

Agenda
Sacramento Suburban Water District
Strategic Plan Workshop

3701 Marconi Avenue, Suite 100
Sacramento, California 95821

Friday, February 19, 2016
4:00 p.m.

Where appropriate or deemed necessary, the Board may take action on any item listed on the agenda, including items listed as information items. Public documents relating to any open session item listed on this agenda that are distributed to all or a majority of the members of the Board of Directors less than 72 hours before the meeting are available for public inspection in the customer service area of the District’s Administrative Office at the address listed above.

The public may address the Board concerning an agenda item either before or during the Board’s consideration of that agenda item. Persons who wish to comment on either agenda or non-agenda items should fill out a Comment Card and give it to the General Manager. The President will call for comments at the appropriate time. Comments will be subject to reasonable time limits (3 minutes).

In compliance with the Americans with Disabilities Act, if you have a disability, and you need a disability-related modification or accommodation to participate in this meeting, then please contact Sacramento Suburban Water District Human Resources at 679.3972. Requests must be made as early as possible, and at least one full business day before the start of the meeting.

Call to Order

Roll Call

Public Comment

This is the opportunity for the public to comment on non-agenda items within the Board’s jurisdiction. Comments are limited to 3 minutes.

Items for Discussion and Action

1. Review of the District’s Strategic Plan (PL – BOD 001)
Recommendation: Adopt Strategic Plan

Adjournment

I certify that the foregoing agenda for the February 19, 2016 meeting of the Sacramento Suburban Water District Board of Directors was posted by February 16, 2016 in a publicly-accessible location at the Sacramento Suburban Water District office, 3701 Marconi Avenue, Suite 100, Sacramento, California, and was freely available to the public.

Robert S. Roscoe
General Manager/Secretary
Sacramento Suburban Water District



Agenda Item: 1

Date: February 15, 2016

Subject: Review of the District's Strategic Plan (PL - BOD 001)

Staff Contact: Robert S. Roscoe, General Manager

Recommended Board Action:

Adopt the Strategic Plan.

Discussion:

Biennially, the Board of Directors reviews Sacramento Suburban Water District's Strategic Plan (PL - BOD 001) which was originally adopted on October 17, 2005. The Strategic Plan was originally scheduled for annual review until April 2014 when the Board of Directors changed to a biennially review in the spring of odd years (following an election). This will allow staff to thoroughly review the Strategic Plan with newly elected Board of Directors, should there be a change in elected representation. The Strategic Plan was due for review in April 2015. Staff was unable to schedule a Strategic Plan Workshop due to scheduling conflicts among Board Members.

The Strategic Plan is the District's vision and philosophy expressed as a high-level plan intended to guide and inform other board policies and staff priorities. The intent is to ensure the values, beliefs and desires of the elected Board as representatives of the District's customers are captured and are reflected in the Plan. It is this Strategic Plan that is used by staff to focus and drive District efforts.

The workshop's focus is the review and evaluation of the Strategic Plan. Included is the consideration of the statement of purpose, mission statement, values, goals and principles. It is a high level assessment. It is not intended to provide specific policies or details of any particular District activity. The workshop is intended to consider broad philosophy and District vision, and to suggest changes to the Strategic Plan if appropriate.

Exhibit 1 is the current Strategic Plan. The last significant changes to the Strategic Plan was in April 2012. Staff believes that the current Strategic Plan has served the District well, and has no recommended changes. Staff is hopeful that this discussion will result in both a reconfirmed strategic plan with any suggested edits for adoption at a future board meeting and direction to staff on suggested priorities for future issues facing the District. Since no changes are being recommended by staff, the policy was not submitted to legal counsel for review.

Fiscal Impact:

None at this time. Actions to comply with the Strategic Plan will have fiscal impacts and will be identified at the time those actions are recommended.

Strategic Plan Alignment:

Board Action to re-adopt the Strategic Plan constitutes de facto alignment.

EXHIBIT 1

Sacramento Suburban Water District

Strategic Plan

Adopted: October 17, 2005

Revised: May 18, 2009; March 21, 2011; April 16, 2012; April 15, 2013

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 developed and routinely reviews the Strategic Plan that aligns the District's activities to its Mission Statement. The Strategic Plan 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. The Strategic Plan focuses 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 conduct District business through open and transparent governance 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 and District asset management through cost effective business practices.
- Emphasize internal and external collaboration in pursuing objectives and resolving issues.

- Provide leadership and vision in water management issues.

Goals and Principles

1. Water Supply

Goal¹: Assure a present and long-term safe and reliable supply of high quality water in an environmentally responsible and sustainable manner for District customers².

Principles³

- A. Protect public health and the environment through compliance with all applicable federal, state and local regulations.
- B. Provide for the long-term 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 water supplies to ensure their quality and quantity.
- E. Ensure the safety and security of the water supply system.

2. Facilities and Operations

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

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 optimize 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.

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 business interests, agricultural leaders, citizens groups, environmentalists, water managers and local governments in Sacramento County), which formalized principles to guide development of a regional solution to water issues.

- E. Provide information technology systems that will facilitate the availability of timely and accurate information and enable provision of superior service.
- F. Safeguard the District's electronic data.
- G. Maintain up-to-date emergency response plans in conjunction with other public service organizations.
- H. Implement water conservation programs that efficiently utilize potable water supplies.
- I. Implement energy management initiatives that reduce energy costs while protecting critical operations from energy or supply interruptions.

3. Customer Service

Goal: Assure superior customer service.

Principles

- A. Operate in an open and public manner including public reporting to the Board of Directors.
- 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, fiscal stability, environmental stewardship, sustainability of water resources and physical system assets.
- E. Solicit and respond to customer and community concerns and feedback.
- F. Monitor and benchmark⁶ customer service parameters to ensure that District customers' needs are met.

4. Finance

Goal: Ensure effective and efficient management and public 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. Establish rates and connection fees that are fair, reflect the cost of service, encourage conservation, are simple to understand, and meet the District's revenue requirements, including bond covenants.
- C. Combine sound and efficient business and financial procedures with regular, frequent reporting to the Board and oversight bodies that explain the District's financial status and activities.
- D. Pay authorized District financial obligations in a timely manner.

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

- E. Provide responsible cash and investment management and other prudent financial practices in order to meet the District's needs and maintain reserves within District policies.
- F. Manage the District's debt portfolio to minimize debt risk and 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.
- I. Pursue opportunities for grant funding and cost savings activities with collaborative entities.

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 in a leadership role with professional water industry groups to enhance proficiency in technical and policy matters.
- C. Participate in regional, statewide and national water management partnerships.
- D. Provide leadership within the community in a positive and progressive manner for the mutual benefit of the area (service groups, adjacent water purveyors, county/city/local government).