



# 2022-2027 STRATEGIC PLAN

## OUR VISION

Regional service through unity:  
meeting our region's needs  
today and tomorrow

## OUR MISSION

Provide high quality and dependable  
water, wastewater and solid waste  
services in a cost efficient manner

GOAL  
01

### SERVICE

Provide superior  
water, wastewater  
and solid waste  
services today and  
tomorrow

GOAL  
02

### STEWARDSHIP

Responsibly  
manage public  
resources to ensure  
responsiveness,  
effectiveness and  
efficiency

GOAL  
03

### PARTNERSHIP

Actively collaborate  
with members,  
customers,  
partners,  
employees and  
stakeholders

GOAL  
04

### PEOPLE

Build a talented,  
competent and  
committed team

#### OBJECTIVE 1.1

High Quality  
Services

#### OBJECTIVE 2.1

Efficient Business  
Practices

#### OBJECTIVE 3.1

Well-Informed and  
Educated Public

#### OBJECTIVE 1.2

Successfully Deliver  
Capital Program

#### OBJECTIVE 2.2

Conscientious  
Environmental  
Stewardship

#### OBJECTIVE 3.2

Engaged Members,  
Customers and  
Stakeholders

#### OBJECTIVE 1.3

Proactive Asset and  
Maintenance  
Management

#### OBJECTIVE 2.3

Rigorous Financial  
Management

#### OBJECTIVE 3.3

Durable Strategic  
Partnerships

#### OBJECTIVE 1.4

Reliable and  
Resilient Systems

#### OBJECTIVE 2.4

Systematic Risk  
Management

#### OBJECTIVE 3.4

Effective Organizational  
Communication

#### OBJECTIVE 4.1

Highly Skilled  
Workforce

#### OBJECTIVE 4.2

Safe and Healthy  
Employees

#### OBJECTIVE 4.3

Performance-Driven  
Culture

#### OBJECTIVE 4.4

Employer of  
Choice

## OUR CORE VALUES



### INTEGRITY

WE ARE HONEST,  
TRUSTWORTHY,  
TRANSPARENT AND  
RELIABLE IN OUR WORDS  
AND ACTIONS AND  
ACCOUNTABLE FOR WHAT  
WE SAY AND DO.



### TRUST

WE ARE RELIED ON TO BE  
EFFECTIVE, HONEST,  
OPEN AND CONSISTENT,  
AND TO SERVE OUR  
CUSTOMERS' BEST  
INTERESTS.



### RESPECT

WE TREAT OUR  
CUSTOMERS AND  
EACH OTHER WITH  
COURTESY, KINDNESS  
AND FAIRNESS.



### UNITY

WE DO WHAT'S BEST  
FOR OUR CUSTOMERS  
AND THE REGION  
—ALL-IN TOGETHER.



### SAFETY

WE MITIGATE RISKS IN  
OUR DAILY ACTIVITIES TO  
MINIMIZE ACCIDENTS AND  
INJURIES, AND PROTECT  
OUR PUBLIC HEALTH AND  
ENVIRONMENT; WE TAKE  
CARE OF EACH OTHER  
SO WE CAN FULFILL OUR  
MISSION.



### TEAMWORK

WE COOPERATE AND  
COLLABORATE WITH  
EACH OTHER, OUR  
CUSTOMERS AND  
PARTNERS TO MEET OUR  
REGION'S NEEDS TODAY  
AND TOMORROW.



## SERVICE

**Provide superior water, wastewater and solid waste services today and tomorrow**

### **OBJECTIVE 1.1 High Quality Services**

- Complete Wylie WTP Conversion to Biologically Active Filtration
- Pursue Treatment Plant Optimization Recognition
- Develop & Implement Infrastructure Shutdown Policies & Protocols
- ✓ Optimize Water Quality in the Conveyance System

### **OBJECTIVE 1.2 Successfully Deliver Capital Program**

- Complete Phase Two of Bois d'Arc Lake Program
- Complete Phases One & Two of the Sister Grove RWRRF
- Implement Plan & Complete Permitting for Lower East Fork Wastewater System
- Finalize Plan & Permitting of North Transfer Station
- ✓ Complete Phase One of Bois d'Arc Lake
- ✓ Develop Plan for Lower East Fork Wastewater Growth

### **OBJECTIVE 1.3 Proactive Asset and Maintenance Management**

- Complete Creation of a Comprehensive Real Estate Catalog & Inventory
- Develop a Risk-Based Conditioning Monitoring Program for Critical Asset Types
- Complete Right-of-Way Clearing Program
- Implement Inventory Control System in Maximo

### **OBJECTIVE 1.4 Reliable and Resilient Systems**

- Implement Water Supply Strategies to Accommodate Regional Growth
- \* Comply with Regulations for PFAS Substances
- Implement an Inflow and Infiltration Monitoring & Communication Plan
- ✓ Maximize the Site Life of I2I RDF
- ✓ Complete Long-Range Water Supply Planning Process



## STEWARDSHIP

**Responsibly manage public resources to ensure responsiveness, effectiveness and efficiency**

### **OBJECTIVE 2.1 Efficient Business Practices**

- Develop a Formal Vendor Management & Contract Performance Program
- \* Develop & Implement a Technology Modernization Program
- Evaluate Laboratory Services & Develop Plan for Future Laboratory Capabilities
- Standardize Documentation of Processes & Standard Operating Procedures

### **OBJECTIVE 2.2 Conscientious Environmental Stewardship**

- Continue Implementation of Comprehensive Energy Program
- Implement Watershed Protection Plans for District Lakes
- \* Develop and Implement Additional Conservation Strategies
- ✓ Update Water Conservation Plan and Water Resource & Emergency Management Plans
- ✓ Protect Endangered Species in the Trinity River Basin

### **OBJECTIVE 2.3 Rigorous Financial Management**

- Transform and Modernize Financial Management Systems
- Analyze Purchase Card Spending to Maximize Savings Opportunities
- Evaluate & Consider Changes to Cost Allocation Approaches for Pretreatment Services
- ✓ Establish Vehicle Motor Pool System
- ✓ Provide for Emergency Funding Needs for Wastewater System

### **OBJECTIVE 2.4 Systematic Risk Management**

- Implement an Operational Risk Management Program
- Enhance District-wide Cybersecurity Program
- Integrate and Standardize the Security System Approach for District-wide Facilities



## PARTNERSHIP

**Actively collaborate with members, customers, partners, employees and stakeholders**

### **OBJECTIVE 3.1 Well-Informed and Educated Public**

- \* Enhance Regional Education Initiatives
- Amplify Impact of Water Is Awesome Campaign
- ✓ Develop Strategic Communications Plan for Stewardship
- ✓ Develop Strategic Communications Plan for External Audiences

### **OBJECTIVE 3.2 Engaged Members, Customers and Stakeholders**

- \* Enhance Engagement Opportunities with Key Stakeholders
- ✓ Complete Red River Boundary Commission Process in Oklahoma
- ✓ Address Customer City Surcharge Recommendation by Independent Review of Regional Water System
- ✓ Standardize the Process & Methodology for Accepting New Members & Customers

### **OBJECTIVE 3.3 Durable Strategic Partnerships**

- Work with Peer Organizations on Water Supply & Environmental Initiatives
- \* Support Strategic Initiatives at JBS Wetland Center
- ✓ Implement the Bois d'Arc Lake Shoreline Management Plan
- ✓ Open Bois d'Arc Lake to the Public

### **OBJECTIVE 3.4 Effective Organizational Communication**

- Develop Strategic Communications Plan for Internal Audiences
- Improve the Project Design & Asset Handover Process
- Advance Utility Management Practices Through Enterprise Performance Reporting



## PEOPLE

**Build a talented, competent and committed team**

### **OBJECTIVE 4.1 Highly Skilled Workforce**

- Establish a Comprehensive Employee Training & Development Program
- Develop District-wide Compensation Strategy & Guidelines
- Develop a Talent Recruitment and Acquisition Program
- Evaluate & Redesign the District's Performance Evaluation Program

### **OBJECTIVE 4.2 Safe and Healthy Employees**

- Reduce Safety Incidents Through Employee & Leadership Engagement
- Optimize Employee Benefits, Health & Wellness Program
- ✓ Continue Implementation of Lifting Safety Program

### **OBJECTIVE 4.3 Performance-Driven Culture**

- Develop Clear Career Paths to Allow all Employees to Advance Their Careers
- Develop & Implement a Water & Wastewater Operator Competency Program
- ✓ Establish Performance Goals, Track & Communicate Progress

### **OBJECTIVE 4.4 Employer of Choice**

- Support Employee Development Through Engagement in Industry-wide Activities
- Foster Engagement to Enhance the Employee Experience
- Ensure Resilience of District Retirement Offerings