

MISSION STATEMENT

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

OUR CORE 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 AREAS

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 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.

ASSET MANAGEMENT

Aging infrastructure, rising costs, increasing regulations and security concerns require that key assets are maintained properly. Careful planning for anticipated future demand and 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.

WORKFORCE DEVELOPMENT

Employees are the most valuable resource 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.

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.

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 account information.

Enhance capabilities of field customer service staff through geographic dispatching and information systems.

DRAFT

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.