MISSION
Yorba Linda Water District will provide reliable water and sewer services to protect public health and the environment with financial integrity and superior customer service.

VISION
Yorba Linda Water District will accomplish our mission to improve the quality of life for those we serve by:

- Embracing proven technology, improving customer satisfaction, providing efficient and responsive operations, and ensuring reliable infrastructure.
INTEGRITY
We demonstrate integrity every day by practicing the highest ethical standards and by ensuring that our actions follow our words.

ACCOUNTABILITY
We acknowledge that both the Board and staff of the District are accountable to the public that we serve, as well as to each other.

RESPONSIBILITY
We take full responsibility for our actions. We maintain a commitment of courtesy, assessment, and resolution with all customer concerns.

TRANSPARENCY
We listen to our customers and communicate openly about our policies, processes, and plans for the future.

TEAMWORK
We work together by sharing information and resources to achieve common goals.

RESPECT
We ensure every voice of the District is treated with dignity and civility; differences are valued and individual abilities and contributions are recognized.
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Strategic Plan
Effective FY19

Introduction

The Yorba Linda Water District (District) is an independent special district serving over 25,000 customer connections within the city of Yorba Linda and portions of Placentia, Brea, Anaheim and unincorporated Orange County. In addition to supplying water to a predominantly residential community, the District is also responsible for maintaining wastewater collection systems in its service area.

Like many other water agencies in California, the District is facing a rapidly changing environment with unprecedented challenges on many fronts. These challenges include uncertain State mandates/regulations that have resulted in unpredictable District revenues; water supply and water quality issues; environmental pressures in the Sacramento-San Joaquin Delta and Colorado River that threaten our imported water supplies; regulatory mandates that impose stringent permanent conservation levels; urgently needed infrastructure maintenance and upgrades; rising operational costs; increasing media scrutiny; and the impending retirement of many highly knowledgeable staff.

To address these challenges, the District developed a strategic plan that can be adopted by the Board of Directors and utilized as a budgeting resource, and for forward planning purposes. The plan will be integrated into the budgetary process to ensure that resources are properly allocated to achieve the goals, initiatives, and strategies set forth in this plan.

The goals, initiatives, and strategies within this plan, established through the process initiated by the Board of Directors at their Strategic Planning Workshops, align with the District’s core values, and further its mission and vision.

Stakeholders who participated in this process included all five Board Members, the Executive Management team and staff members with varied levels of experience and expertise from across all District departments.
Strategic Plan Framework

The Strategic Plan identifies five main goals for the District to address. Each goal has its own set of initiatives and strategies that would lead to successful accomplishment.

The Strategic Plan will be assessed annually in May and updated accordingly.

The following five goals were identified as the District’s top priorities:
GOAL 1:

Safe & Reliable Water and Sewer Services

The ultimate mission is to provide safe and reliable vital services to the public. Our goal is to maintain all water and wastewater assets for reliable delivery of District services. Effective management of assets involves monitoring condition of assets and associated risk, planning for future financial needs, and anticipating uncertainties or changing levels of service.

Initiative 1: Work towards service reliability and efficiency

A. Evaluate all water sources
   - Develop additional well sites and sources
   - Research desalination and alternative methodologies
   - Review raw water usage with Municipal Water District, Orange County (MWDOC)

Initiative 2: Explore service boundary opportunities

A. Evaluate feasibility of providing additional water services within the region
B. Evaluate feasibility of providing additional wastewater services within the region
C. Evaluate feasibility of providing other professional services within the region
   - Installation of cellular towers on District properties

Initiative 3: Maintain and update District security and aesthetics, as needed, for:

A. Physical and digital securities
B. Fire protection
C. Landscape maintenance
D. Community outreach and involvement
Initiative 4: Address infrastructure needs by updating/implementing:
   A.  Asset Management Plan (AMP)
   B.  Capital Improvement Plan (CIP)
   C.  Computerized Maintenance Management System (CMMS)
   D.  Best Management Practices (BMPs) to include evaluation of Remaining Useful Life (RUL)

Initiative 5: Monitor emerging water quality and sewer issues and regulations
   A.  Meet with lobbyists, representatives, and regulators at all levels (local/State/Federal)
   B.  Actively participate with existing water/sewer organizations (Association of California Water Agencies, American Water Works Association, California Association of Sanitation Agencies, etc.) on regulatory and emerging issues
   C.  Regularly meet with Regional Agencies (Orange County Water District, MWDOC) on water supply issues (conservation, mandates, forecast)
   D.  Engage public to address issues with their representatives and maintain community partnerships with cities and organizations
   E.  Take on leadership role with industry committees

Initiative 6: Provide a sustainable, adequate water supply
   A.  Develop a conceptual treatment facility plan for Perfluoroalkyl Substances (PFOS), Perfluorooctanoic Acid (PFOA) and emerging contaminants, if necessary
   B.  Maintain distribution system and its capability to provide 100% groundwater and/or import water to the entire service area
   C.  Develop water shortage contingency plan
GOAL 2:  

Fiscal Responsibility

The District strives to maintain financial oversight of all District funds by ensuring conformance with a clear, well-documented budget process and annual financial audit. The District has proven to be a good financial steward and is highly ranked by bond rating agencies. Furthermore, the District holds paramount its duty to demonstrate effective and responsible use of public funds while responding to ever-increasing financial challenges.

The District has established a comprehensive internal control framework that is designed both to protect the District’s assets from loss, theft, misuse, and to compile sufficient, reliable information for the preparation of the District’s financial statements in conformity with Generally Accepted Accounting Principles (GAAP).

Initiative 1: Maintain fiduciary responsibility

A. Comply with Governmental Accounting Standards Board (GASB) regulations
B. Maintain Government Finance Officers Association (GFOA) Recognition for:
   - Comprehensive Annual Financial Report (CAFR)
   - Annual Operating Budget
C. Secure a debt covenant ratio greater than 1.25, with preferred rate near/at 2.25
D. Retain cash on hand of 365+ days at fiscal year-end
E. Maintain Fitch and Standard & Poor’s bond rating of AA or higher
F. Develop a comprehensive long-term (multi-year) financial plan

G. Manage reserves by
   - Reviewing Reserve Policy and funding levels annually
   - Analyzing AMP to determine funding for future asset replacement needs
   - Ensuring reserves are responsibly funded

**Initiative 2: Financial Transparency**
   A. Provide monthly ProForma documents on District website
   B. Post District reports and financial documents on website with descriptions/purpose
   C. Maintain California Special District Association’s (CSDA) Certificate of Transparency
   D. Pursue new opportunities for greater public access to fiscal information

**Initiative 3: Equitable Rates**
   A. Manage expenses to achieve the strategic goals of the District
   B. Regularly assess net position and steps to meet strategic goals
   C. Evaluate rate structures that promote conservation and efficiency
   D. Review and adopt an appropriate fee schedule on an annual basis
   E. Update rate models as part of budget process

**Initiative 4: List sources of funding**
   A. Identify and develop additional revenue options
   B. Research and obtain grant/low interest loans or Energy Services Company (ESCO) funding for capital projects
   C. Manage cash flow to maximize investment income
   D. Develop an evaluation of debt options; ratio of Pay-Go and debt financing
GOAL 3:

Operational Effectiveness

The District has provided reliable and trusted service for more than one hundred years. It recognizes the importance of continual improvements to increase operational effectiveness.

Initiative 1: Efficiency
A. Evaluate AMI and implementation options to improve the District’s operations and allow ratepayers to make efficient decisions of their water use
B. Optimize use of existing technologies (e.g. Computerized Maintenance Management System)
C. Explore non-traditional approaches to improve operational efficiencies

Initiative 2: Sustainability
A. Regularly update and consistently implement Asset Management Plan
B. Address the District’s future infrastructure needs
C. Evaluate and maintain sustainable operations
   • Energy & Water Use Efficiency
   • Staffing

Initiative 3: Emergency Preparedness
A. Perform annual fire suppression/fire hydrant checks
B. Activate semi-annual Emergency Operations Center exercises in preparation for earthquakes, fire, etc.
C. Strengthen existing emergency operations partnerships (e.g. Energy Companies, Fire Departments, Police Departments, CAL Warning System)
D. Establish an Emergency Preparedness team with District staff
GOAL 4:

As a public agency, the District is expected to demonstrate the prudent use of public funds. The District’s services should provide tangible benefits that are of value to the community. Strengthening existing relationships with key stakeholders, including customers and agency partners, while demonstrating our dedication to transparency in the most professional manner, is paramount.

**Initiative 1: Brand Recognition**
- A. Provide timely communication, messaging, and strategies
- B. Establish annual tour of District facilities for the community to coincide with Water Awareness Month
- C. Offer sponsorships for community events, water donation, giveaways, etc.

**Initiative 2: Public Awareness**
- A. Frequently update District website
- B. Publish annual report and infographics; include water usage, cost, reconciliation, investments, projects, etc.
- C. Design and include informative bill inserts
- D. Communicate emerging water quality and sewer issues/regulations
GOAL 5:

The District is known for its highly skilled staff and quality work. In order to retain a highly productive and proficient workforce, maintaining and building on employee engagement in the District will be critical to future success. Greater calls for efficiency and responsiveness will require staff to be flexible and prepared to demonstrate effectiveness and accountability.

Initiative 1: Employee Development
A. Retain a highly skilled and capable workforce
B. Provide pathways to training and career progression
C. Develop management skills
D. Establish and maintain a comprehensive succession plan (internal promotions)
   - Review and revise job specifications, as needed

Initiative 2: Employee Relations
A. Correlate job satisfaction with annual staff satisfaction survey
B. Provide mentorship program/internship programs
C. Honor staff during Water Professionals Appreciation Week (1st Sunday of October to Sunday of the following weekend)
D. Maintain a strong District culture and ethics as described in the core values of the Strategic Plan.