



STRATEGIC PLAN

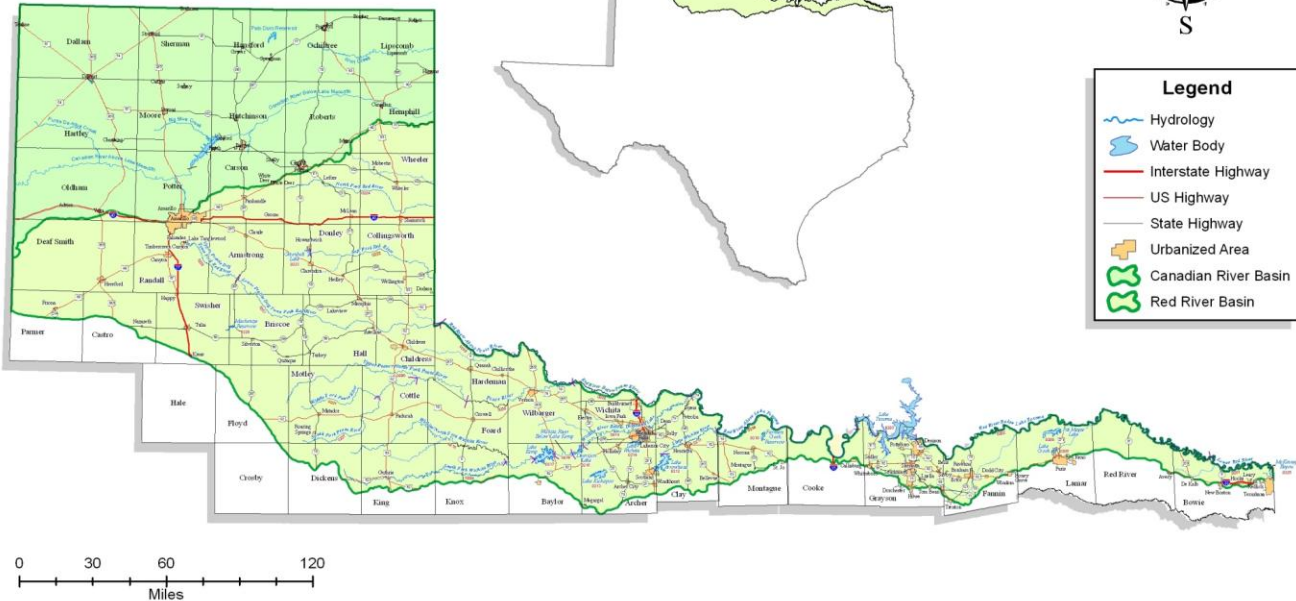


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2025-2030



Red and Canadian River Basins Vicinity Map



OUR MISSION

THE AUTHORITY'S MISSION IS THE ORDERLY CONSERVATION, RECLAMATION, PROTECTION, AND DEVELOPMENT OF THE WATER RESOURCES THROUGHOUT THE RED RIVER BASIN, FOR THE BENEFIT OF THE PUBLIC.



2025-2030 PRIORITIES

- **COMPLETE THE RED RIVER NAVIGATION ECONOMIC SURVEY, AND WORK TOWARDS A CONTRACT WITH THE UNITED STATES ARMY CORPS OF ENGINEERS FOR COMPLETION OF A FEASIBILITY STUDY WITH APPROPRIATE STATE FUNDING, WHILE SECURING A MANAGEMENT AND OPERATIONAL ROLE IN THE OVERALL NAVIGATION PROJECT.**
- **NARROW THE GAP BETWEEN WATER PRODUCED AND WATER SOLD BY REDUCING WATER LOSS BY 25% FROM THE AVERAGE OF 44% IN THE CONSERVATION PLAN TO 33% UTILITY WIDE.**
- **SECURE, IMPLEMENT, AND COMPLETE NEW FEDERAL AND STATE CAPITAL FUNDING GRANTS WITH A GOAL OF \$3 MILLION PER YEAR.**
- **SEEK STATE FUNDING WITH THE RURAL RIVER AUTHORITY COALITION TO DELINEATE AREA PROJECTS BY AN ENGINEERING STUDY, AND IMPLEMENT REGIONAL SOLUTIONS WHERE POSSIBLE.**
- **PREPARE AND COMPLETE A FIVE-YEAR RATE REVIEW PROCESS, AND ENSURE OPPORTUNITIES FOR PUBLIC PARTICIPATION.**



CORE VALUES

RESPONSIBILITY

The Authority will undertake responsible governmental actions in compliance with the law, and will work to achieve stakeholder consensus in an open and transparent manner.

CONSERVATION

The Authority will actively support state and regional programs to manage, conserve, and protect our most precious natural resource, the water in the Red River Basin.

CUSTOMER SERVICE

The Authority will provide safe drinking water, compliant wastewater services, and National Environmental Laboratory Accreditation Program (NELAP) laboratory services in a responsive and cost-effective manner to customers.

LEADERSHIP

The Authority will foster a supportive, knowledgeable and qualified workforce, leadership and Board of Directors.



RESPONSIBILITY

THE AUTHORITY WILL UNDERTAKE RESPONSIBLE GOVERNMENTAL ACTIONS IN COMPLIANCE WITH THE LAW, AND WILL WORK TO ACHIEVE STAKEHOLDER CONSENSUS IN AN OPEN AND TRANSPARENT MANNER.

ASSOCIATED GOALS

- *Secure, Implement, and Complete new Federal and State capital funding Grants with a goal of \$3 Million per year.*
- *Initiate a program to document and implement legislative relations with elected officials and regulatory agency's staff through interaction with Authority's staff and its appointed officials.*
- *Collaborate with partners at the local, state, and national level to develop policy that seeks opportunities and addresses threats facing the Red River Basin, while promoting environmental stewardship and new water sources for the Authority's utility system.*
- *Continue to promote transparency, and work to increase public notification utilizing technology and software, and by updating the Authority's website.*



CONSERVATION

THE AUTHORITY WILL ACTIVELY SUPPORT STATE AND REGIONAL PROGRAMS TO MANAGE, CONSERVE, AND PROTECT OUR MOST PRECIOUS NATURAL RESOURCE - THE WATER IN THE RED RIVER BASIN.

ASSOCIATED GOALS

- *Complete the Red River Navigation Economic Survey, and work towards a Contract with the United States Army Corps of Engineers for completion of a Feasibility Study with appropriate State funding, while securing a management and operational role in the overall navigation project.*
- *Narrow the gap between water produced and water sold by reducing water loss by 25% from the average of 44% in the conservation plan to 33% utility wide.*
- *Seek State Funding with the Rural River Authority Coalition to delineate area projects by an engineering study, and implement regional solutions where possible.*
- *Continue to provide administration of the Region B Water Planning process for the Texas Water Development Board, and continue involvement in the other regional plans which are located within the boundaries of the Red River Basin.*
- *Continue involvement in Region 1 and 2 of the Flood Planning process for the Texas Water Development Board which are located within the boundaries of the Red River Basin.*
- *Seek to expand the contractual duties of the Texas Clean Rivers Program for the Texas Commission on Environmental Quality.*



CUSTOMER SERVICE

THE AUTHORITY WILL PROVIDE SAFE DRINKING WATER, COMPLIANT WASTEWATER SERVICES, AND NATIONAL ENVIRONMENTAL LABORATORY ACCREDITATION PROGRAM (NELAP) LABORATORY SERVICES IN A RESPONSIVE AND COST-EFFECTIVE MANNER TO CUSTOMERS.

ASSOCIATED GOALS

- *Prepare and complete a five-year rate review process, and ensure opportunities for public participation.*
- *Identify and pursue process improvements, technology, and opportunities for increased efficiency, predictive maintenance, and cost savings. Complete a website redesign that is customer focused.*
- *Maintain NELAP accreditation, expand external laboratory customer base and ESD revenue by 15%, and improve customer reporting times.*
- *Research and implement programs to utilize Authority assets to increase revenue or create new revenue streams.*
- *Invest in the necessary resources, including technology, equipment, and SCADA, to maintain and extend the life of the Authority's utility infrastructure, and complete TCEQ Compliance Agreements*
- *Complete a new Asset Management Plan, have it approved by the Board, and use it for long-term capital and maintenance budgeting, while updating annually.*
- *Attain Superior Water designations for Authority Systems where possible.*

RED RIVER AUTHORITY OF TEXAS BOARD OF DIRECTORS



Jerry Bob Daniel
President
Truscott



Conrad J. Masterson, Jr.
Vice-President
Cee Vee



Mary Lou Bradley
Secretary/Treasurer
Memphis



Tonya D. Detten
Assistant Secretary
Panhandle



Michael R. Sandefur
Director
Texarkana



Stephen A. Thornhill
Director
Denison



Joe L. Ward
Director
Telephone



Jerry Dan Davis
Director
Wellington

MANAGEMENT TEAM

Fabian A. Heaney, General Manager
Bryan D. Schaffner, Assistant General Manager
Lana R. Hefton, Controller
Cara A. Clark, Administration Manager

LEADERSHIP

THE AUTHORITY WILL FOSTER A SUPPORTIVE, KNOWLEDGEABLE AND QUALIFIED WORKFORCE, LEADERSHIP AND BOARD OF DIRECTORS.

ASSOCIATED GOALS

- *Continue to educate the Board throughout the year using monthly email updates, and timely notify Board members of important issues or events as they arise.*
- *Focus on excellence by promoting ethical and collaborative decision-making, seeking continuous improvement, and ensuring a positive work environment for the Board and staff.*
- *Develop tools to measure success by revamping the Standards of Excellence in the Authority's Policy and Procedures Manual, to include annual, measurable goals in performance reviews.*
- *Continue succession planning and development for key staff and middle management through staff training programs.*
- *Foster and encourage staff participation and licensing in professional and organizational programs and associations.*
- *Attain Public Works accreditation.*