



**CITRUS  
HEIGHTS  
WATER  
DISTRICT**

# ***2026-2028 STRATEGIC PLAN***

Developed May 7, 2025

## ***DISTRICT MISSION, VISION, VALUES, AND DECISION-MAKING PRINCIPLES***

### ***MISSION STATEMENT***

*The mission of the Citrus Heights Water District is to furnish a dependable supply of safe, quality water delivered to its customers in an efficient, responsive, and affordable manner.*

### ***VISION STATEMENT***

*The Citrus Heights Water District will continue to evolve as a dynamic provider of municipal water service to assure that our customers receive the best value without giving it a second thought.*

### ***VALUES***

*Integrity*  
*Teamwork*  
*Dependability*  
*Accountability*  
*Professionalism*

### ***DECISION-MAKING PRINCIPLES***

The Mission, Vision, and Values are incorporated in the following decision-making principles upon which Board of Director policy decisions for the District shall be made. CHWD will:

*Educate and engage customers.*

*Protect customers from unfair ongoing cost burdens and opposing unfunded mandates.*

*Safeguard multi-generational investments in District assets and water supply sources.*

*Fulfill its purpose to advance local, community decision-making.*

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***THREE-YEAR GOALS – 2026-2028***

(not in priority order)

- 1. Manage a Dependable Water Supply and Empower Customers to Use Water in an Efficient Manner***
  
  - 2. Manage, Improve, and/or Reinvest in District Infrastructure, Facilities and Other Assets***
  
  - 3. Continue Preparation to Implement the Project 2030 Water Main Replacement Program to Maintain a Reliable Water Distribution System***
  
  - 4. Enhance Organizational Effectiveness and Promote Best Practices to Local Government***
  
  - 5. Engage Customers and Communicate the District's Priorities and Value-Added Programs***
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**CITRUS HEIGHTS WATER DISTRICT ☼ 2026 STRATEGIC OBJECTIVES**

- **THREE-YEAR GOAL:**     ***Manage and Diversify a Dependable Water Supply and Empower Customers to Use Water in an Efficient Manner***

***Objectives To Be Completed in 2026***

1. Complete construction for Well Site 7; assess the injection and extraction capabilities of the Aquifer Storage and Recovery (ASR) technology; initiate ASR permit process with the State of CA.
  2. Complete design and bid phase for Well Site 8 equipping.
  3. Pursue the acquisition of 1-2 potential sites for water facilities for groundwater and distribution.
  4. Continue to build awareness, support, and participation in water efficiency programs through a new tree rebate program.
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**CITRUS HEIGHTS WATER DISTRICT ☀ 2026 STRATEGIC OBJECTIVES**

- **THREE-YEAR GOAL:**     ***Manage, Improve, and/or Reinvest in District Infrastructure, Facilities or Other Assets***

***Objectives To Be Completed in 2026***

1. Determine whether AMR (drive-by meter reading) or AMI (real-time networked reading) will be pursued, based on analysis in the Water System Master Plan, to modernize the system and enhance customer service.
  2. Determine the need for above-ground storage based on analysis in the Water System Master Plan.
  3. Project 2030 Workflow 6: Complete 100% construction documents for the Facilities Modernization & Expansion Project (Madison Avenue and Sylvan Road facilities)
  4. Project 2030 Workflow 6: Begin construction of the Facilities Modernization & Expansion Project, completing 100% of improvements at Madison Avenue & 15% of improvements at Sylvan Road.
  5. Complete Easement Acquisition on the “high priority” locations as identified by the prioritized list.
  6. Project 2030 Workflow 2: Complete the Water System Plan and incorporate projects into the District’s rate model.
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**CITRUS HEIGHTS WATER DISTRICT ⚙ 2026 STRATEGIC OBJECTIVES**

**THREE-YEAR GOAL: *Continue Preparation to Implement the Project 2030 Water Main Replacement Program to Maintain a Reliable Water Distribution System***

***Objectives To Be Completed in 2026***

1. Project 2030 Workflow 4: Perform pre-design alternatives analysis on one key watermain from the Water System Master Plan list.
  2. Project 2030 Workflow 3: Implement an Annual Pipeline Condition Assessment Program focused on structural integrity inspection and leak detection to establish baseline data.
  3. Project 2030 Workflow 1: Select water mains from the Project 2030 list to complete \$2 million of water main replacements.
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**CITRUS HEIGHTS WATER DISTRICT ☀ 2026 STRATEGIC OBJECTIVES**

**THREE-YEAR GOAL: *Enhance Organizational Effectiveness and Promote Best Practices to Local Government***

***Objectives To Be Completed in 2026***

1. Complete implementation of the Springbrook Enterprise Resource Planning (ERP) system, including a utility billing module to improve efficiency and customer services.
  2. Formalize IT five-year work plan/roadmap. Complete Assessment and Foundation phase and work on Infrastructure Upgrades & VPN Consolidation phase to enhance cybersecurity measures and to improve efficiency.
  3. Implement an organizational development program to strengthen technical and organizational skills at the individual and team levels to support the District's strategic objectives and improve recruitment and retention.
  4. Engage with regional water agencies to protect CHWD's customers' financial interests and water supply.
  5. Demonstrate industry leadership through presenting at one professional association event such as ACWA, CSDA, CAPIO, RWA, ACWA JPIA, etc.
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**CITRUS HEIGHTS WATER DISTRICT ✨ 2026 STRATEGIC OBJECTIVES**

**THREE-YEAR GOAL: *Engage Customers and Communicate the District's Priorities and Value-Added Programs***

***Objectives To Be Completed in 2026***

1. Increase customer awareness and favorability of the District through outreach using both traditional and digital media, as well as in-person engagement opportunities. Conduct market research in 2025 and use the data collected to inform and evaluate the effectiveness of the strategy in 2026 and beyond.

Special focus on CHWD key pillars:

- Project 2030 water main replacements
- Groundwater expansion and reinvestment
- Asset management

2. Advocate for and protect customer interests with regard to legislative and regulatory issues and through intergovernmental relations. Monitor and analyze activities that impact CHWD's policies, operations, capital, finances, and water supply, and update customers on relevant matters.

3. Implement a comprehensive customer engagement strategy that fosters meaningful connections with the community, including the CAC, Garden Corps, neighborhood associations, community organizations, service clubs, and businesses. Enrich the experience for participants and empower them to act as ambassadors for CHWD.

4. Develop and implement a strategy to secure grants, loans, and other non-ratepayer funding to offset customer costs.
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