

Sacramento Suburban Water District

Strategic Plan

Adopted: October 17, 2005
Revised: May 19, 2008, May 18, 2009

Statement of Purpose

The Sacramento Suburban Water District Board of Directors is committed to the long term development of the District and its ability to serve its customers into the future. To this end, the Board has developed a Strategic Plan that aligns the District's activities to its Mission Statement. The Strategic Plan is a description of the District's future direction and thereby its actions. It is the District's vision and philosophy expressed as a plan. The plan takes the vision expressed as a mission statement and values and translates it into broad goals that will guide the formulation of achievable objectives. If successful, the Strategic Plan will focus the resources of the District in a manner that strives to achieve the vision and over time, increase value to its customers.

Mission Statement

*To deliver a high quality, reliable supply of water and superior customer service
at a reasonable price.*

Values

- Respect customers and pursue public service through open and transparent operations and communications.
- Practice the highest ethical standards and maintain integrity at all levels of the organization.
- Ensure public health and safety by conducting operations in strict accordance with all statutory and regulatory requirements.
- Achieve high levels of staff professionalism through career development, including training opportunities, and retention of skilled staff with competitive compensation.
- Support sustainable resource management through cost effective business practices.
- Emphasize internal and external collaboration in pursuing objectives and resolving issues.
- Provide leadership and vision in regional water management issues.

Goals and Principles

1. Water Supply

Goal¹: Assure a safe and reliable supply of quality water in an environmentally responsible manner to District customers².

Principles³

- A. Protect public health and the environment through compliance with all applicable federal, state and local regulations.
- B. Provide for the future needs of the District through prudent planning that will ensure sufficient capacity to serve all customers.
- C. Continue to implement and support demand management strategies and water conservation that comply with federal, state and regional⁴ programs; support Water Forum Agreement⁵ goals and efficiently meet the needs of the District customers.
- D. Manage the District's groundwater supply to ensure its quality and quantity.
- E. Ensure the safety and security of the water system.

2. Facilities and Operations

Goal: Plan, construct, operate and maintain and upgrade the District water system facilities embracing sustainable practices to provide reliable delivery of safe water and service.

Principles

- A. The District will utilize appropriate planning tools, identify financial resources necessary, and prioritize system requirements to protect and maintain District assets and attain water resource objectives incorporating resource sustainability into the framework.
- B. Monitor and improve the District's efficiencies in operating and maintaining system infrastructure.
- C. Develop cost-effective strategies utilizing appropriate technology and other available resources to achieve optimization in delivery of water and enhance service.
- D. Manage assets by implementing protective, preventive and predictive maintenance programs on all District assets to extend their life and reduce service interruptions.
- E. Provide information technology systems that will facilitate the availability of information providing timely and necessary in information and enabling provision of high quality service.
- F. Maintain up-to-date emergency response plans in conjunction with other public service organizations.

3. Customer Service

Goal: Assure superior customer service.

Principles

- A. Operate in an open and public manner.

- B. Attract and retain a well-qualified staff with competitive compensation, effective training, and professional development to ensure safe, efficient and effective job performance.
- C. Assure appropriate staffing at all levels consistent with service goals.
- D. Provide effective customer and community relations by communicating, educating, and providing information on District operations, drinking water issues, water conservation, resource sustainability and environmental stewardship.
- E. Solicit and respond to customer and community concerns.
- F. Monitor and benchmark⁶ customer service (e.g. programs, convenience, response times) to ensure that District customers' needs are met.

4. Finance

Goal: Ensure proper handling and reporting of all District financial processes.

Principles

- A. Monitor District operations through internal control procedures, documentation and such other processes necessary to ensure effective financial performance.
- B. Provide rates and connection fees that are fair, simple to understand, logical, and meet the revenue requirements, including bond rate covenants, of the District.
- C. Combine sound and efficient business and financial procedures with regular, frequent and simple reporting to the Board and the public that explain the financial status and expenditures of the District.
- D. Pay authorized District financial obligations in a timely manner.
- E. Provide responsible cash and investment management and other prudent financial practices in order to provide for safety of principal, liquidity, and return on investments sufficient to maintain reserves within District policies.
- F. Monitor the District's debt portfolio to manage debt risk and minimize District costs.
- G. Produce annual financial statements and supporting documentation to allow outside auditors to provide the District with unqualified audit opinions.
- H. Produce and monitor an annual budget for necessary system operations, maintenance and improvements.

5. Leadership

Goal: Provide leadership on regional, statewide and national water management issues that affect the District.

Principles

- A. Engage in legislative affairs on issues affecting the District.
- B. Engage with professional water industry groups (e.g. ACWA, AWWA, SAWWA) to enhance proficiency in technical and policy matters.
- C. Participate in regional, statewide and national water management partnerships (e.g. RWA, SGA).
- D. Interact with the community in a positive and progressive manner for the mutual benefit of the area (service groups, adjacent water purveyors, county/city/local government).

¹ Broadly conceived targets or ends that allow the organization to achieve its mission.

² A SSWD District customer is inclusive of the following: someone who receives a SSWD water statement, residents in the District's service area, internal and external stakeholders and owners of property connected to the water system.

³ Guidelines and approaches used in pursuing goals, i.e., the manner in which the District will pursue the goal; strategies.

⁴ Encompassing the general area of North Sacramento County.

⁵ An agreement reached in 2000 by the Water Forum (a group of businesses interest, agricultural leader, citizens groups, environmentalists, water managers and local governments in Sacramento County), which formalized principles to guide development of a regional solution to water issues.

⁶ Data is collected to develop a standard by which services may be measured, evaluated and compared to improve performance.