



FORESTVILLE WATER DISTRICT

Strategic Plan

2026–2029

*Strengthening the foundation for reliable service, responsible stewardship,
and a resilient Forestville community.*

OUR MISSION

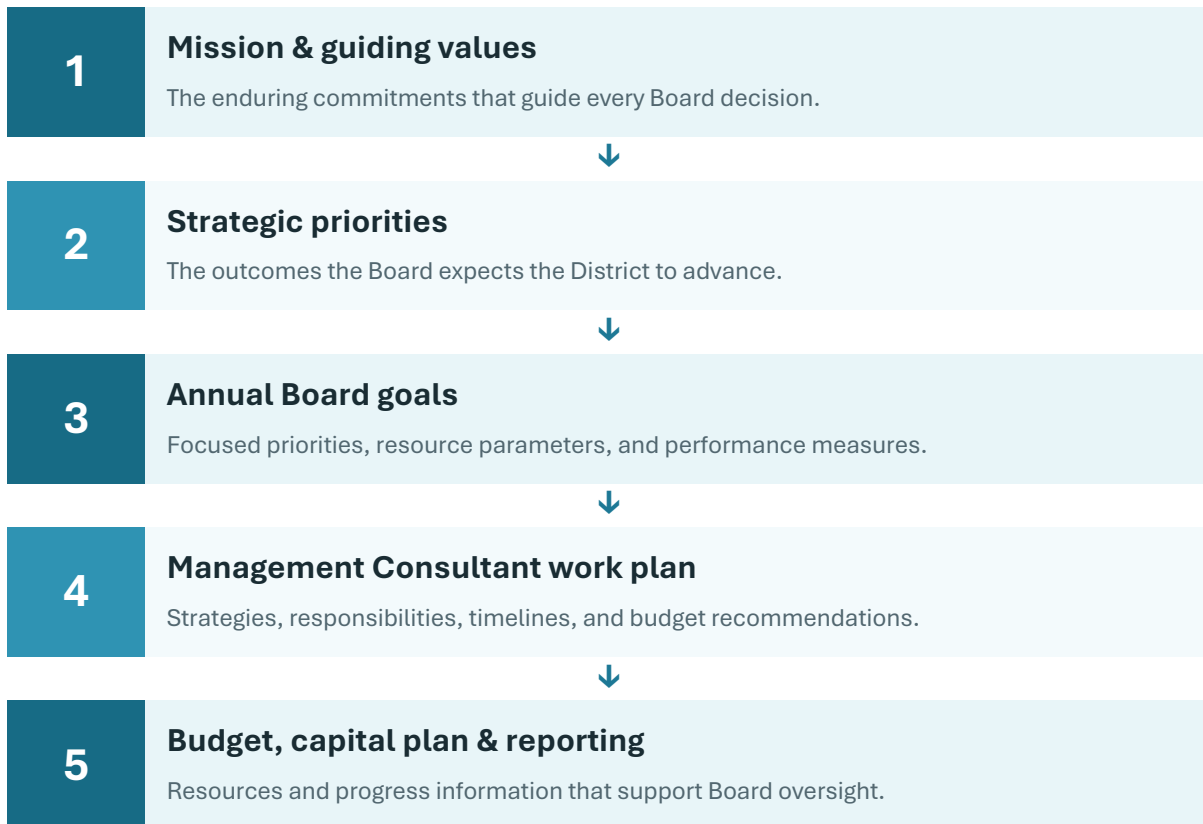
Provide safe, reliable, and sustainable water, wastewater, and recycled-water services that protect public health, strengthen the Forestville community, and steward the environment.

BOARD DIRECTION • ANNUAL GOALS • MANAGEMENT IMPLEMENTATION • PUBLIC ACCOUNTABILITY

HOW THE PLAN WORKS

From Board direction to accountable results.

The Board establishes direction and measures progress.
The Management Consultant develops the work plan and leads implementation.



Board sets direction. Management determines implementation and reports progress.

FORESTVILLE WATER DISTRICT STRATEGIC PLAN 2026–2029

Overview:

The Forestville Water District Board recognizes the importance of developing a strategic plan to identify the most important strategic initiatives and set the goals and milestones necessary to accomplish them.

The Board and staff conducted a series of facilitated strategic planning work sessions. The process initiated with establishing the District’s purpose for existing and refining the District’s Mission Statement. The purpose of the Mission Statement is to create a simple, yet comprehensive statement of the District’s mission to our customers and community.

Forestville Water District has served its community through reliable essential services and careful stewardship. This Strategic Plan expresses the Board’s long-term direction for strengthening the District’s infrastructure, finances, workforce, governance, and community relationships. It establishes the outcomes the Board expects while allowing the Management Consultant and staff to determine the most effective implementation strategies through annual work plans and budgets.

The District Mission Statement was revised to read as follows:

“Provide safe, reliable, and sustainable water, wastewater, and recycled-water services that protect public health, strengthen the Forestville community, and steward the environment.”

The Board will use these guiding values to inform policy, priorities, and oversight; the Management Consultant and staff will reflect them in implementation and daily operations.

- Reliable service
- Environmental stewardship
- Professionalism
- Integrity
- Fiscal responsibility
- Transparency
- Collaboration
- Continuous learning and improvement
- Accountability
- Community commitment

Strategic priorities for 2026–2029

1. Reliable infrastructure and essential services

Aim: Maintain dependable water and wastewater service by planning ahead and caring for District assets.

Adopt and annually review a prioritized, financially sustainable capital-improvement strategy for water and wastewater infrastructure, including major projects, sequencing, and funding assumptions.

Set expectations for proactive asset management and preventive maintenance, supported by regular performance reporting that enables Board oversight of asset condition and service reliability.

Support resilient essential services by prioritizing clear operating standards, reduction of deferred maintenance, and timely planning for treatment-plant needs.

2. Sustainable finances and fair, predictable rates

Aim: Make sound financial decisions that protect affordability, reserves, and the District's long-term capacity.

Adopt a multi-year financial and rate strategy that balances affordability, reserve health, regulatory obligations, and the District's long-term capital needs.

Maintain and periodically review financial and procurement policies that support transparent decision-making, strong reserves, and responsible stewardship of public funds.

Direct the Management Consultant to pursue grants, rebates, favorable financing, and appropriate shared resources that advance adopted priorities and reduce customer costs where practical.

3. A healthy, capable organization

Aim: Build a skilled, supported, and resilient workforce with clear communication and continuity of operations.

Establish workforce capacity, continuity, and professional-development goals that support reliable service and organizational resilience.

Expect clear, timely internal communication that supports informed decisions, coordinated service delivery, and a healthy workplace culture.

Support a workplace culture that values recognition, employee feedback, professional growth, competitive practices, and retention of capable staff.

4. Water resilience, recycled water, and resource stewardship

Aim: Use water resources responsibly and prepare the District for future supply, storage, conservation, and regulatory needs.

Advance beneficial recycled-water opportunities that are feasible, aligned with community needs, and consistent with long-term resource stewardship.

Adopt a long-term water-resilience framework that considers storage, conservation, water-loss reduction, wastewater-system performance, and evolving regulatory needs.

Direct the Management Consultant to identify funding opportunities and recommend practical projects that advance the District's adopted long-term resilience strategy.

5. Partnerships, compliance, and risk management

Aim: Increase capacity and reduce risk through strong regional relationships, proactive compliance, and sound policies.

Build and sustain beneficial partnerships with neighboring agencies, the County, and state and federal partners when they strengthen Forestville's capacity, service, or resilience.

Consider shared-service opportunities that demonstrably add capacity, improve service, or create value for Forestville customers.

Maintain a proactive compliance and risk-management framework that informs capital planning, policy review, contract and insurance decisions, and Board oversight.

6. Community trust and effective governance

Aim: Earn public confidence through clear information, consistent outreach, and a Board and staff that understand their distinct roles.

Establish a community-information and engagement approach that provides clear, timely, accessible communication through channels appropriate to the issue and audience.

Expect timely, understandable reporting on rates, projects, District processes, performance, and progress toward strategic priorities.

Maintain an annual Board governance-development program that reinforces role clarity, supports effective Board–Management Consultant relationships, and provides thoughtful onboarding and consultant-review practices.

First-year focus

The Board should annually adopt focused priorities, desired outcomes, resource parameters, and progress measures. The Management Consultant should translate those priorities into an annual work plan, budget recommendations, implementation timelines, and performance reporting.

First-year focus	Practical result
Asset and capital planning	Adopt a prioritized capital and asset-management roadmap; receive regular reporting on asset condition, maintenance performance, and progress against priorities.
Rates and financial policies	Adopt a sustainable multi-year financial and rate approach, supported by sound reserve and procurement policies.
Staff capacity	Set workforce capacity and continuity expectations; receive periodic updates on progress toward a resilient, well-supported organization.
Resilience and recycled water	Select and oversee the highest-value resilience priorities, informed by feasibility work on storage, recycled water, conservation, and treatment needs.
Trust and governance	Establish annual expectations for public information and Board governance development, with progress reviewed as part of the annual strategic-plan cycle.

What success looks like:

- ✓ Reliable service supported by planned maintenance and a funded capital program.
- ✓ Rates and financial policies that are understandable, sustainable, and reviewed regularly.
- ✓ A stable, cross-trained workforce that communicates well and has the tools to succeed.
- ✓ Practical progress on recycled water, conservation, compliance, and risk reduction.
- ✓ A community and Board that receive clear information and can see progress on priorities.

This plan establishes the Board’s direction. Each year, the Board should review progress, refine priorities, and adopt annual goals and resource parameters. The Management Consultant should then prepare and execute a focused work plan with defined responsibilities, budget recommendations, timelines, and performance measures.

BOARD OF DIRECTORS

Forestville Water District

Forestville Water District is governed by a five-member Board of Directors.

Board Member	Position	Term	Email
Matt McDermott	Chair	2022–2026	MMcDermott@forestvillewd.com
Ryan Stapleton	Vice-Chair	2022–2026	rstapleton@forestvillewd.com
Steve Griffith	Director	2024–2028	sgriffith@forestvillewd.com
Brad Stuart	Director	2022–2026	bstuart@forestvillewd.com
Michael Romeo	Director	2024–2028	mromeo@forestvillewd.com

Management Consultant - Chad Davisson

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DISTRICT OFFICE

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