



Strategic Plan

Final

29 February 2020

Goal 1: Community Engagement

We ensure that our customers, the community, and our region understand the important role the Co-op plays in the provision and sustainability of critical services through engagement, education, and dynamic partnerships

Objective 1: Enhance customer understanding and engagement

- **Strategy 1.1:** Develop core Co-op messaging and an engagement schedule
- **Strategy 1.2:** Offer annual or bi-annual facility tours and continue education efforts
- **Strategy 1.3:** Launch customer satisfaction survey and feedback strategy

Objective 2: Work closely and collaborate with the Las Campanas Club and Homeowners Association (LCOA)

- **Strategy 2.1:** Map and refine understanding of shared interests with LCOA and the Club
- **Strategy 2.2:** Maintain awareness of any LCOA and Club communications strategies and resolve any conflicts that may arise.

Objective 3: Continue to develop strong partnerships in support of LCWC's mission

- **Strategy 3.1:** Enhance visibility through face to face engagements
- **Strategy 3.2:** Maintain awareness of evolving City/County policies

Goal 1 2020 Key Performance Indicators:

- Results from:
 - Customer Satisfaction Survey – initial survey available 02/18/2020. Follow-up surveys to be implemented on a bi-annual basis.
 - Website Feedback - ongoing
- Frequency, number of, attendance at:
 - Las Campanas (All Entities) Meetings – as necessary
 - County/City/BDD Meetings – as necessary

Goal 2: Agile, Optimized, & Sustainable Operations

We ensure operational resiliency and reliability by maintaining our water and sewer services by anticipating and responding to current and future needs in a proactive manner.

Objective 1: Ensure durable, flexible, reliable, and secure water and sewer infrastructure

- **Strategy 1.1:** Continue to implement our proactive asset management program and reliability-centered maintenance efforts.
- **Strategy 1.2:** Investigate potential threats and mitigation strategies to operational readiness for water and sewer infrastructure
- **Strategy 1.3:** Implement most cost-effective mitigation strategies as needed

Objective 2: Optimize use of under-utilized assets

- **Strategy 2.1:** Identify and quantify under-utilized assets
- **Strategy 2.2:** Identify opportunities for improved utilization
- **Strategy 2.3:** Pursue opportunities as deemed prudent with strategic partners

Goal 2 2020 Key Performance Indicators:

- Document and analyze service interruption to customer base – to be compiled and reviewed by the GM on a monthly basis and reviewed by the BoD at each quarterly Board meeting.
- Track and monitor work order compliance vs. established standard – to be compiled and reviewed by the GM on a monthly basis. Any non-compliant work shall be reported to the BoD at each quarterly Board meeting.

Goal 3: Organizational Sustainability

We maintain a proactive board, establish robust governance processes and controls, and attract and maintain a permanent staff to ensure continuity of operations.

Objective 1: Create clear and unambiguous governance processes/procedures and clearly delineate officers, directors, and committee authorities and responsibilities

- **Strategy 1.1:** Develop board manual and charter for committees
- **Strategy 1.2:** Develop duties, responsibilities, and decision-making processes
- **Strategy 1.3:** Conduct yearly self-assessment review of the strategic plan and business plan

Objective 2: Ensure the Co-op has sufficient staff with the requisite knowledge and expertise to effectively execute the day to day responsibilities of the Co-op

- **Strategy 2.1:** Define critical functions that can only be executed by staff
- **Strategy 2.2:** Conduct workload assessment of current staff
- **Strategy 2.3:** Provide the necessary work environment for successful operation of board and staff to include training and education

Objective 3: Elevate the Profile of the Board in the Community and Generate Broader Understanding and Deeper Interest in Co-op Governance and Operations

- **Strategy 3.1:** Consider the need to include non-Board member on committees and create a process for their inclusion if required.
- **Strategy 3.2:** Advertise board activities in communications

Goal 3 2020 Key Performance Indicators:

- Develop and approve board manual and committee charters
- Implement calendar (previous months actions on closed portion of website) - complete
- Document inherent staff functions
- Conduct workload assessment Determine adequate staffing level

Goal 4: Financial Health

Develop and follow clear policies and processes to ensure financial stability and sustainability

Objective 1: Develop written policies and procedures for consistent management of income and balance sheet

- **Strategy 1.1:** Develop written procedures/policies that enable timely execution of budget process, including rate structure review
- **Strategy 1.2:** Develop reserve policy that defines amounts and timing aligned with useful life of assets and regular review to maintain reserve levels through investment returns or increase in rates
- **Strategy 1.3:** Develop an investment policy that aligns with anticipated use of funds

Objective 2: Conduct assessment of current and possible future business model(s)

- **Strategy 2.1:** Maintain awareness of and participate in the development of any service regionalization concepts being developed by the city of Santa Fe, Santa Fe County, and/or the State of New Mexico. Assess the impact of any such plans of the LCWC business model and modify as necessary.

Objective 3: Review cybersecurity policies to protect operational and administrative IT systems

- **Strategy 3.1:** Contact IT professionals to confirm adequacies of cybersecurity protection and backup
- **Strategy 3.2:** Identifying policies surrounding access to data by staff, board, and general membership

Goal 4 2020 Key Performance Indicators:

- Subcommittee will present proposed policies and procedures to Finance Committee
- Written report on cybersecurity and data access recommendations

Goal 5: Water Security

Fulfill our trust obligation to the community with respect to water rights and future capacity needs

Objective 1: Increase understanding of physical water supply context

- **Strategy 1.1:** Quantify current usage and future capacity needs.
- **Strategy 1.2:** Maintain awareness of physical water supply in context with corresponding agreements with Santa Fe County and increase understanding potential opportunities from back up water supply with a diverse water portfolio.

Objective 2: Develop strategies to manage water rights and sewage plant to preserve ongoing flexibility for usage and profitability

- **Strategy 2.1:** Define commercial policies including price and rate structure with a plan to outreach to the HOA and The Club
- **Strategy 2.2:** Review potential increase in revenue to be gained through better deployment of sewer treatment resources

Goal 5 2020 Key Performance Indicators:

- Analyze available usage data to determine best approach to present information
- Legal counsel to prepare a short-written synopsis on possible vulnerabilities to water rights
- Schedule meeting to clarify current water rights context