura Martinez
 Purchase & Inventory: Chris Daugherty
 District Services Rep: Amanda Holtz

CUSTOMER SERVICE

Supervisor: Cynthia Gray
 Customer Service Reps: Leslie Mondragon
 Corynn Stalker
 Katherine Kilmer
 Joshua Cruz

ENGINEERING

Acting Engineering Mgr: Chad Williams
 Associate Engineer: Michael Powers
 Engineering Tech II: Delia Rubio
 Engineering Project Mgr: Malik Tamimi
 Senior Eng. Inspector: Ryan Stockton

INFORMATION TECHNOLOGY

I.T. Manager: Ahmed Khattab
 Information Sys Specialist: Freddy Espino
 Tech Services Lead: Ed Bradley
 Electrical Technician: Mark Cline

FIELD OPERATIONS

Operations Manager: Robert Gutierrez
 Fleet Mechanic: Rene Del Rio

CONSTRUCTION & MAINTENANCE

Supervisor: Esaud Lagunas
 Lead: Wayne Nault
 Utility Workers: Justin Demary
 Thomas Sjuneson
 Michael Gonzalez
 Bernardo Nunez
 Dennis Mendez
 Bryan Ortiz
 Alex Dagondon
 Luis Martinez

WATER OPERATIONS

Supervisor: Steve Coffey
 Lead: Bryan Rose
 System Operators: Chris Heincy
 Jerry Kraft
 Gerardo Cancino
 Ricardo Zaragoza
 Chuck Faust
 Scott Simpson

WASTEWATER

Superintendent: Ramon Zuniga
 Utility Workers: Ruben Lopez
 Chris Hand
 Victor Veenstra

METERS

Supervisor: Mark Wilson
 Utility Workers: Kenny Diaz
 Clem Taylor
 Chris Hoelscher
 David Hill
 Carlos Ramos
 Victor Tornero
 Jesus Hernandez