

Fiscal Year 2026 Strategic Plan

(June 1, 2025 – May 31, 2026)

Strategic Priority 1: Customer & Community Service



PERSPECTIVE, GOAL & OUTCOMES

STRATEGIES & ACTIONS

TARGETS/AWWA BENCHMARKS

Perspective

Customer

Customer & Community Service Goal

Consistently provide outstanding internal/external customer service interactions and engage with community to build understanding, trust and support for RWA projects and programs.

Outcomes to Business

Reliable service consistently delivered as the needs of the service population change.

Timely and quality responses provided to external customer service requests.

Outstanding customer service and stakeholder engagement delivered for all interactions.

Strong internal customer service culture across the organization.

Position the RWA as a leading resource and reliable authority on water and environmental issues.

Strategy: Provide outstanding internal and external customer service in a timely, courteous and effective manner.

Actions

- Define Delivering Service Excellence (DSX) service-level targets for workgroups by FY26 year-end.
- Capitalize on new CIS solution to improve our service delivery to customers while also developing in-house expertise in the meter-to-cash cycle.
- With full implementation of CIS, identify, align and prioritize customer-focused technologies to improve responsiveness, customer satisfaction and ensure customer data is accurate and secure.

Strategy: Advance commercial business positioning and customer participation.

Actions

- Increase customer plans for signature water service protection plan programs.
- Advance PipeSafe and Homeowner Safety Valve (HSV) growth.

Strategy: Proactively communicate with and engage stakeholders on water matters of importance to the region.

Actions

- Develop and implement annual customer and stakeholder outreach engagement plans.
- Build customer support for programs and understanding of how we provide cost-effective and innovative services.

- 100% completion of DSX Mini-Module team trainings.
- Call abandonment rate \leq 5%.
- No less than 95% billing accuracy annually.
- Maintain \geq 85% of customers rating customer and field service employees as “good” or “excellent” in real-time transaction surveys annually.
- Achieve at least 500 gross pipe protection program net customer plans by May 31, 2026.
- Implement at least 2 district-wide communications campaigns and utilize various communications channels to garner no less than 24 positive/neutral news stories annually.



Strategic Priority 2: Workforce Planning & Development



PERSPECTIVE, GOAL & OUTCOMES

STRATEGIES & ACTIONS

TARGETS/AWWA BENCHMARKS

Perspective

Learning & Growth

Workforce Planning & Development Goal

The RWA will attract, develop and retain a high-performing and diverse workforce to fulfill the mission of the organization.

Outcomes to Business

Everyone owns safety and goes home the same way they came to work or better.

We create a vibrant and competitive environment that attracts, retains and invests in a skilled and engaged workforce.

Collaboration with internal teams help us achieve our shared objectives of enhanced communication, coordination and delivery of service.

Through rewards and recognition, employees are acknowledged as being critical to RWA's ability to promote best practices in delivering customer value.

Employee leadership competencies at all levels drive a culture of servant leadership in spirit and execution.

Strategy: Cultivate a safe and healthy working environment.

Actions

- Strive for no time-loss workplace incidents or accidents.
- Advance a safety-first culture where employees discuss hazards and concerns with candor and make sound, risk-based decisions to accomplish work safely.

Strategy: Create a workplace that attracts and retains skilled employees.

Actions

- Develop bi-annual individual development plans and rollup to department training priorities to develop internal talent.
- Update division succession plans to prepare staff for promotional opportunities and to retain institutional knowledge within the organization.
- Create new employee development and engagement programs to invest in a skilled and engaged workforce.

Strategy: Model inclusion and willingness to try new approaches in our pursuit of excellence.

Actions

- Develop and grow practices that value and draw strength from diversity of our people.
- Promote diversity in leadership by addressing any cultural and organizational barriers to hiring and career advancement at all levels of the organization.

- **DART Rate of ≤ 1.8 (Days Away Restricted or Transferred is a safety metric measuring the severity of work-related injuries and illnesses).**
- **PMVA Rate of ≤ 3 (Preventable Motor Vehicle Accident).**
- **Maintain competitive employee turnover rate of $\leq 10\%$ annually.**
- **Individual Development Plans (IDPs) completed and documented for all employees seeking growth, transitioning to new roles, or needing performance support, with progress reviewed quarterly by managers.**
- **Develop at least 1 new employee development program (rotations, workforce flexibility, apprenticeships, internships, mentorships) to launch in FY27.**
- **100% of employees with planned retirements involved in a transitional plan for business continuity.**



Strategic Priority 3: Financial Stability



PERSPECTIVE, GOAL & OUTCOMES

STRATEGIES & ACTIONS

TARGETS/AWWA BENCHMARKS

Perspective

Financial

Financial Stability Goal

The RWA will maintain appropriate financial capacity to ensure operational efficiency to reliably meet the needs of present and future customers.

Outcomes to Business

Finances are managed optimally, and resources are used efficiently and effectively to meet customers' service priorities.

RWA's long-term financial needs are met.

Commercial service revenue is invested in utility, mitigating prospective water rate increases for customers while reducing the amount of debt financing needed to fund the RWA's increasing capital program.

Funding and implementing planned capital and maintenance projects on schedule ensures reliable services.

Reduction of costs and minimization of rate increases through securing federal, state and local appropriations, grants and loans and research funding.

Strategy: Maintain and leverage a strategic financial model to facilitate planning and predict long-term cash flows.

Actions

- Manage debt and cash reserves to ensure successful execution of long-range plans and meet short-term needs.
- Responsibly and strategically create additional revenue generation streams through the commercial business.
- Prudent and efficient management of utility finances.

Strategy: Ensure financial integrity and stability by implementing sound and equitable practices to meet infrastructure and service needs.

Actions

- Ensure adequate funding and increase grant and financing opportunities to reduce costs and support business priorities.
- Maintain stable or improving Bond rating on an annual basis.
- Continue to enhance the process through which projects are identified, prioritized, funded and scoped to develop the annual and multi-year Capital Improvement Plan.

Strategy: Develop deeper financial awareness, understanding, and accountability throughout the RWA.

Actions

- Maintain a strong control environment by effectively tracking, managing and transparently reporting financial resources, transactions and performance.
- Develop and execute budget process to ensure timely and accurate alignment with strategic priorities.

- Ensure at least 96% of capital budget benefits customers.
- Debt coverage ratio at least 118% annually.
- No more than 5% overage in actual overtime dollars versus budgeted.
- Commercial business revenue target of at least \$22 million by May 31, 2026.
- 100% of departments complete a year-end template in support of achieving a clean FY26 year-end audit.



Strategic Priority 4: Utility Assets & Natural Resources



PERSPECTIVE, GOAL & OUTCOMES

STRATEGIES & ACTIONS

TARGETS/AWWA BENCHMARKS

Perspective

Internal Processes

Utility Assets & Natural Resources Goal

Implement comprehensive, integrated and innovative utility asset and natural resource planning to increase operational reliability and environmental stewardship.

Outcomes to Business

Protect the quality of drinking water delivered to our customers to maintain and achieve water quality compliance for public health and brand reputation.

Minimize the number and duration of unplanned service disruptions.

Drive greater efficiency through use and evolution of standard work plans, asset and risk management practices, metrics and operational reporting.

Maintain all system infrastructure to ensure reliable service into the future.

Protect and sustain our watersheds to maintain water resources, ecosystems and communities.

Strategy: Implement initiatives that improve operational reliability, resiliency and efficiency.

Action Items

- Use data in comprehensive asset management system to improve planned replacement and maintenance programs and status reporting as well as support prioritized infrastructure renewal decision making.
- Apply scalability to capital and long-range planning to prioritize projects, funding and maintain flexibility.

Strategy: Achieve a sustainable and resilient water supply to meet community needs.

Action Items

- Invest diligently in our infrastructure to deliver a safe, reliable water supply to our customers.
- Protect, enhance and monitor natural resources, water source conditions and ecosystem health that are vital to RWA watersheds.

- **Lead Service Line:** Complete inventory, develop replacement plans and commence construction for at least one-third of RWA towns.
- **Planned Preventative Maintenance Completed - Fleet, Pump, Electric:** No less than 75% complete from the computerized management system annually.
- **Potable Water Compliance Rate:** No less than 100% per quarter annually.
- **Main Flushing Maintenance:** No less than 20% (340 miles) of main flushed annually.
- **Watershed Inspection:** Conduct at least 800 watershed/aquifer inspections annually.
- **Environmental Monitoring:** Conduct fisheries, wildlife and water quality monitoring through existing programs and introduce at least 1 new technology funded by a grant.
- **Vegetation Management:** Identify at least 1 new approach to meet vegetation mitigation and restoration needs that is funded by a grant.



Strategic Priority 5: Strategic Technology



PERSPECTIVE, GOAL & OUTCOMES

STRATEGIES & ACTIONS

TARGETS/AWWA BENCHMARKS

Perspective

Internal Processes

Strategic Technology Goal

Ensure technology to safely and securely meet the needs of the RWA and its customers.

Outcomes to Business

Investment in and utilization of technology enhances the customer experience and maximizes operational efficiency.

Customers are empowered with current technologies to interact with the RWA efficiently and effectively.

RWA is a resilient service provider with exceptional customer service because of adopting appropriate technologies and protecting the organization from cyber threats.

Commitment to technology and innovation considers solutions across the entire organization.

Physical and cybersecurity initiatives are aligned to protect RWA infrastructure.

Strategy: Invest in technology infrastructure to enhance customer engagement and satisfaction.

Action Items

- With full implementation of CIS, identify, align and prioritize customer-focused technologies to improve responsiveness, customer satisfaction and ensure customer data is accurate and secure.
- Leverage RWA's mobile app to provide customers with more access to RWA services and information.
- Ensure RWA systems keep pace with customer adoption of new technologies to enhance the customer experience.

Strategy: Enhance and maintain effective cybersecurity practices.

Action Items

- Ensure all cybersecurity incidents are reported and reviewed, and lessons learned are incorporated into future cybersecurity program updates and enhancements.
- Deploy regular cybersecurity exercises and drills with employees that address the full range of threats.
- Ensure full implementation of recommended Department of Homeland Security (DHS) activities are implemented.

- **No less than 99.9% availability of customer-facing IT/OT critical systems annually.**
- **Increase the number of online registered users of self-service account services by no less than 12% annually.**
- **Maintain RWA average phish prone rate of 95% versus industry average of 75%.**
- **100% of IT security DHS-recommended activities completed annually within budget.**

