



SACRAMENTO SUBURBAN WATER DISTRICT



STRATEGIC PLAN 2019

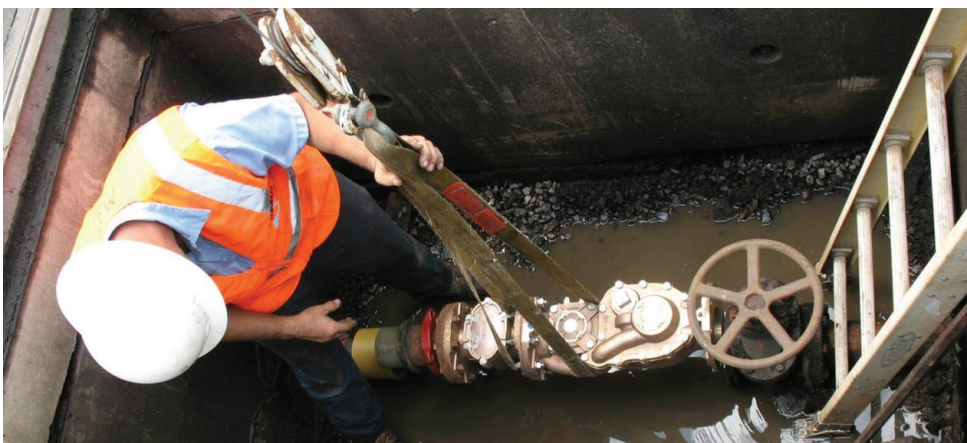


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FOREWORD

Sacramento Suburban Water District (SSWD) traces its roots to two neighboring water providers with long-standing operations in the community – Arcade Water District formed in 1954 and Northridge Water District formed in 1956. Decades later, in 2002, Arcade Water District and Northridge Water District merged to become SSWD, which today serves nearly 180,000 customers through 698 miles of water main.

Though much has changed over the years, SSWD’s mission has remained remarkably similar: to deliver a high-quality, reliable supply of water and superior customer service at the lowest responsible rate. This continuity of mission goes to the core of who we are as an organization, which is the provider of an essential service critical to public health and safety. Our commitment to SSWD’s vision is to be a model public agency that maintains stakeholder trust through fiscal responsibility, environmental stewardship, and leadership.

The Strategic Plan 2019 outlines our vision for fulfilling that mission during the next five years and beyond even as SSWD faces new challenges from increasing state and federal regulations related to water quality and conservation. The Strategic Plan 2019 represents our vision for surmounting these and other challenges through collaboration with neighboring water providers to protect our water rights and supplies, optimizing organizational efficiencies and productivity, as well as maximizing other opportunities.

Our Strategic Plan 2019 was developed through an inclusive and integrated process that engaged staff, management, and external stakeholders. The plan details our commitment to continue to be a model public agency that maintains stakeholder trust through fiscal responsibility, environmental stewardship, and leadership.

The Strategic Plan 2019 furthers our efforts to invest in improving and upgrading our infrastructure and diversifying our water supply so that we are further prepared for the next drought and able to meet the needs of our customers far into the future.

We will pursue the Strategic Plan 2019 shared vision for fiscal, operational, and customer success factors with a roadmap of goals and strategic objectives over the next five years. These high-level goals and strategic objectives are further articulated in a companion and aligned Implementation Plan, which will be operationalized through resource allocations, schedules, and performance metrics to measure success, and will be recalibrated annually by management and approved by the Board.

Together, the Board of Directors and SSWD management and staff will implement and monitor the Strategic Plan 2019 Implementation Plan to ensure shared success for SSWD as a whole, and continue to meet our commitment for exceptional service to SSWD’s customers.



DAVID JONES

President, Board of Directors



DAN YORK

General Manager

SSWD OVERVIEW AND TIMELINE

SSWD OVERVIEW

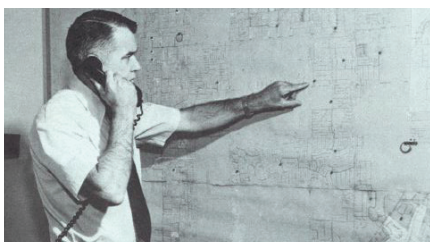
The Sacramento Suburban Water District is governed by a dedicated five-member Board of Directors. Each member is elected by the voters within the division they represent to serve four-year staggered terms. The public is invited to attend Board meetings, which take place the third Monday of each month at 6:00 p.m. in the SSWD Board room. Visit sswd.org for exact dates, times, and agendas.

SSWD Timeline

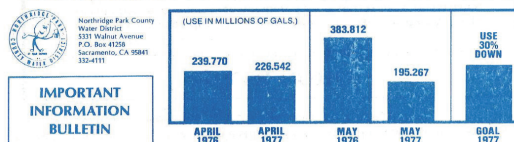
- 1954** Arcade Water District Established
- 1956** Arcade Water District Purchased Ben Ali Water Company
- 1956** Northridge Water District Established
- 1964** Agreement Between City of Sacramento and Arcade Water District to Supply Area D Surface Water
- 1986** Northridge Water District Purchased Arvin Water Company
- 1995** Agreement Between Placer County Water Agency and Northridge Water District For A Water Supply For Groundwater Stabilization
- 1997** Cooperative Transmission Pipeline Completed and Operational
- 1998** Northridge Water District Assumes Operations of McClellan Air Force base and Military Housing
- 2000** Water Forum Agreement Signed
- 2002** Arcade Water District and Northridge Water District Consolidate into Sacramento Suburban Water District
- 2004** Congress Passes Central Valley Project Improvement Act, Requiring Water Meters For All Customers By January 1, 2025
- 2018** SSWD Enters Into Long-Term Warren Act Contract with U.S. Bureau of Reclamation For Delivery of PCWA Contract Water

By the Numbers (as of 12/31/2018)

- 179,988**
Population Served
- 46,268**
Service Connections
- 41,958**
Metered Connections
- 55,064**
Acre feet of contractual rights from City of Sacramento and Placer County Water Agency
- 30,874**
Acre feet of surface water and groundwater produced for SSWD customers
- 12,416**
Mainline Valves
- 6,210**
Fire Hydrants
- 698**
Miles of Distribution/Transmission System
- 72**
Active Groundwater Production Wells
- 67**
Full-Time Employees



WATER SAVINGS: KEEP IT UP!



WATER WASTE: KEEP IT DOWN!



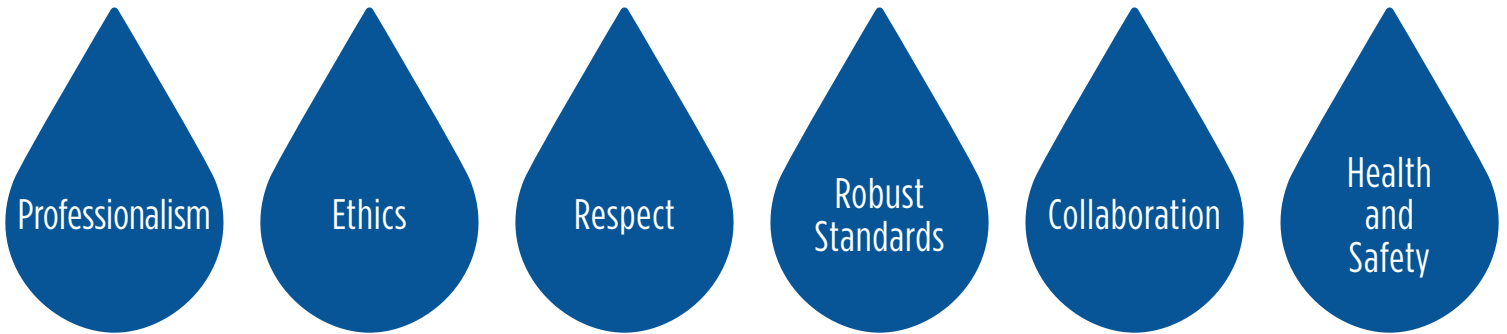
MISSION STATEMENT

To deliver a high quality, reliable supply of water and superior customer service at the lowest responsible water rate.

VISION STATEMENT

Sacramento Suburban Water District is a model public agency that maintains stakeholder trust through fiscal responsibility, environmental stewardship, and leadership.

VALUES



Professionalism

Attract and retain a skilled and professional workforce to deliver high quality water and customer service.

Ethics

Practice ethical standards and integrity in all of our communications and actions.

Respect

Conduct business through open and transparent governance, communication, and conduct.

Robust Standards

Ensure assets, resources, and finances are maintained and sustainable through cost effective business practices.

Collaboration

Emphasize internal and external collaboration in addressing issues and attaining objectives.

Health and Safety

Ensure public health and safety by conducting operations in accordance with statutory and regulatory requirements.

GOALS + STRATEGIC OBJECTIVES

The **Strategic Plan 2019** reflects the high-level goals and strategic objectives to capture the intent of SSWD's mission and vision. We will execute the strategic objectives to achieve the goals with a focus on fiscal responsibility, adherence to SSWD's excellent service to customers in support of delivering sustainable, reliable, and clean and safe water supply through operational and organizational efficiency.

Our goals consider both SSWD's internal and external drivers on delivering success as well as regional, state, and federal externalities that impact delivering safe and reliable water.

Internal considerations include realizing our core mission, vision, and values. We examined threats and potential opportunities to enhance our operational and organizational efficiencies to improve water delivery. As a result, our Strategic Plan 2019 offers improvements to the efficacy of equipment, assets, and organizational structure for optimization and streamlining. We also identified opportunities to improve productivity of our workforce through collaboration, communication, and increased proficiency.



External considerations include impacts and opportunities from entities outside SSWD such as regional, state, and federal agencies. Examples of potential impacts to SSWD include outcomes from the Bay-Delta Water Quality Control Plan, California Water Fix, Sustainable Groundwater Management Act, Folsom Operations, and other policies and decisions that may change water supply quantities and water quality standards. We identify opportunities to collaborate in our region on water transfers, consolidations, and economies of scales by working together to protect our water contract rights and supplies, as well as funding prospects with state and federal stakeholders.

In summary, the goals and strategic objectives serve as a high-level roadmap for how we will achieve our mission and define actions that are needed in the near-, mid-, and long-term. **A companion document, the Strategic Plan 2019 Implementation Plan will provide detail that will operationalize the strategic objectives, including level of resource allocations, timeframe, and performance metrics to measure progress on successful implementation of the goals.** The Strategic Plan 2019 will be recalibrated by management and approved by the Board annually.

Our Goals are listed below and described in more detail with example priority actions.

- **Goal A** Provide a High Quality Reliable Water Supply by Ensuring it is Sustainable, Clean, and Safe
- **Goal B** Optimize Operational and Organizational Efficiencies
- **Goal C** Ensure Fiscal Responsibility and Affordable Rates
- **Goal D** Maintain Excellent Customer Service
- **Goal E** Retain and Recruit a Qualified and Stable Workforce

GOAL A: PROVIDE A HIGH QUALITY RELIABLE WATER SUPPLY BY ENSURING IT IS SUSTAINABLE, CLEAN, AND SAFE

STRATEGIC OBJECTIVES

Ensure Sustainable Water Supply

- Ensure a lasting water supply for future generations by establishing multiple supply sources including conjunctive use, water banking, and water transfers.
- Optimize existing water supply and evaluate new water supply options including identifying, evaluating, and acquiring new water rights (e.g. RiverArc; City of Sacramento Surface Water Rights).
- Protect current water rights from external threats through internal oversight and collaboration on legislative actions. (Regional Water Authority, Sacramento Area Water Works Association, and Sacramento Groundwater Authority)
- Improve conservation through enhanced customer education and incentive programs.
- Maintain or replace aging infrastructure based on condition assessment and planning documents to ensure equipment sustains its lifespan and is replaced at the optimal time.
- Evaluate new water supply options.

Ensure Clean and Safe Water Supply

- Meet or exceed regulations for clean and safe water including developing a comprehensive groundwater contaminants and treatment plan.
- Improve water quality with such actions as determining fluoridation practices per California Division of Drinking Water; managing aquifer health through regional collaboration.



GOAL B: OPTIMIZE OPERATIONAL AND ORGANIZATIONAL EFFICIENCIES

STRATEGIC OBJECTIVES

Optimize Operational Efficiencies

- Develop an annual Capital Improvement Program that is developed and prioritized based on risk, condition assessment, capital assets, and aligned with approved budget.
- Establish Standard Operating Procedures (SOPs) for operations and communications to improve efficiency within SSWD as well as within the region (e.g. Water Shortage Contingency Plan).
- Update Operations & Maintenance Programs and enhance technology that focuses on Prioritized, Predictive, and Preventative Maintenance.
- Enhance water conservation and use efficiency strategies through proven cost-effective measures.
- Use technology/innovation to improve staff efficiency of operations (e.g. GIS, SCADA, GPS, etc.).
- Optimize Equipment and Assets (e.g. create collective purchasing agreements and annual asset purchasing plans).

Optimize Organizational Efficiencies

- Strive for a unified work force by streamlining internal processes and improving communication.
- Create stronger alignment among Board of Directors, Management, and Staff by aligning vision and goals.
- Develop resource (staffing/budget) plan for all projects to inform on appropriate levels of outsourcing.
- Increase knowledge of best management practices for asset management by interacting with other agencies and participating in educational venues.



GOAL C: FISCAL RESPONSIBILITY AND AFFORDABLE RATES

STRATEGIC OBJECTIVES

Ensure Sustainable Water Supply

- Continue updating established Fiscal/Funding management practices.
- Develop Annual Financial Plans that align CIP projects with the approved rate structure.
- Provide semi-annual forecasting of budget-to-actual financial data to the public and the Board of Directors.
- Seek opportunities for alternate funding sources to augment revenue.
- Review approved water rates annually in concert with the Budget setting process.

GOAL D: MAINTAIN EXCELLENT CUSTOMER SERVICE

STRATEGIC OBJECTIVES

- Train all staff to be ambassadors of customer service to improve internal and external connectivity.
- Engage customers through a variety of venues/methods to create broader based outreach.
- Educate and Inform customers on relevant real time topics.
- Provide customers with expedient feedback by utilizing technology and engagement platforms (e.g. leak notification, water outages, and CIP project updates).
- Include language in subcontractors' contracts on customer service protocols and procedure expectations to provide seamless customer service and accountability (e.g. uphold standards when working in neighborhood streets).
- Conduct customer surveys.



GOAL E: RETAIN AND RECRUIT A QUALIFIED AND STABLE WORKFORCE

STRATEGIC OBJECTIVES

- Invest in future leaders through competitive compensation, rewarding good work through incentive compensation, training, and mentoring to ensure succession planning.
- Create an environment that encourages staff retention and recruitment to meet our mission.
- Create an annual staffing plan that anticipates retirements and maintains appropriate levels of expertise to ensure operational stability.
- Create future leaders by providing training, cross training, networking with other districts, and mentoring to ensure a high level of performance and succession planning.
- Develop an Internship Program utilizing a variety of district and regional resources to employ temporary workers through water education programs.
- Create professional advancement pathways for retention (e.g. consider additional classification levels for advancement within positions).
- Provide the opportunity to attend conferences and become members in organizations for professional development.



STRATEGIC PLAN 2019 PARTICIPANTS

BOARD OF DIRECTORS

David Jones, President (Division 1)

Robert Wichert (Division 3)

Kathleen McPherson (Division 2)

Kevin Thomas, Vice President (Division 4)

Craig Locke (Division 5)

SSWD MANAGEMENT

Dan York
General Manager

Mike Huot
Assistant General Manager

Cassie Crittenden
Human Resources Coordinator

Dan Bills
*Director of Finance
and Administration*

Doug Carter
Production Superintendent

David Morrow
Senior Engineer

Dana Dean
Engineering Manager

David Espinoza
Senior Engineer

Matt Winans
*Information Technology
Manager*

Matt Underwood
Operations Manager

Todd Artrip
Field Service Superintendent

Jim Arenz
Senior Project Manager

SSWD STAFF

Aaron King
Abel Ramirez
Amy Bullock
Andy Duarte
Angela Tupolo
Annette O'Leary
Chad Jividen
Chance Wick
Chris Carter
Cody Scott
Colten Boatwright
Daniel Robles
Daryl Vinavong
David Armand
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Diana Winans
Edward Hidalgo
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Jeremy Moody

Greg Bundesen
Hannah Dunrud
Heather Hernandez
Hector Segoviano
Ian West
Jeovani Benavidez
Jerry Beams
Joe Crockett
John Seltzer
Joshua Gagnon
Joshua Taylor
Judy Nom
Ken Gebert
Kerry Smith
Kyle Cobb
Kyle Jividen
Lynn Pham
Mark Taylor
Michelle Hirt

Melody Martin
Mike Jenner
Mitchell McCarthy
Paul Johnson
Paul Miller
Rachel Middlestead
Raul Palomar
Robin Geiger
Rodney Lee
Samantha Williamson
Sarah Dains
Scott Blake
Shawn Chaney
Shawn Shedenhelm
Song Dang
Tom Dickinson
Tom Fox
Tommy Moulton
Vicki Sprague
Wayne Scherffius

ATTENDED WORKSHOP

Greg Zlotnick
San Juan Water District

Jim Mulligan
West Yost

Alan Driscoll
Forsgren

Ted Costa
San Juan Water District

Kelye McKinney
West Yost

William Eubanks
Customer

(PL-BOD 001) Adopted: October 17, 2005 Approved with Changes April 15, 2019