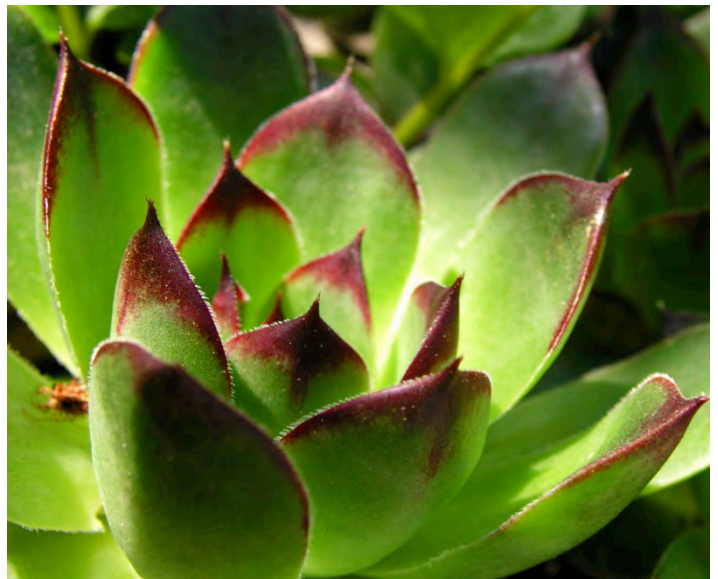
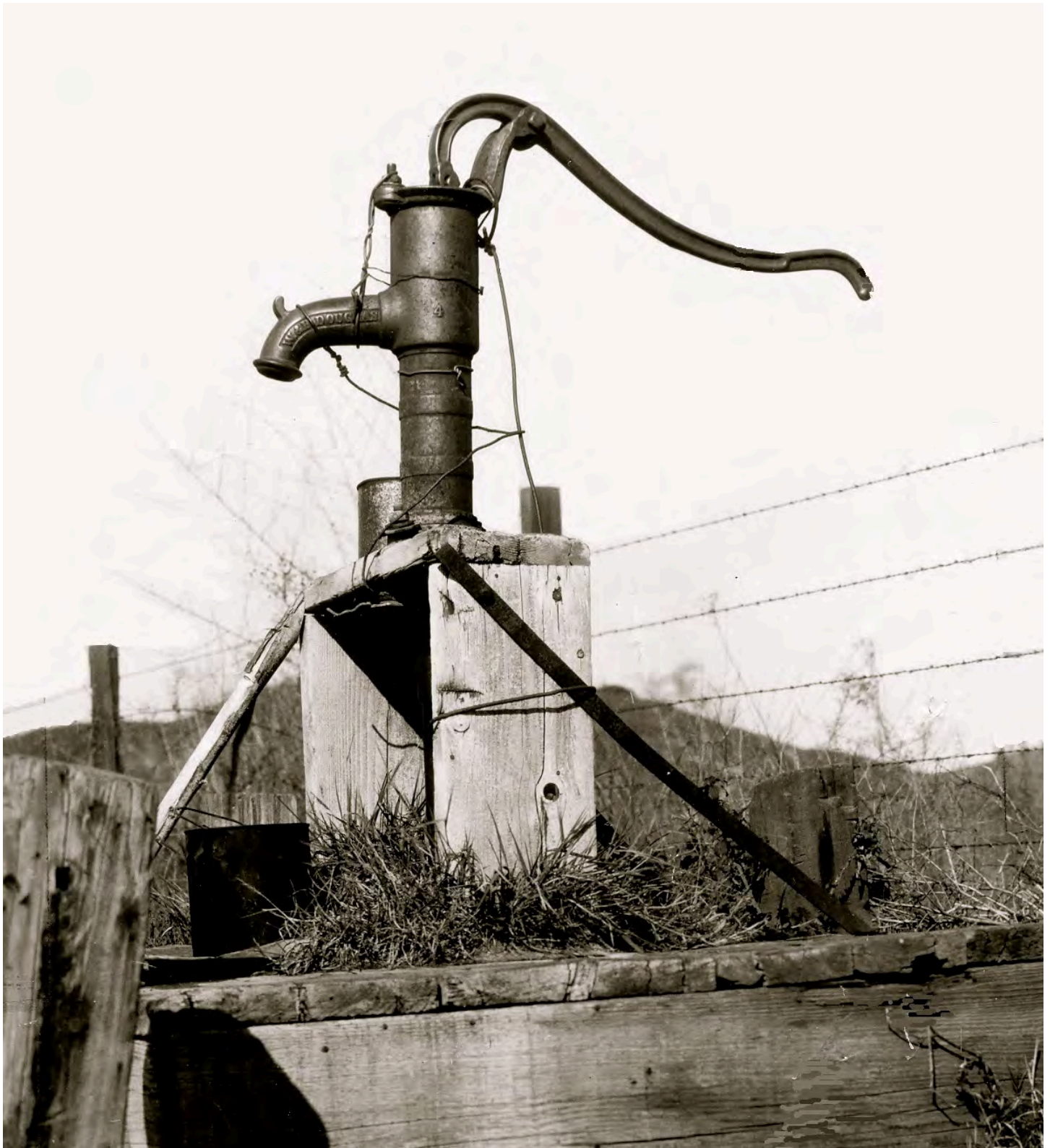


LAGUNA BEACH
COUNTY WATER DISTRICT



Strategic Plan 2013-2023

Laguna Beach County Water District provides water to approximately 21,000 residents within an 8.5 square mile area of Laguna Beach. The District's mission is to furnish a high quality, reliable water supply in a financially and environmentally responsible manner.



▲ The old well and pump served the people of Laguna Beach for a number of years. Many ask how, and when, the well was located. It was in 1907; Frank Ritchey with his family moved to Sycamore Flats in the canyon to farm and tend his many hives of bees. Knowing he must have water, he, being a water witch, set out with a forked willow divining rod for a favorable location for a well with adequate water. After excavating at several locations as indicated by the willow twig, he decided on a site along the canyon road. Sinking a 20-inch casting, and purchasing a used hand pump, the well was complete. This old pump and well served Laguna Beach for many years, especially during the mid 20's when water in the village became unusable. The old pump was stolen in 1946 and was never recovered. The well was eventually filled in, leaving no landmark of this important part of Laguna Beach history.



**Laguna Beach County Water District
2013-2023 Strategic Plan**

Adopted: February 4, 2014

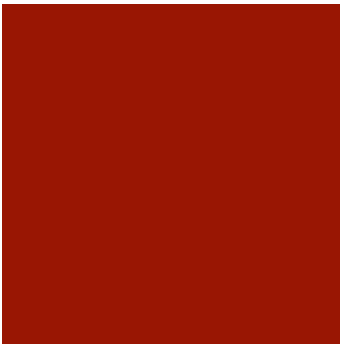


Table of Contents:

Leadership	4
A Message from the General Manager/CEO	6
Introduction	8
The Early Years	9
Securing our Water Supply	10
Did you Know...	11
Strategic Plan	12
Mission Statement	16
Vision Statement	17
Strategic Elements	18
Water Source and Reliability	19
Water Infrastructure	20
Workforce	21
Administration	23
Finances	24
Community Relations	25
Customer Service	27
Strategy Overview	28



Leadership

BOARD OF DIRECTORS

- Kelly Boyd
- Robert Whalen
- Steve Dicterow
- Toni Iseman
- Elizabeth Pearson

COMMISSION

- Bruce R. Scherer
- Deborah K. Neev
- Marv Johnson
- Cheryl Kinsman
- Mark Lewis

MANAGEMENT TEAM

- Renae M. Hinchey,
General Manager/CEO
- Christopher J. Regan,
Assistant General Manager
- Richard B. Mathis,
Manager of Operations
- Robert L. Westphal,
Manager of Finance



▲ In 2000, the District finished the construction and filling of our Zitnik Reservoir, which provides five million gallons of emergency storage for fire protection in North Laguna. In addition to completing this integral part of our water storage system, the District dedicated the Thomas Cummings Coastal Wilderness Park Access Point to Laguna Coast Wilderness Park. Pictured from left to right is Board member Toni Iseman, Commissioner J.J. Gasparotti and Commission Chairman Bruce Scherer.

Board of Directors

The publicly elected Laguna Beach City Council members serve as the Board of Directors of the District, providing local control over the policies and decisions affecting water service in the community.

Commission

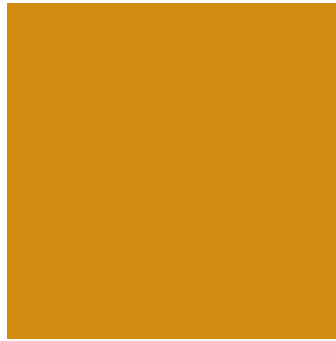
A District Commission is appointed by the Board of Directors to serve in an advisory capacity to the Board.

District Staff

The District’s staff consist of 41 full-time employees, approximately 24 of whom are field operational personnel, and 16 office staff performing engineering, clerical, administration, and management functions.



▲ In 1925, pioneer leaders posing as duck hunters traveled north to Huntington Beach and bought 120 acres to form a "Duck Hunting Club." Under the guise of this club, they were able to secure the city's future water supply at just \$400 an acre. Pictured from left to right are three of those early water leaders: Harold Reed, Joseph R. Jahraus, and Thomas A. Cummings.



▼ Renae M. Hinchey,
General Manager/CEO



A message from the General Manager/CEO

Even before Laguna Beach County Water District was formed in 1925, Laguna Beach faced many challenges relating to the reliability of our water supply. As you read the next few pages about the early years in Laguna Beach and the water challenges we have experienced over the years, the importance of the District’s commitment to water reliability and water efficiency becomes evident.

The District has successfully served a growing population from 500 residents in the early years to more than 20,000 today. Currently, all of our water is imported from either the Colorado River or the Bay Delta in Northern California. As a result, long-range planning is more crucial than ever in maintaining reliable sources of water for our residents.

The District’s Commission and Board of Directors proactively champion projects to ensure reliable and safe water. These projects range from investments in our infrastructure, such as distribution system upgrades, renovation of pump stations, mainline replacement, and reservoir upgrades, to exploring the feasibility of future desalination projects and working with

other South Orange County water agencies to develop new water supply alternatives.

The District strives to maintain the highest level of service and promote innovative water efficiency programs for our residents to effectively manage their water usage. With the tremendous efforts of our customers in supporting water efficiency programs, we have reduced our water purchases in the past ten years by more than 25 percent.

With input from the public, stakeholders, District employees, and the Commission and Board of Directors, we have developed the 2013-2023 Strategic Plan to continue our progress and commitment to water reliability, innovation, and accountability into the future. As we have for the past 88 years, we will continue to provide our customers with the exceptional service they expect and deserve.

Renae M. Hinchey
General Manager/CEO



◀ Each year, the District sponsors the Laguna Beach High School Solar Club in their participation in the Metropolitan Water District's annual Solar Cup Competition.

In 2013, the Solar Cup Team honored Laguna Beach's second year win in the Wyland Mayor's Challenge for Water Conservation by recognizing the city as the "Most Waterwise City in the Nation" on the side of their Solar Boat entry.

► Built in 1927, the District's headquarters also housed the offices of the City of Laguna Beach until 1952. The jail was located behind the office where the District's parking structure now sits.

The building's "Mediterranean Revival" style was designed by architect, Aubrey St. Clair, the son of the first artist to make his home in the Laguna Beach Art Colony.



Introduction:

Laguna Beach County Water District

Since 1925, the Laguna Beach County Water District has proudly provided reliable, safe, and prudently managed retail water service to our customers. The District serves approximately 21,000 people within an 8.5 square mile area of southern Orange County, including portions of the City of Laguna Beach and Crystal Cove State Park. The publicly elected Laguna Beach City Council members serve as the Board of Directors, providing local control over the policies and decisions affecting water service in the community. A District Commission is appointed by the Board to serve in an advisory capacity.

The District is committed to encouraging efficient water use. Programs, incentives, and informational assistance are offered to customers to help implement water conserving measures at their residence or place of business. In addition, visitors to our office can tour our Waterwise and Fire-safe Demonstration Garden and obtain free educational materials to help in their conservation efforts.

The Early Years



The Early Years

Water has always been hard to come by in Laguna for the simple reason that there has always been so little of it around. Settlers brought it in by barrel, saved what they could when rain fell, and worried about where the next drop would come from. Until the early 1900's, residents relied on a few privately owned shallow wells in Laguna Canyon for their water supply. But in 1924, the growth of the village had been so rapid that the water system, owned and operated by the Skidmore brothers, could not produce an adequate supply. The heavy pumping exhausted the surface supply, and soon saltwater intrusion and well failure forced the brothers to announce that water service would be discontinued.

Conditions were so bad that many residents drove to the old county well in Laguna Canyon for drinking and cooking water. The demand was so great in the summer months that residents had to wait for hours before they could draw water. Something had to be done, as summer trade in the village was threatened.

By the fall of 1924, village residents showed true spirit and pulled together and formed a citizens' committee to search for a reliable supply. With little to no water available in or around Laguna, the search pointed toward the Santa Ana River Basin. Five members of the committee, posing as men interested in forming a "duck hunting club," found 120 acres of water bearing land, 20 miles north in Huntington Beach. The five men divvied up a \$1,000 deposit out of their own pockets, with the balance to be paid at \$400 an acre. The Board of Supervisors called for an election on May 4, 1925, and residents went to the polls and approved the formation of the District by a vote of 359 to 0.

On January 5, 1926, residents approved a \$600,000 bond issue by a vote of 437 to 0 to purchase the land in Huntington Beach, build a new water system, construct a 13-mile transmission pipeline, and provide service to Laguna Beach. The system was completed and water began to flow into the reservoirs in spring 1927.

Securing our Water Supply



Securing our Water Supply

Introduction of water from wells in the Santa Ana River Basin solved Laguna's water problems for several years, but it wasn't smooth sailing. Other water producers in the Basin sued the District to prevent our groundwater production and export to Laguna Beach. In 1933, the Orange County Superior Court determined the right of the District to pump and export 2,025 acre-feet of groundwater from the Santa Ana River Basin each year.

Unfortunately, over time pumping from the basin increased, groundwater elevations fell, and seawater intruded into the basin. By 1941, Laguna's water supply had again become salty and unreliable.

This deterioration in the quality of the groundwater caused the District to assist in the formation of Coastal Municipal Water District and to purchase Colorado River water through Coastal MWD from Metropolitan Water District of Southern California in 1943. The District's well field in the Santa Ana Basin remained in operation until 1948.

Today, all of our water is imported from either the Colorado River or from Northern California. In our continuing efforts to supply a reliable source of water for the community, the District is looking to resume its groundwater pumping in the Santa Ana River Basin in addition to other water supply projects as future additional sources of water.

The District sells about 3,900 acre-feet of water annually. This is equal to approximately 1.3 million gallons delivered on an annual basis. There are 21 water storage reservoirs with a total storage capacity of 33.5 million gallons within the District, providing approximately ten days of water to the community in the event of an emergency. The system encompasses 135 miles of distribution pipelines ranging in diameter from 4 to 16 inches.

Did you Know...



Did You Know...

- ◆ Prior to construction of the District's water system, some of the city's water was transported from El Toro by wagon and sold at a cost of two cents per gallon.
- ◆ Until the early 1920's, a well, located north on Laguna Canyon Road, supplied water to residents when cisterns in town ran out of rainwater. Summer visitors frequently stopped and filled jugs on their way into town.
- ◆ The San Joaquin Reservoir, circa 1926, was one of the first reservoirs constructed by the District. This 2.5 million gallon concrete reservoir still provides water storage for customers at sea level and up to 140 feet in elevation.
- ◆ The Oak Street pump station, constructed in 1926 and still in operation, is typical of the early facilities constructed to boost water from lower coastal areas to reservoirs at higher elevations as development moved up into the hills.
- ◆ Built in 1927, the District headquarters also housed the offices of the City of Laguna until 1952. The jail was located where the District's parking structure now sits. The Mediterranean Revival building's architect, Aubrey St. Clair, was the son of the first artist to make his home in the Laguna Beach Art Colony.
- ◆ The District's first reservoirs were poured-in-place concrete tanks with steel reinforcing bars. Of the District's 21 reservoirs, 15 are poured-in-place reinforced concrete, four are steel, and two are reinforced concrete wrapped with wire.
- ◆ The District's imported water supply arrives via pipelines ranging in diameter from 24 – 27 inches. It is delivered to customers through 135 miles of pipeline ranging in diameter from 4 – 16 inches.
- ◆ Sitting 400-feet above sea level, the 600,000-gallon Summit Reservoir was constructed in 1937. Wood forms used to give the concrete walls their shape were recycled and incorporated into the roof construction.



Strategic Plan

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. That was the intentional goal of the District as we set about this project. It serves as a framework for decision making over a 10-year period. It is a disciplined effort to produce fundamental decisions that shape what the District plans to accomplish by selecting a rational course of action.

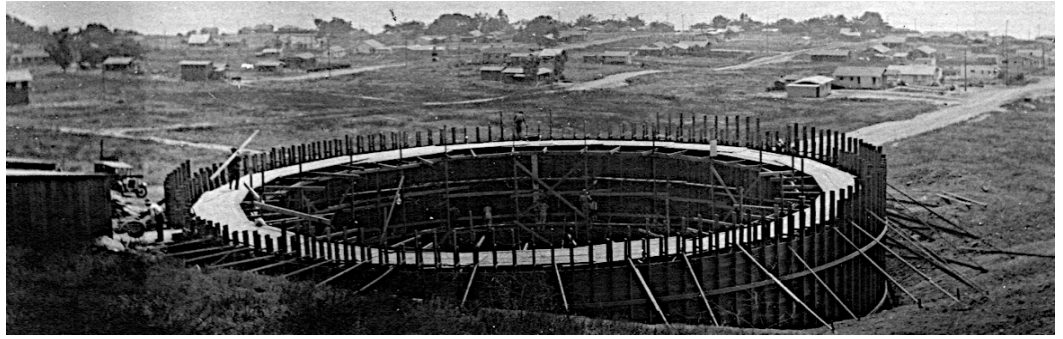
This plan incorporates an assessment of the present state of District operations, gathering and analyzing information, setting goals, and making decisions for the future. Time has been taken to gather input from various sources to add to the veracity of the plan. The plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This plan also identifies actions, activities, and planning efforts that are currently active and needed for continued success in operations and management of the District, and provides for periodic review and updates.

The strategic planning effort focused on the following task areas:

- The strong need for Laguna Beach to possess a supplemental water source portfolio for both normal operations and emergency needs.

Strategic Plan



- Our District's commitment to being a model water agency.
- Sustained workforce capability is critical to meeting the District's service goals.
- Strong District financials provides a degree of confidence for responding to any need.
- Our community benefits from being better informed of the value of water.
- Our governance structure works.

Plan Development

In 2012, the Board of Directors of the District retained BHI Management Consulting to facilitate and coordinate a Strategic Plan for the District. BHI first gathered input from each member of the Board and Commission requesting them to visualize the future state of the District. BHI also met with employees at 2 meetings to gain their unique perspective on the future. Input was also gathered in a meeting with the public and a meeting with a select stakeholder group of leaders interested in water in the community.

These meetings were held to properly prepare for the key Board and Commission workshop on strategic planning held on December 1, 2012. At the workshop, the following items were discussed; mission statement, core values, current and future issues. The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan.

A steering committee consisting of the General Manager and upper management worked with BHI to complete the list of Strategic Goals in support of the Vision and strategic elements and refine the Plan. Once the basic plan was established, the draft plan was presented to the Commission for "Tone Check" review to be sure that the implementing tactics were assembled



in such a way as to be satisfactory to the direction of the Board and Commission. Once this review/comment meeting was accomplished and the document revised accordingly, the Plan was prepared and submitted to the Board for review and approval. The Board adopted the plan at its February 4, 2014 Board of Directors meeting.

Thanks to our Stakeholder Group

- ◆ Michelle Clark, Waste Management
- ◆ Bill Cooper, Professor UCI/Urban Water Research Center
- ◆ Mary Ferguson, Arts Commission/Pacific Marine Mammal Center
- ◆ Dennis Grzeskowiak, Laguna Beach Fire Safe Council
- ◆ Michelle Hunter, Pacific Marine Mammal Center
- ◆ Max Isles, Transition Laguna
- ◆ Dennis Junka, Sawdust Festival, Board member
- ◆ Vera Martinez, Laguna Beach Community Clinic Board member
- ◆ James McBride, CPA/Former Laguna Beach County Water District
Commissioner
- ◆ Larry Nokes, Attorney/Laguna Beach Chamber of Commerce
Board member
- ◆ Jean Raun, Laguna Beach League of Woman Voters
- ◆ Sherine Smith, Laguna Beach Superintendent of Schools
- ◆ Mike Stice, Laguna College of Art and Design
- ◆ Joanne Sutch, Laguna Beach Beautification Council
- ◆ Kris Thalman, Laguna Beach Chamber of Commerce



▲ The District's Coast Supply Line is a 27-inch pipeline that transports water from the Metropolitan Water District of Southern California's Diemer Filtration Plant to the District and to South Coast Water District. In this undated historical photo, a District employee repairs the exterior concrete coating of a section of the welded steel pipe.



Mission Statement

A Mission Statement is a declaration of an organization's purpose. Ideally, all activities of the District should be in support of the Mission Statement. Our Mission Statement states why we exist as a public agency. It is the foundational statement for the District and connects all that we do, in some way, with the reason for our existence.



The mission of the Laguna Beach County Water District is...

To furnish a high quality, reliable water supply in a financially and environmentally responsible manner.



Vision Statement

A Vision Statement articulates where the District wants to be over the life of the Strategic Plan. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan.

The Vision Statement is reviewed annually and outlines what we intend on being able to say about our District over the next 10 years.

The Vision Statements are presented in no particular order.



What we will be able to say in 10 years:

- We have secured multiple sustainable water sources,
- We have storage capability and capacity for 14 days of normal usage,
- We maintain a top-notch staff, sized appropriately,
- We continue to be fiscally prudent and financially strong,
- We have secured necessary professional and technical resources to fulfill the District's Mission,
- Our water infrastructure continues to be well maintained,
- We enjoy a strong and open relationship with our community,
- Our community is better informed about the value of water,
- We have well established productive relationships with other agencies in the region,
- Our policies and procedures reflect best operational and administrative practices,
- Our governance structure is proven and strong,
- We are recognized as a model of water use efficiency.

Strategic Elements

Strategic Elements represent the vital strategic focus areas in the next 10 years. Strategic Elements are derived from the foundational Mission and Vision statements of the District. They are linked to action through Strategic Goals within the 10-year period that serve to assure that important areas of the District are well supported and moved forward per the Board's vision.



Our focus over the next 10 years will be on:

- **1.0** Water Source and Reliability
- **2.0** Water Infrastructure
- **3.0** Workforce
- **4.0** Administration
- **5.0** Finances
- **6.0** Community Relations
- **7.0** Customer Service

1.0 Water Source and Reliability

The objective for this element is to provide a reliable, high quality water supply that ensures customer's water needs are met. To accomplish this, the District will pursue a diversified water portfolio and partner with other agencies to bring supplemental water to Laguna Beach. We will seek to develop new sustained sources and support them with infrastructure that allows for their most efficient use.



1.1 Pursue Ocean Desalination Opportunities

Continue to proactively research and investigate the possibilities of using ocean desalination to reduce the District's dependence on imported water by 25 percent.

1.2 Develop Groundwater as a Water Source

Enhance the District's water supply portfolio. Pursue our right to exercise the District's groundwater rights in the Santa Ana Basin per its 1933 Judgment, which will add 2,025 acre feet of water to our water supply.

1.3 Explore Opportunities for a Recycled Water Project

Continue to identify and evaluate new opportunities for recycled water. The District is investigating the costs to purchase recycled water from Moulton Niguel Water District to supply irrigation water to its service area on El Toro Road.

1.4 Increase Water Storage to 14 Days

Strive to provide 14 days of storage for improved reliability in the event of an emergency through identification of additional water supply sources and developing emergency interties with other agencies.

1.5 Be Proactive in Preparing for Emergencies

Comply with State and Federal regulations related to safety and emergency preparedness to ensure efficient, effective, and integrated response to potential and/or actual emergencies and disasters. Continue to update the District's Emergency Response Plan and provide training and conduct emergency drills to safeguard employees, the public, and the environment in the event of a disaster. Investigate purchasing specialized equipment to include a mobile emergency command unit to improve our ability to respond to emergencies.





1.6 Comply with Environmental and Regulatory Requirements

Ensure all system improvements and capital projects meet or surpass environmental and regulatory requirement. Repair/replace District diesel engines to meet AQMD regulations by 2017.

1.7 Protect Water Supplies

Monitor and participate in emerging regulatory water quality requirements. Cooperate fully with regulatory agencies and actively seek to preserve and protect our vital resources.

2.0 Water Infrastructure

Our objective for this element is to assess and plan the on-going repair and replacement of aging infrastructure. We will accomplish this by routinely inspecting and evaluating facilities to support maintenance planning.



2.1 Plan for Improvements and Expansion of Infrastructure

The District's Water Master Plan was updated in 2013 and identifies improvements needed to mitigate infrastructure deficiencies. The District's Capital Improvement Program (CIP) will be a prioritized list of recommended improvement projects to improve and/or expand the District's water infrastructure. Projects identified will be placed in future budgets and constructed as recommended in the Master Plan. Following are a few of the projects recommended:

2.1a - Laguna Canyon Road Pipeline Improvements – Upsize portions of Laguna Canyon Road from 8-inch to 12-inch pipeline.

2.1b - Arroyo Drive Pipeline Improvements – Upsize existing pipeline in Arroyo Drive from 6-inch to 12-inch to improve fire flow.

2.1c - Pipeline Replacement Project – Replace 50,000 feet of pipeline, based on age, material type, and service, over a 6-year period.

2.1d - Viejo Pump Station Discharge Pipeline – Upsize existing pump station 6-inch discharge piping to 12-inch to allow for greater flow.

2.1e – Upgrade Temple Hills Reservoir (800 zone) and pump station to increase capacity and storage.





2.2 Continue Small Capital Replacement Program

Continue a replacement program for smaller components of the water infrastructure, such as fire hydrants, valves, water meters, service lines, and pressure regulating and air vacuum valves.

2.3 Maintain Existing Preventative Maintenance Program

Continue to ensure the District's infrastructure is maintained at the highest level possible through annual preventative, predictive, and corrective maintenance programs of transmission lines, pumping facilities, reservoirs, and cathodic protection of major pipelines.

2.4 Improve Security at District Facilities

Use new technology to improve security at District facilities. Investigate the use of security surveillance cameras at District sites.

2.5 Operate and Maintain Facilities for Maximum Productivity

Ensure best quality water and increase productivity with the addition of onsite chlorinators at reservoir sites.



3.0 Workforce

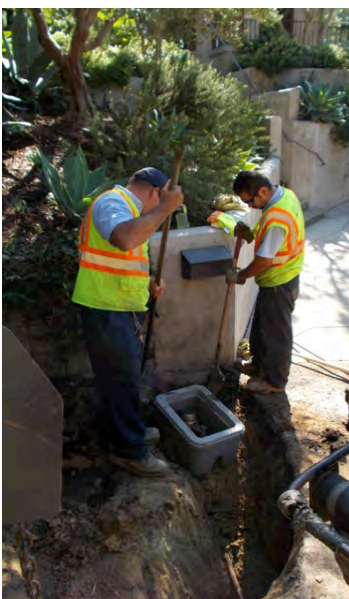
Our objective for this element is to attract, retain, and develop highly qualified, diverse staff to carry out daily operations, and foster an organization that adapts to a changing business environment. We will accomplish this by offering competitive compensation and benefits, insisting on a safe workplace, providing opportunities for training and advancement, and utilizing sound management practices and policies.

3.1 Maintain and Update Personnel Policies and Procedures

Ensure compliance with the many new employment laws and regulations adopted each year. Annually perform reviews to revise and update policies and procedures to ensure that administrative and employment policies and practices meet federal, state, and local laws and regulations.

3.2 Provide a Safe Workplace

Ensure the safety and well being of all employees. Continue to regularly schedule safety training and comply with Cal-OSHA regulations. Promote participation in the District's Wellness Program and activities.





3.3 Perform Periodic Recruitment and Compensation Reviews

Ensure alignment with industry standards in pay and compensation. To maintain a top-notch staff, ensure that processes for recruiting, hiring, and selection position the District as an employer of choice. Periodic review of current practices and competitive pay and benefits will be performed with in-house resources or through outside firms as needed.

3.4 Support Effective Employee Retention and Training Programs

Retain highly skilled staff by providing growth opportunities, through education, cross training, and encouraging employees to attain the highest level of certification.



3.5 Maintain Employee Evaluation and Performance Management Program

Actively manage employee performance to ensure that District goals are met by establishing and communicating clear performance expectations and standards, regularly assessing and communicating performance against standards, and enhancing managers' and supervisors' ability to accurately evaluate performance. Recognize good performance and use corrective action to address performance deficiencies.

3.6 Develop a Succession Plan

Regularly assess staffing requirements to anticipate and address increased retirements and other turnover, avoiding staffing gaps and ensuring ample talent to meet the District's mission now and in the future. Ensure continuity of key positions to pass on knowledge of the District.



4.0 Administration

The objective of this element is to assure that all administrative functions of the District meet “Best Practices” and are managed efficiently. We will accomplish this by ensuring that all administrative functions are reviewed often and updated to ensure efficiency.



4.1 Enhance Records Retention

Maintain accurate records and easy retrieval of District documents, along with condensing the current hard copy storage of archives. Ensure the District’s electronic document/records management strategies are accessible, reliable, and available for present and future use. Continue to refine the District’s electronic file system and archiving of records and reports using the District’s *eFileCabinet* Software.



4.2 Improve Internal Communications by Developing District-wide Intranet

Ensure that important information is distributed throughout the organization through All-Hands meetings, internal memorandums, and District-wide intranet. Consistently communicate the District’s vision down through the organization. Create a learning organization, capable of change.

4.3 Foster a Positive District Image through External Communication

Promote a positive image of the District and foster good relationships with stakeholders to remain a respected and engaged community partner. Communicate to stakeholders the District’s commitment to implementing the mission statement, and brief local business groups on water supply challenges, the need for Delta solution, and the District’s strategic priorities and progress.



4.4 Implement a District-wide Geographic Information System

Continue to develop the District’s GIS system with the goal that the system is user friendly and easily accessible to all staff to accomplish their daily work tasks.

4.5 Maintain Existing Policies and Procedures Manuals

Continue to reflect current legal requirements, Board adopted policies, and safety practices by periodic review and revisions to the District’s Policies and Procedures Manual.

4.6 Sustain Effective Governance Structure

Operate efficiently and effectively as a subsidiary of the City of Laguna Beach. The Board of Directors and Commission work together to provide responsible, accountable, and cost-effective governance that is responsive to the needs of the community.

5.0 Finances

Our objective in this element is to manage public funds to ensure financial stability and demonstrate responsible stewardship. To accomplish this, we will perform professional analysis of our finances, apply best practice financial methods, and maintain transparency of the use of public funds.



5.1 Perform Annual Reviews of Financial Policies and Guidelines

Annually review financial policies and guidelines to maintain a strong financial position that provides for both the short-term and long-term operation of the District.

5.2 Conduct an Annual Financial Audit

Provide reassurance and transparency of the District's financial management. Conduct an annual audit of the District's financial records using an independent audit firm. Solicit firms every five years to ensure the District is receiving the most cost effective and high quality audit services.

5.3 Perform Periodic Risk Management Assessments

Continue to manage operations and procure appropriate amounts of protection to reduce risk exposures. This includes periodic review of insurance coverage and programs, ensuring appropriate risk transfers occur with contractors and vendors.

5.4 Institute an Asset Management Plan

Establish procedures and programs for planned management of District facilities and equipment. Work includes educating staff on asset management, developing the overall program and approach, and implementing the program.





5.5 Perform Annual Rate Assessments

Annually assess rates to ensure the District has sufficient revenues to meet its operational obligations. This includes setting rates proportionate to the costs of providing utility service to each customer class using generally accepted rate setting techniques and cost of service analysis.

5.6 Review and Update Transparency Guidelines

Continue commitment to being transparent and accountable with regard to our operations and business practices. Periodically evaluate, analyze, and audit the many aspects of the District's operations. Continue to make available for public inspection reports from these analyses for transparency.

5.7 Integrate Strategic Planning Process with Budget Development

Annually prepare a budget that supports the District's Strategic objectives and goals. Promote prudent fiscal management through proper communication of the Annual Budget to employees, Board of Directors, and Commission.

6.0 Community Relations

Our objective in this element is to actively communicate with our public, promote the District, and educate the public on the value of water while projecting a positive image in the community. To accomplish this, we will strive to provide exceptional customer service and proactive state-of-the-art outreach promotional methods.



6.1 Maintain an Active Community Presence

Continue sponsoring and/or participating in environmental and water related community programs, such as Laguna Beach High School Solar Boat Competition, Kelp Festival, Rain Barrel Contest, SmartScape Info/Expo, and offering tours of the District's Waterwise and Fire-Safe Demonstration Garden.



6.2 Meet 20 Percent Water Use Reduction by 2020

Continue the District's water use efficiency program to reduce potable water demand, ensure long-term reliability, and protect the resource. Achieve a 20 percent reduction in water use by 2020 by educating residents on water use efficiency measures through the use of media and newsletters. Continue to provide water audits and offer a range of incentive programs designed to raise awareness and achieve demand reduction.



6.3 Seek out and Develop Community Partnerships

Continue to engage in partnerships with community organizations, key stakeholders, and local government that support the District's Mission. Community partnerships allow the District to garner support for District programs, projects, and policies.

6.4 Continue Customer Education Program

Continue to inform District customers about water issues, water rates, policies, and water-efficiency assistance opportunities. Some educational opportunities include:

6.4a - Continue to maintain and improve the District's Waterwise and Fire-Safe Demonstration Garden as an educational resource for the community and visitors on water efficient landscape design.

6.4b – Continue to send out a New Customer Information Packet that provides information on District services, promotes water use efficiency, and educates customers on pertinent water issues.

6.4c – Continue to provide informative articles in water bill mailer, customer newsletter, newspaper, web site, and other avenues.

6.4d – Continue to conduct targeted outreach to customers who may be impacted by District projects.

6.5 Maintain and Enhance District Website

Utilize the District's website as a vital tool to provide information to customers. Continue to identify and implement web friendly improvements to the website to support our customers' online needs. This includes customer account information and on-line payment options, additional resources for efficient use of water, and transparency.



7.0 Customer Service

Our objective for this element is to provide high quality customer service by anticipating customer needs, communicating District information, listening to concerns, and providing service in a timely and courteous manner.



7.1 Evaluate and Implement Technologies that Improve Service

Strive to serve our community to the best of our ability. Look for new processes and programs to provide the most value to our customers for the services provided, as well as efficient processes. Stay abreast of new technologies and industry changes that lower cost and/or improve service. This includes but is not limited to the following:

7.1a – Investigate new options to notify customers via telephone or email for automated phone payment and past due reminders, including notice of scheduled and emergency water shutdowns or water quality notifications.

7.1b - Investigate and implement Automated Meter Reading (AMR)/Advanced Metering Infrastructure (AMI) technologies to improve accuracy of billed data and to improve efficiency and effectiveness of the District’s meter reading process.

7.1c - Provide customers the ability to make online payments through the District’s web site using credit card and electronic checks.



7.2 Conduct Customer Satisfaction Survey

Conduct comprehensive Customer Opinion Survey at least every five (5) years to evaluate all levels of District performance.

7.3 Introduce a Customer Service Rules and Regulations Manual

Strive to improve Customer Service by continuing education and training to all department employees. Ensure the highest level of service to our customers by developing a Customer Service Policy and Procedures Training Manual that incorporates policies for customer service and billing, and ensure exceptional, consistent customer service.





Strategy Overview

Strategic Element	Strategic Goals	Completion Date
1.0 Water Source & Reliability	1.1 Pursue Ocean Desalination Opportunities	2013 - 2020
	1.2 Develop Groundwater as a Water Source	2013 - 2018
	1.3 Explore Opportunities for a Recycled Water Project	2015
	1.4 Increase Water Storage to 14 Days	2013 - 2017
	1.5 Be Proactive in Preparing for Emergencies	Ongoing
	1.6 Comply with Environmental & Regulatory Requirements	Ongoing
	1.7 Protect Water Supplies	Ongoing
2.0 Water Infrastructure	2.1 Plan for Improvements & Expansion of Infrastructure	2013 - 2023
	2.2 Continue Small Capital Replacement Program	Ongoing
	2.3 Maintain Existing Preventative Maintenance Program	Ongoing
	2.4 Improve Security at District Facilities	2015
	2.5 Operate & Maintain Facilities for Maximum Productivity	Ongoing
3.0 Workforce	3.1 Maintain and Update Personnel Policies & Procedures	Annually
	3.2 Provide a Safe Workplace	Ongoing
	3.3 Perform Periodic Recruitment and Compensation Reviews	2015, 2017, 2019
	3.4 Support Effective Employee Retention and Training Programs	Ongoing
	3.5 Maintain Employee Evaluations & Performance Management Program	Annually
	3.6 Develop a Succession Plan	2014
4.0 Administration	4.1 Enhance Records Retention	2014
	4.2 Optimize Internal Communications by Developing District Intranet	2014
	4.3 Foster a Positive District Image through External Communication	Ongoing
	4.4 Implement a District-wide Geographic Information System (GIS)	2013 - 2015
	4.5 Maintain Existing Policies & Procedures Manuals	Ongoing
	4.6 Sustain Effective Governance Structure	Ongoing
5.0 Finances	5.1 Perform Annual Reviews of Financial Policies and Guidelines	Annually
	5.2 Conduct an Annual Financial Audit	Annually
	5.3 Perform Periodic Risk Management Assessments	Ongoing
	5.4 Institute an Asset Management Plan	2015
	5.5 Perform Annual Rate Assessment	Annually
	5.6 Review and Update Transparency Guidelines	2014 - 2015
	5.7 Integrate Strategic Planning Process with Budget Development	Annually
6.0 Community Relations	6.1 Maintain an Active Community Presence	Ongoing
	6.2 Meet 20 Percent Water Use Reduction by 2020	2013 - 2020
	6.3 Seek out and Develop Community Partnerships	Ongoing
	6.4 Continue Customer Education Program	Ongoing
	6.5 Maintain and Enhance District Website	2013 - 2014
7.0 Customer Service	7.1 Evaluate and Implement Technologies that Improve Service	2013 - 2016
	7.2 Conduct Customer Satisfaction Survey	2015 & 2020
	7.3 Introduce a Customer Service Rules & Regulations Manual	2013 - 2014



Laguna Beach County Water District

306 Third Street
Laguna Beach, 92651

www.lagunabeachwater.com