

The logo for Rainbow Municipal Water District features a stylized white rainbow icon to the left of the word "RAINBOW" in a large, bold, white sans-serif font. Below "RAINBOW" is the text "MUNICIPAL WATER DISTRICT" in a smaller, white sans-serif font. The entire logo is set against a dark blue background.

**RAINBOW**  
MUNICIPAL WATER DISTRICT

Strategic Plan  
**2016**

# INTRODUCTION:

The Rainbow Municipal Water District Board of Directors is pleased to present the Rainbow Municipal Water District 2016 Strategic Plan. This plan was developed through a series of collaborative workshops and working sessions with the Board of Directors, Volunteer Committees, Strategic Planning Team, and all RMWD staff. In addition, the Community was invited to provide input to the plan and a good number of their ideas have been incorporated. The result of these combined efforts is a Plan that provides organizational focus and clarifies priorities that will drive the District's activities to effectively serve its customers.

The Plan reaffirms our Mission, clarifies our Core Values, and outlines six Strategic Focus Areas. The Strategic Focus Areas reflect the "vital few" 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, Department Managers, and Superintendents 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 to ensure that they remain 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 process for Rainbow Municipal Water District was comprehensive and inclusive. The Board of Directors, Volunteer Committees, and all District employees contributed to creating a practical and relevant plan to help guide the future of the District. In addition, the Community was invited to provide their input and a good number of their ideas have been incorporated.



The process began with the establishment of the Strategic Planning Team, made up of six key staff members representing major departments within the District. The SPT met frequently to plan and facilitate the process, review all data gathered from the various participants and finalize the plan document. The planning activity followed a four-phased planning process:

## **Phase I — Planning to Plan**

The Board of Directors and the SPT established outcomes for the process, provided focus and identified participants for the effort. The planning process was customized to meet the specific needs and issues identified by the Board of Directors in June 2015.

## **Phase II — Analyze the Situation**

This critical phase included taking an objective look at the District to identify organizational strengths and needs. Several analyses were conducted including:

- 1) Review of existing mission and key mandates
- 2) Identification of various stakeholders and changing needs
- 3) Environmental Scan to identify issues facing the organization from a social, political, economic, environmental, technological and legal perspective
- 4) SWOT Analysis to identify organizational Strengths, Weaknesses, Opportunities and Threats

## **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.

## **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.

# MISSION STATEMENT:

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

## OUR 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 supply portfolio to ensure a safe, sustainable, and reliable source for its customers.

## GOAL:

A diversified water portfolio, including conservation and alternative sources, to provide a reliable, drought-proof supply.

## OBJECTIVES:

- Complete feasibility study of water reclamation plant and recycled water distribution system. Commence full design if project is deemed feasible.
- Complete feasibility study for the San Luis Rey groundwater development project. Commence full design if project is deemed feasible.
- Initiate the formation of the Groundwater Sustainability Agency for the San Luis Rey River Groundwater Basin.



# 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.

## GOAL:

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

## OBJECTIVES:

- Implement a proactive asset management system to include inventory of all assets and establish appropriate maintenance schedules.
- Document asset condition through continuous condition assessment.
- Develop long-term asset rehabilitation schedules.



# 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.

## GOAL:

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

## OBJECTIVES:

- Maintain education and training opportunities to ensure continuous improvement and learning for all staff.
- Develop a cross training program to help build internal capacity.
- Create a succession planning process to identify, assess and develop employees who exhibit potential.
- Implement cost effective employee recognition programs to acknowledge performance, encourage development and improve morale.
- Create a safety culture for the District workforce and promote safe work practices.
- Ensure continuous Board development and participation in industry-related activities.



# STRATEGIC FOCUS AREA FOUR: Fiscal Responsibility

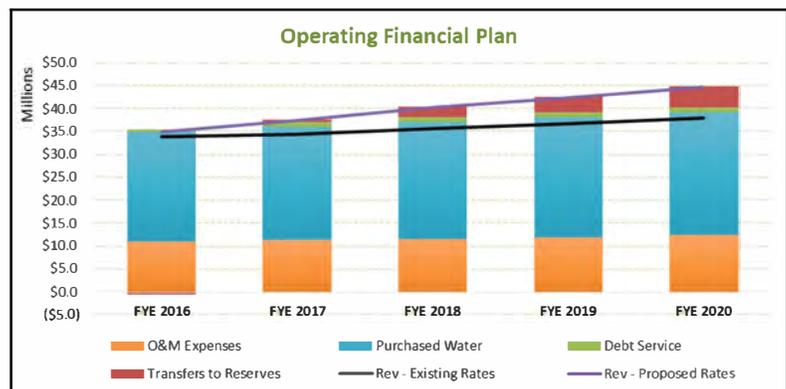
Increasing costs of water, labor, supplies and energy, along with public scrutiny require that all public agencies be especially conscious of planning and managing their fiscal resources. It is critical that agencies have sound financial plans and make the best possible decisions for the sustainability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

## GOAL:

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

## OBJECTIVES:

- Develop budgets in compliance with Government Financial Officers Association (GFOA) standards.
- Update appropriate reserve and investment policies to protect customers.
- Proactively manage and maintain sustainable employee benefits.
- Implement a Continuous Improvement Process for all district operations.
- Complete transition to new financial software system.



# 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.

## GOAL:

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

## OBJECTIVES:

- Complete feasibility studies for enhancing the delivery of information to customers through technologies such as Advanced Metering Infrastructure.
- Expand options for customer on-line bill pay and timely account information.
- Enhance capabilities of field customer service staff through geographic dispatching and information systems.



# 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.

## GOAL:

Ensure effective communication and good working relationships within the District and with our customers.

## OBJECTIVES:

- Expand public outreach, information and education.
- Ensure that District website is a valuable resource that meets the needs of customers.
- Enhance educational programs in local school systems.
- Implement district facility tours for interested members of the public.
- Improve communications between Board advisory committees and Board of Directors.



# CONTRIBUTORS:

The 2015 Strategic Plan would not have been possible without participation from the Board of Directors, volunteer Committee Members, a Strategic Planning Committee, RMWD Staff, and members of the public. 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: Helene Brazier  
Division 2: Jack Griffiths  
Division 3: Tory Walker  
Division 4: Bob Lucy  
Division 5: Dennis Sanford

### STRATEGIC PLANNING COMMITTEE:

Tom Kennedy, General Manager  
Dawn Washburn, Executive Assistant  
Sherry Kirkpatrick, Engineering Manager  
Ed Bradley, Electrical/Electronic Technician  
Rene Bush, Human Resources Manager  
Juan Atilano, Operations Manager

### COMMITTEE MEMBERS:

#### Budget & Finance Committee

Harry Stitle, Chair  
Larry Carlstrom  
Harry Clyde  
Peter Hensley  
Bob Lucy  
Pam Moss  
Randy Ross

#### Engineering Committee

Timothy Prince, Chair  
Helene Brazier  
Lee Kirby  
Jim Murray  
Mick Ratican  
John Roberston  
Harry Stitle  
Tom Taufer

#### Communications Committee

Mike Daily, Chair  
Helene Brazier  
Jeanna Kirby  
Elysian Kurnik  
Tim O'Leary  
Dorothy Romani

# STAFF MEMBERS:

## GENERAL MANAGER OFFICE:

General Manager  
Tom Kennedy

Executive Assistant  
Dawn Washburn

Human Resources  
Rene Bush

## ENGINEERING:

Engineer  
Sherry Kirkpatrick

Technician  
Delia Rubio

Administration  
Gloria Dechert

## FINANCE:

Finance Manager  
Midge Thomas

Accounting  
Tammy Rakusan

Meters  
Kenny Diaz  
Chris Waite  
Justin Chandler  
Clem Taylor  
Chris Hoelscher

## OPERATIONS AND MAINTENANCE:

Construction  
John Maccarrone  
Armando Lopez  
Wayne Nault  
Scott Terrell  
Thomas Sjuneson  
Kyle Schilling  
Justin Demary

Valve Maintenance  
Bryan Rose  
Scott Simpson  
Gerardo Cancino  
Chuck Faust

Water Quality  
Joe Perreira

Fleet  
Rene Del Rio

Electrical  
Ed Bradley  
Mark Cline

Water Operations  
Juan Atilano  
Marc Walker  
Steve Coffey  
Jesus Hernandez  
Chris Heincy

Safety  
Jeff Stacy

Wastewater  
Ramon Zuniga  
Victor Veenstra  
Ruben Lopez  
Brian Fonseca  
Chris Hand

Purchasing  
Andrew Echols



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3707 Old Highway 395  
Fallbrook, California 92028  
760-728-1178  
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