Strategic Plan
2014-2020

Rincon Water exists to…

Reliably deliver quality water to meet the needs of Rincon Water’s residents, businesses, municipalities, and fire response services.
Welcome & Introduction

I am pleased to present the Rincon del Diablo Municipal Water District 2014-2020 Strategic Plan. This Plan was developed through a series of collaborative workshops and working sessions with Rincon Water’s Board of Directors, the entire staff, as well as interested customers and stakeholders.

Each participant was asked to share their vision for the future of Rincon Water as a whole and to assess our strengths, weaknesses, opportunities and threats (SWOT). Participants were also tasked with identifying the top priorities for Rincon Water for the next few years.

The result of these combined efforts is a Plan which clarifies our mission, vision, values, strategic themes, and establishes the objectives Rincon Water must master. These are translated into tangible measures and initiatives so we can manage day to day activities toward achieving our objectives. The plan also significantly improves the ability of staff, Board, customers and other stakeholders to communicate our priorities and collaborate much more effectively.

Thank you to each and every one of you who made this project a success – I look forward to working with everyone as we implement Rincon Water’s plan together!

Greg Thomas
General Manager
Rincon del Diablo Municipal Water District

1920 North Iris Lane
Escondido, CA 92026
760-745-5522
www.rinconwater.org
Board of Directors and General Manager 2014
Left to Right Top: David Draper, Diana Towne, James Murtland, Greg Thomas
Left to Right Bottom: Greg Quist, David Drake

Rincon Water Staff 2014
Left to Right Top: Thomas Butler, Julia Escamilla, Josefina Traslavina-Washington, Diana Bader, Greg Thomas, Sean Glaser
Left to Right Middle: Randy Whitmann, Eric Crawford, Clint Baze, Dan Curry, Steve Plyler
Left to Right Bottom: Andrew Stibal, Yolanda Bryson, Tish Berge, Rich Lora, Refugio Zermeno, Rex Lane, Fred Stauffer, and Matt Boteler
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Overview
This Strategic Plan document is intended to be the declaration of record for Rincon Water’s Board, Staff, and key Customers about Rincon Water’s mission, vision, values, overall strategy, and the objectives, measures and initiatives intended to achieve those through 2020. The collaborative process that generated the decisions and statements reflected here was developed over a series of events in 2014 involving all Board members, staff, and some key customers.

Participants
Rincon Board
Greg Quist
David Drake
Diana Towne
Jim Murtland
Dave Draper

Customers/Stakeholders
Mike Lowry, Fire Chief, City of Escondido
Craig Whittemore, Utilities, City of Escondido
Eric Larson, Farm Bureau
Cheri Michalak, Rancho Escondido HOA
Leo Schemp, Stone Brewery
Grant Frost, SDG&E

Rincon Staff
Greg Thomas Thomas Butler Sean Glaser Fred Stauffer
Tish Berge Andrew Stibal Steve Plyler Rich Lora
Clint Baze Diana Bader Randy Whitmann Rex Lane
Julia Escamilla Yolanda Bryson Eric Crawford Cuco Zermeno
Jessica Gunn Dan Curry Matt Boteler
Josie Traslavina-Washington

Facilitation
This strategic planning process was designed, facilitated and documented by Sterling Insights, Inc. 619-206-2403.

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Strategic Direction

MISSION

Rincon Water exists to...

Reliably deliver quality water to meet the needs of Rincon Water’s residents, businesses, municipalities, and fire response services.

We execute this civic responsibility with professionalism, striving always to improve the value our customers experience for the rates they pay.

VALUES

To succeed, we prize above all...

Resource Stewardship

• Financial – Prudent use of public funds
• Natural – Conscientious planning for future generations
• Human – Respectful interface with our staff and all stakeholders

Integrity

• Transparent and honest communication with all Stakeholders
• Our water distribution system and use of appropriate technology
• The value we provide for the rates we collect

Continuous Improvement

• Effective and efficient water distribution operations and District Administration
• Fair and practical governance and resource management
• Excellent relationships with Stakeholders
• Enhanced employee skill development and training
Strategic Direction

VISION 2020

By 2020 Rincon Water will be, for the San Diego region, the...

MOST RELIABLE WATER SYSTEM
Rincon Water provides municipal water services to meet the current and anticipated needs of our District. We will ensure reliability through diverse water sourcing and anticipatory system maintenance and upgrades, as a result our system will demonstrably be the most reliable in the region.

MOST COLLABORATIVE WATER DISTRICT
In the San Diego region and statewide, we’re all in the water business together! We will have invested the time and energy into relationships with customers and stakeholders, and found creative ways to work with others. As a result, we will have enough skill, clout, and influence to ensure Rincon Water’s success in its mission.

BEST VALUE FOR THE RATES PAID
Rincon Water buys and sells water and distributes it through a system that Rincon Water maintains. Rincon Water will be able to demonstrate that its rates deliver a higher degree of reliability, quality water, and customer service than any other district in the region.

BEST WATER DISTRICT EMPLOYER
Rincon Water employs field technicians, administrative staff and management to run the day-to-day operations and care of customers. Rincon Water will continue to have one of the highest employee satisfaction ratings in the region.
2014-2020 Strategic Themes

In the most general terms, our response to the strategic context described in the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis at the end of this plan includes two major themes. These themes must be kept in the foreground for the foreseeable future and should be a litmus test for our decisions:

- Deliver highest possible lifetime value to customers and other stakeholders; and
- Build and maintain great relations with customers and all stakeholders

Deliver Highest Possible Lifetime Value for Customers & Stakeholders

The lifetime value strategy, may not generate the lowest price offering or be the most innovative, but will provide the lowest total cost of ownership over the life of the system – including water sourcing, distribution, system maintenance, customer service, administration of the District and taking into account risk management, emergency readiness, and changing environmental conditions.

Complicating matters for Rincon Water is the evolving landscape of regulations and mandates we must meet:

- Seldom are rules relaxed or removed, but frequently new rules are introduced or made more stringent.
- Regulations and reporting requirements come from local, state, and federal levels and many different agencies within them.
- The political nature of the regulatory environment means that new requirements are frequently set without the attendant funding to implement them.
- Each year new regulations or changes to existing regulations force changes in departmental priorities.
- Mandates regarding climate change and availability of water are challenges.

Therefore, the question that must be asked every day:
“Given the evolving conditions, what can be done today to deliver even more value over the long-haul to our customers and other stakeholders?”
2014-2020 Strategic Themes

There are normal pressures in managing our enterprise that must be balanced. These represent realities to be managed, not necessarily problems that can be solved:

- **Rates vs. Costs** – we must balance rates, costs, system reliability
- **Wants vs. Needs** – we must prioritize myriad issues that vie for limited resources
- **Diversity of needs and priorities** – we must work with customers, peers, and stakeholders with unique requirements that may dovetail or conflict.

Collaboration is one of our best tools for managing these pressures.

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**Build Great Relations with Customers & All Stakeholders**

Given the pressures described above and the changing regulatory and environmental context described on the previous page, the only way to really succeed is to work collaboratively with other stakeholders as much as possible. This does not mean giving up Rincon Water’s autonomy or uniquely Rincon Water direction. It does mean building great relations with customers and other stakeholders so Rincon Water can have as much freedom of movement as possible in a highly constrained and regulated industry.

To this end, Rincon Water will learn everything possible about the customer’s current and anticipated needs, desires, patterns of water and service use, and then apply that knowledge to customize offerings, services, and communications to customers. Likewise, to the extent that Rincon Water understands and has relationships with all the other stakeholders that it depends upon or that depend on Rincon Water, the ability to our needs increase.

These relationships are two-way. They involve more than just messaging. Transparency, engagement, trust, conflict management, dialogue, and sometimes even shared decision-making, all come into play to build collaborations and great relationships.

**Therefore, the question that must be asked every day:**

“What can we do now to improve trust, mutual understanding, and collaboration with customers and other stakeholders?”
The Rincon Del Diablo Fire District is an important stakeholder for Rincon Water.

Water sourcing and distribution are at the heart of Rincon Water’s mission.

Operating processes include applying technology to streamline customer services.
**MISSION:** Rincon Water exists to...
Reliably deliver quality water to meet the needs of our residents, businesses, municipalities, and fire response services.

We execute this civic responsibility with professionalism, striving always to improve the value our customers experience for the rates they pay.

**VISION:** By 2020 Rincon Water will be, for the San Diego region, the...
- Most Reliable Water System
- Most Collaborative Water District
- Best Value For The Rates Paid
- Best Water District Employer

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**RINCON WATER VALUES:**
Resource Stewardship + Integrity + Continuous Improvement
Harmony Grove Village under construction: an example of growing water demand in the District.

Winners of the annual poster contest. The District’s future customers and leaders getting involved early.

Rincon Water values knowledgeable employees and a positive work environment.
Objective: Develop and routinely apply best practices for communications inside the District and with our customers and other stakeholders outside the District.

Measures: We will know we are successful when...
- Upward trends on positive feedback from customers
- Board Outreach and Communication
- Successes with other organizations

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Target Date</th>
<th>Responsible Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. TLA (Talk/Look/Act) – General Manager meets with every employee at least once per year</td>
<td>6/30/2015</td>
<td>General Manager/All</td>
</tr>
<tr>
<td>2. At least quarterly meetings with Escondido management</td>
<td>12/30/2014</td>
<td>Senior Management</td>
</tr>
<tr>
<td>3. Information meetings with staff after Board meetings</td>
<td>9/30/2014</td>
<td>General Manager/All</td>
</tr>
<tr>
<td>4. Develop and maintain positive relations with regulators and other organizations</td>
<td>3/30/2015</td>
<td>General Manager/Senior Management</td>
</tr>
<tr>
<td>5. Survey comparing Rincon Water to other agencies/utilities</td>
<td>8/30/2015</td>
<td>PSIO</td>
</tr>
</tbody>
</table>
**District Capabilities: Develop Board and Management Skills and Culture**

**Objective:** Rincon Water invests time and resources to continuously improve the way the Board and management conduct their respective roles in service to our mission, vision, values, customers, and employees.

**Measures:** We will know we are successful when...
- High level of involvement in organizations and agencies
- Team building experiences actually conducted
- Low turnover due to positive work environment (few unexcused absences)
- Monthly birthday and special occasion celebrations
- Board best practices check-list completed and met

<table>
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<tr>
<th>Initiatives</th>
<th>Target Date</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage and support Board and senior management participation in</td>
<td>12/30/2014 (ongoing)</td>
<td>Directors/General Manager</td>
</tr>
<tr>
<td>educational opportunities on water policies and special districts (CSDA or ACWA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Actively participate and represent Rincon on industry related committees and organizations, to include submitting technical or industry related papers</td>
<td>9/30/2014</td>
<td>All</td>
</tr>
<tr>
<td>3. Conduct semi-annual team building exercises</td>
<td>12/30/2014</td>
<td>All</td>
</tr>
<tr>
<td>4. Promote an environment of collaborative and positive problem solving with open and trusting communications</td>
<td>3/30/2015</td>
<td>All</td>
</tr>
<tr>
<td>5. Develop ethics framework and best operating principles</td>
<td>5/31/2015</td>
<td>Directors/GM</td>
</tr>
</tbody>
</table>
Objective: Rincon Water is staffed by a competitive, well trained workforce.

Measures: We will know we are successful when...
- Included in and annotated on annual performance reviews
- 90% or higher customer satisfaction rating related to personnel performance
- ACWA/JPIA or industry recognition
- Longevity awards for staff (compared to average retention time)

<table>
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<tr>
<th>Initiatives</th>
<th>Target Date</th>
<th>Responsible Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage and require professional development training and education</td>
<td>12/30/2014 (ongoing)</td>
<td>All</td>
</tr>
<tr>
<td>2. Staff submits technical papers, instructs courses, or serves on industry</td>
<td>12/31/2015</td>
<td>All</td>
</tr>
<tr>
<td>3. Internal “brown bag” sessions related to operations and administration,</td>
<td>12/31/2014 (ongoing)</td>
<td>All</td>
</tr>
</tbody>
</table>
**District Capabilities: Achieve HR Function Excellence**

**Objective:** Apply Human Resource policies and practices so that Rincon Water is a great place to work and where HR best practices are demonstrated.

**Measures:** We will know we are successful when...
- Low absenteeism
- Employee survey
- No employment lawsuits

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Target Date</th>
<th>Responsible Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Appropriate and timely performance reviews</td>
<td>Annually NLT June 30th</td>
<td>All</td>
</tr>
<tr>
<td>2. Employee onboarding orientation for new hires</td>
<td>6/30/2015</td>
<td>Senior Management</td>
</tr>
<tr>
<td>3. Compliance with training</td>
<td>12/31/2014 (ongoing)</td>
<td>All</td>
</tr>
<tr>
<td>4. Hotline for ethics issues – enable staff to safely communicate to board and management</td>
<td>12/30/2014</td>
<td>General Manager</td>
</tr>
<tr>
<td>5. Determine appropriate level of HR services and processes for Rincon Water</td>
<td>12/30/2014</td>
<td>Director Admin/Finance</td>
</tr>
</tbody>
</table>
Operating Process: PROVIDE EXCELLENT & EFFECTIVE CUSTOMER SERVICE

Objective: Rincon Water uses best practices for setting up new customers, billing and collecting payments from regular customers, and resolving customer issues.

Measures: We will know we are successful when...
- Customers able to resolve issues at staff level
- Over 90% positive customer surveys and responses

<table>
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<tr>
<th>Initiatives</th>
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<th>Responsible Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Explore “Secret Shopper” approach</td>
<td>12/31/2014</td>
<td>Director Admin/Fin</td>
</tr>
<tr>
<td>2. More real-time information to customer, including AMI data</td>
<td>4/30/2015 (12/30/2015 ERP)</td>
<td>Admin/Ops</td>
</tr>
<tr>
<td>3. Streamline information management and internal processes utilizing ERP</td>
<td>12/30/2015</td>
<td>Admin/Fin/Ops</td>
</tr>
<tr>
<td>4. Extreme usage – identify reasons and methodologies to notify customers showing extreme usage.</td>
<td>7/30/2015</td>
<td>Admin/Ops</td>
</tr>
<tr>
<td>5. Prompt action on customer issues – acknowledgement of concern and use of tracking form/process</td>
<td>3/30/15</td>
<td>Admin/Ops</td>
</tr>
<tr>
<td>6. Organization-wide training on customer service and “Brown Bag” sessions focused on customer service</td>
<td>12/31/2014</td>
<td>Dir Admin</td>
</tr>
<tr>
<td>7. Educate customers on water conservation and fire protections that encourage self-support</td>
<td>6/30/2015</td>
<td>PSIO/Senior Management</td>
</tr>
</tbody>
</table>
## Operating Process: APPLY TECHNOLOGY TO IMPROVE OPERATIONS & SERVICE

### Objective:
Apply new technologies as they are affordable to improve efficiency, effectiveness, and both customer and employee experience.

### Measures:
We will know we are successful when...
- Fully deployed AMI system
- Implemented all components of Enterprise Resource Planning (ERP) and system is up and running (with usability and system validation).
- High system reliability – unplanned downtime less than 40 hours/year
- Customer has access to appropriate account and usage information
- Return on Investment in technology within reasonable timeframe

### Initiatives

<table>
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<tr>
<th>Initiatives</th>
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<th>Responsible Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implement AMI System</td>
<td>4/1/2015</td>
<td>Dir Ops/Engr</td>
</tr>
<tr>
<td>2. Implement ERP</td>
<td>12/30/2015</td>
<td>Admin/Ops</td>
</tr>
<tr>
<td>3. Implement SEMS software:</td>
<td>12/30/2015</td>
<td>Dir Ops/Engr</td>
</tr>
<tr>
<td>• Streamline accounts payable, work orders, billing, timesheets, information management between departments, asset management, backflow, project management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Investigate GIS applications to coordinate with AMI and ERP</td>
<td>9/15/2015</td>
<td>Dir Ops/Engr</td>
</tr>
<tr>
<td>5. Develop CMMS system with field handhelds</td>
<td>12/31/2015</td>
<td>Dir Ops/Engr</td>
</tr>
</tbody>
</table>
Operating Process: OPTIMIZE & DIVERSIFY WATER SOURCING

Objective: Diversify water supply portfolio to achieve the best mix of cost, reliability and quality.

Measures: We will know we are successful when...

- Acre Feet/Year of new alternate sources delivered/received
- Successful Legislation passed related to sewer reclamation/water reuse
- Specific plan developed for water diversification
- Decision on establishing a sewer district

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<tbody>
<tr>
<td>1. Actively participate in local and regional initiatives and opportunities related to alternate water sources (Ground Water, IPR, DPR).</td>
<td>On going</td>
<td>Management</td>
</tr>
<tr>
<td>2. Monitor and support legislation to define rights and use of wastewater (through ACWA or CASA).</td>
<td>On going</td>
<td>Directors/Management</td>
</tr>
<tr>
<td>3. Review and determine emergency storage levels and connections.</td>
<td>6/30/2015</td>
<td>General Manager</td>
</tr>
<tr>
<td>4. Investigate serving as a sewer district.</td>
<td>12/31/2014</td>
<td>General Manager/Dir Ops/Engr</td>
</tr>
</tbody>
</table>
Operating Process: MAINTAIN & UPGRADE INFRASTRUCTURE

Objective: Safe, reliable and cost effective water utility infrastructure that is proactively maintained, adequately funded, and anticipates future demand.

Measures: We will know we are successful when...

- Less than 3% water loss of unknown origin
- No Water Quality violations
- Annual measurement of breaks and leaks (Mean Time Before Failure and Mean Time to Repair)
- Leak detection measurement (every two years)
- Number of meter failures reduced (replacements)
- Budget supports R&R and CIP

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<tbody>
<tr>
<td>1. Develop and complete asset management plan.</td>
<td>12/31/2015</td>
<td>Dir Ops/Engr</td>
</tr>
<tr>
<td>2. Complete GIS system for district.</td>
<td>4/30/2017</td>
<td>Dir Ops/Engr</td>
</tr>
<tr>
<td>3. Complete and execute Pipeline Master Plan (replacement policy) include in CIP Plan. Maintain appropriate R&amp;R plan</td>
<td>5/30/2015</td>
<td>Dir Ops/Engr</td>
</tr>
<tr>
<td>4. Requirement and policy on District Fire Flow (Risk Assessment) at wildland interface and include in CIP</td>
<td>12/31/2014</td>
<td>Dir Ops/Engr</td>
</tr>
<tr>
<td>5. Service Right Sizing – make sure customer has correct meter size</td>
<td>4/15/2015</td>
<td>Dir Ops/Engr</td>
</tr>
</tbody>
</table>
Objective: Combine communication, transparency, engagement, and results reporting to improve the understanding and appreciation for the value Rincon Water delivers for the rates it collects from customers.

Measures: We will know we are successful when...
- Results on customer surveys
- Hits on website videos, website traffic

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<tr>
<td>1. Evaluate placement of informative videos on website.</td>
<td>4/15/2015</td>
<td>PSIO</td>
</tr>
<tr>
<td>2. Evaluate “bill stuffers” and other avenues for “value of water” information</td>
<td>12/31/2014</td>
<td>PSIO/Dir Admin/Fin</td>
</tr>
<tr>
<td>3. Evaluate streaming videos in the District lobby.</td>
<td>4/15/2015</td>
<td>PSIO</td>
</tr>
<tr>
<td>4. Speakers Bureau (Outreach and Presentations)</td>
<td>9/12/2014</td>
<td>Directors/General Manager/PSIO</td>
</tr>
</tbody>
</table>
Objective: Combine communication, transparency, engagement, project planning and execution, and results reporting to improve Rincon Water’s trust and ability to work with other agencies and partners.

Measures: We will know we are successful when...
- Report efforts/meetings from staff to Board
- Active in the Escondido Chamber of Commerce
- Executed agreements to collaborate
- # of events attended

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<tr>
<td>1. At least quarterly planning and coordination meeting with the City of</td>
<td>12/30/2014</td>
<td>Senior Management</td>
</tr>
<tr>
<td>Escondido and other neighboring agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Collaborate with other agencies beyond North County for expanded</td>
<td>On going</td>
<td>Directors/ General Manager/ Staff</td>
</tr>
<tr>
<td>perspective</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Improve communications and collaboration with Elfin Forest Fire</td>
<td>5/30/2015</td>
<td>Dir Ops/Engr, Fire Chief, GM</td>
</tr>
<tr>
<td>Fire Department and CalFire</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Collaboration and outreach with neighboring agencies, local</td>
<td>7/30/2015</td>
<td>Senior Management</td>
</tr>
<tr>
<td>governments, and organizations regarding emergency resources</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Financial Perspective: IMPROVE DISTRICT FINANCIAL STRENGTH & RESILIENCY

Objective: Perform long-range financial planning to support the sustainability and reliability needs of the District’s assets.

Measures: We will know we are successful when...
- Financial Health ratios are at or above industry standards
- Debt coverage ratio is at or above industry standard and receive positive bond rating of BBB or higher
- Rates kept below regional average
- Define and maintain reserves

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<tbody>
<tr>
<td>1. 10 Year Financial Plan - prepare</td>
<td>6/30/2015</td>
<td>Dir Admin/Fin</td>
</tr>
<tr>
<td>2. Perform rate study</td>
<td>7/31/2015</td>
<td>Dir Admin/Fin</td>
</tr>
<tr>
<td>3. Explore alternative forms of revenue – insurance,</td>
<td>12/31/2015</td>
<td>Directors/GM/Senior Management</td>
</tr>
<tr>
<td>“boutique: water”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Set targets for expenditures</td>
<td>6/30/2015</td>
<td>Dir Admin/Fin</td>
</tr>
<tr>
<td>5. Engage a Financial Advisor</td>
<td>6/30/2014</td>
<td>Dir Admin/Fin</td>
</tr>
</tbody>
</table>
Objective: Make the most effective use of limited resources.

Measures: We will know we are successful when...
- Baseline and measure customer interactions in ERP
- Satisfaction survey post-outreach events
- Amount and types of grant funding received
- Successful study reviews and implementations
- Additional sources of revenue above and beyond rates
- Meet Budget Metrics and trends

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<th>Responsible Group</th>
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<tbody>
<tr>
<td>1. Invest in grant funding pursuits with high ROI</td>
<td>On going</td>
<td>Senior Management</td>
</tr>
<tr>
<td>2. Investigate additional business lines, to include water related services, insurance of water, sewer service, solar and cell tower sites, etc.</td>
<td>On going</td>
<td>Directors/GM/Senior Management</td>
</tr>
<tr>
<td>3. Conduct time management and process review studies to include greater use of technology and automation if feasible</td>
<td>6/30/2016</td>
<td>Ops/Admin</td>
</tr>
</tbody>
</table>
Strategic Planning Workshop with Board, Senior Management and Customers

Students from N. Broadway School strategically build a model of California’s water delivery system at a field trip sponsored by Rincon Water..
About this Strategic Plan

Strategic Planning Primer
In the following pages you will find a Primer that outlines the strategic planning and management concepts that went into this planning process, and which are reflected in the structure and language of this plan document. These tools represent a selection of the best and most widely adopted planning tools that are relevant for Rincon Water. Refer to the Primer to keep your planning and management language consistent with best practices.

SWOT (Strengths, Weaknesses, Opportunities, Threats)
On the following page you will see the consolidated SWOT analysis. This is the most concise summary of the current internal and external conditions that form the backdrop for the planning process. This SWOT analysis was developed by the combined efforts of all Rincon staff, Board members, and the customers who participated in the planning process. You will notice that the top half of the page lists the items that are of greatest importance for this planning cycle. For a more in-depth explanation of the SWOT, see the Strategic Planning Primer.

How to Evolve This Plan Over Time
Significant edits to this document (once it is completed for this cycle) are probably only going to be made on an annual basis. Those changes will most likely involve fine tuning the measures, fine tuning the objectives, and updating the initiatives. In the Strategic Planning Primer you’ll find suggestions for what to include in monthly operational review meetings compared to what should be left to quarterly strategic review meetings. A plan update process should be conducted annually.

Planning Process Used (January through July 2014)
Phase 1: Planning to Plan - This phase included designing a customized planning process for Rincon Water based on meetings with staff leadership. The Strategic Planning Primer was also prepared and delivered to all planning participants.

Phase 2: Situation Analysis – This phase included interviews with Board members and workshops to engage all staff. It produced the SWOT analysis and perspective on current conditions.

Phase 3: Strategic Direction – This phase included two significant workshops with the Board, senior staff, and representatives from major customers and City of Escondido. This phase produced updates to the mission, vision, values, and produced the strategic themes, objectives, measures, and initiatives presented in this document.

Phase 4: Complete Plan Document – This phase included a review cycle whereby all staff and Board members had an opportunity to review, fine tune, and ratify the plan. The final 2014 version of the plan reflects an unprecedented collaboration for Rincon Water. The plan is the most comprehensive and implementable to date for Rincon Water.
### SWOT Analysis

#### Strengths
- Adaptable, Flexible & Helpful District
- Robust and reliable infrastructure
- Asset management
- Knowl. & Experienced Staff
- Board
- Internal Communication
- Dedicated/Prof. Staff
- Problem Solving Ability
- Cohesive Board
- Strong hiring process
- Customer service
- Positive customer perception
- Integrity

#### Weaknesses
- Budget constraints – allocation to needs, funding – limited resources
- Water Sourcing – limited source
- Communication with customers, outreach
- Internal – work plans & changes
- Collaboration
- New employee orientation

#### Opportunities
- Technology
  - Info. Management
  - Communication
- Customer access to: District
- Customer usage info
- Account & payment
- Water Sources – more and diversified
- Better utilization of assets:
  - Review costs/budget
  - Electricity use (off-peak)

#### Threats/Challenges
- Climate Change
- Water Sources
- Drought
- Agreements incl. Escondido
- Aging Infrastructure & overall system ops/maintenance
- Laurashawn
- Eden Valley
- R5 manual manipulation
- Employee retention
- Costs
  - Energy costs
  - Water costs
- Employee Costs
- Customer service demand – high now – not enough staff
- Disasters: fire, earthquake, terrorism

#### Other Strengths:
- Good statewide reputation
- Great relationship with Fire District
- Participatory customers
- Employee benefits/non-union workforce
- Good financial reporting
- Teamwork - Work well together
- Staff skills & certifications
- Nimble & responsive
- Ethical
- Work planning (field & admin)
- Award winning district
- Transparency

#### Other Weaknesses:
- Poor relations with Escondido
- Small district, big aspirations
- Size of staff – too small for emergency response
- IT
  - outdated software
  - Emergency back up
- Professional devel. opportunities for staff
- Staff pathway for resolution of HR issues
- Board effectiveness
- Asset management planning
- Geographic location of office

#### Other Opportunities:
- Technology: AMI, ERP, GIS
- Mentoring & knowledge capture
- Proactive –create our future
- Growth & Expansion of system
- Get Greener – more sustainable
- Customer/stakeholder communication
- Asset Management
- Growth of mission and service offers
  - WW
  - Expanded Fire
- Collaboration/cooper-ation with other agencies

#### Other Threats / Challenges
- Economy
  - Customer ability to pay
- Budgets
- Expectations Mgmt.
  - Board
  - Staff
  - Customers
- Water contamination
  - Boil order
- Regulatory change
- Agency coordination
  - new people = new bureaucracy
- IT security – radio SCADA
- Perceived value for services
  - By board
  - By customers
## Glossary of Common Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACWA</td>
<td>Association of California Water Agencies</td>
</tr>
<tr>
<td>AMI</td>
<td>Automated Metering Infrastructure</td>
</tr>
<tr>
<td>CalFire</td>
<td>Department of Forestry and Fire Protection</td>
</tr>
<tr>
<td>CASA</td>
<td>California Association of Sanitation Agencies</td>
</tr>
<tr>
<td>CIP</td>
<td>Capital Improvement Plan</td>
</tr>
<tr>
<td>CMMS</td>
<td>Computerized Maintenance Management System</td>
</tr>
<tr>
<td>CSDA</td>
<td>California Special Districts Association</td>
</tr>
<tr>
<td>DPR</td>
<td>Direct Potable Reuse</td>
</tr>
<tr>
<td>ERP</td>
<td>Enterprise Resource Planning System</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographic Information System</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>IPR</td>
<td>Indirect Potable Reuse</td>
</tr>
<tr>
<td>JPIA</td>
<td>Joint Powers Insurance Agency (part of ACWA)</td>
</tr>
<tr>
<td>R&amp;R</td>
<td>Renewals and Replacements</td>
</tr>
<tr>
<td>SEMS</td>
<td>Security Environmental Management System (software suite from SEMS Technology)</td>
</tr>
<tr>
<td>TLA</td>
<td>Talk/Look/Act</td>
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</tbody>
</table>