



*FlowingForward*

ADOPTED 2016

# STRATEGIC PLAN

COACHELLA VALLEY WATER DISTRICT



Making every drop count since 1918





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# Our Mission

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To meet the water-related needs of the people through dedicated employees, providing high quality water at a reasonable cost.





## Message from the General Manager

I am pleased to present to the community this 2016-17 Strategic Plan that will help guide Coachella Valley Water District's leadership and staff as we strive to meet your water-related needs.

In June 2016, the CVWD Board of Directors adopted its third five-year Strategic Plan. Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization, what it does and why. It is a plan for today and for the future.

The 2016-17 Strategic Plan presented here builds upon the important process started three years ago and helps define the District's priorities. This year's plan identifies 31 Strategic Initiatives, which are the projects that will help us achieve the plan's overall goals.

Development of the Strategic Plan was a collaborative and transparent process that included all five elected Board of Directors and 48 employees representing every department within the District. Under the guidance of a professional strategic planning firm, this group met for three day-long workshops that were open to the public.

Originally, 42 initiatives were proposed and evaluated based on importance and whether they were measurable, realistic and provided a high return on investment. These were then prioritized into the final 31 Strategic Initiatives outlined in this document.

The focus of this document is two-fold. It first looks at last year's accomplishments and then moves to the current year's expectations. Strategic planning implies that some organizational decisions and actions are more important than others are, and that much of the strategy lies in making the tough decisions about what is most important to achieving organizational success.

The final product will shape future decisions and help us meet the water-related needs of the community for generations to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Barrett". The signature is stylized and written over a white rectangular area.

**Jim Barrett**  
General Manager

## Coachella Valley Water District at a glance

Coachella Valley Water District (CVWD, District) is a special district established in 1918 by the state legislature and governed by a five-member Board of Directors elected to four-year terms by District voters.

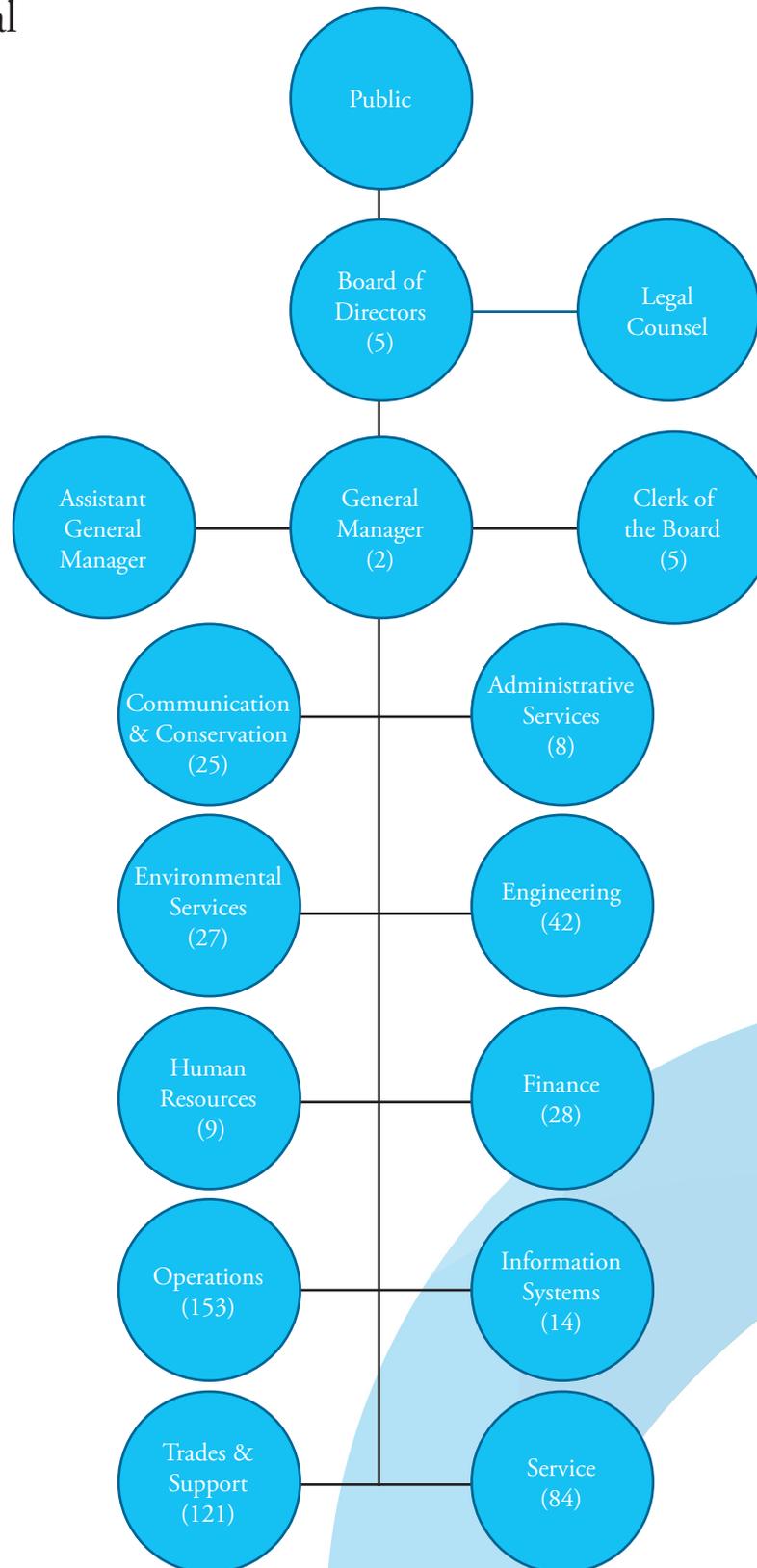
Today, CVWD has grown into a multi-faceted agency with approximately 520 employees helping to provide a variety of water-related utility services to more than 318,000 people in the Coachella Valley.

The primary fields of service are:

- 1 Domestic/drinking water treatment and distribution to approximately 109,000 homes and businesses. All of the drinking water supplied by Coachella Valley Water District comes from the groundwater basin.
- 2 Irrigation water importation and distribution. The 123-mile Coachella Canal provides Colorado River water to local farmers and golf courses in the eastern Coachella Valley.
- 3 Wastewater collection and treatment. The District owns and operates five wastewater reclamation plants that receive a combined average of 17 million gallons of wastewater per day.
- 4 Recycled water distribution. Treated wastewater is distributed to golf courses and other customers for landscape irrigation.
- 5 Groundwater management. CVWD replenishes the groundwater supply at three different facilities in the Coachella Valley. At two of the locations, the effort is collaborative with Desert Water Agency.
- 6 Regional stormwater/flood protection. The District protects nearly 600 square miles from flooding through a system that includes 16 stormwater protection channels.



# Organizational Structure



Note: Numbers within the chart reflect actual staffing levels as of June 30, 2016.

## Community profile

The Coachella Valley (Valley) extends approximately 45 miles in Riverside County, southeast from the San Bernardino Mountains to the Salton Sea. The Valley is approximately 15 miles wide and surrounded by scenic, rugged mountains along most of its length.

The Valley is located within the Sonoran Desert with winter temperatures ranging between 75 and 85 degrees and summer temperatures ranging between 104 and 112 degrees.

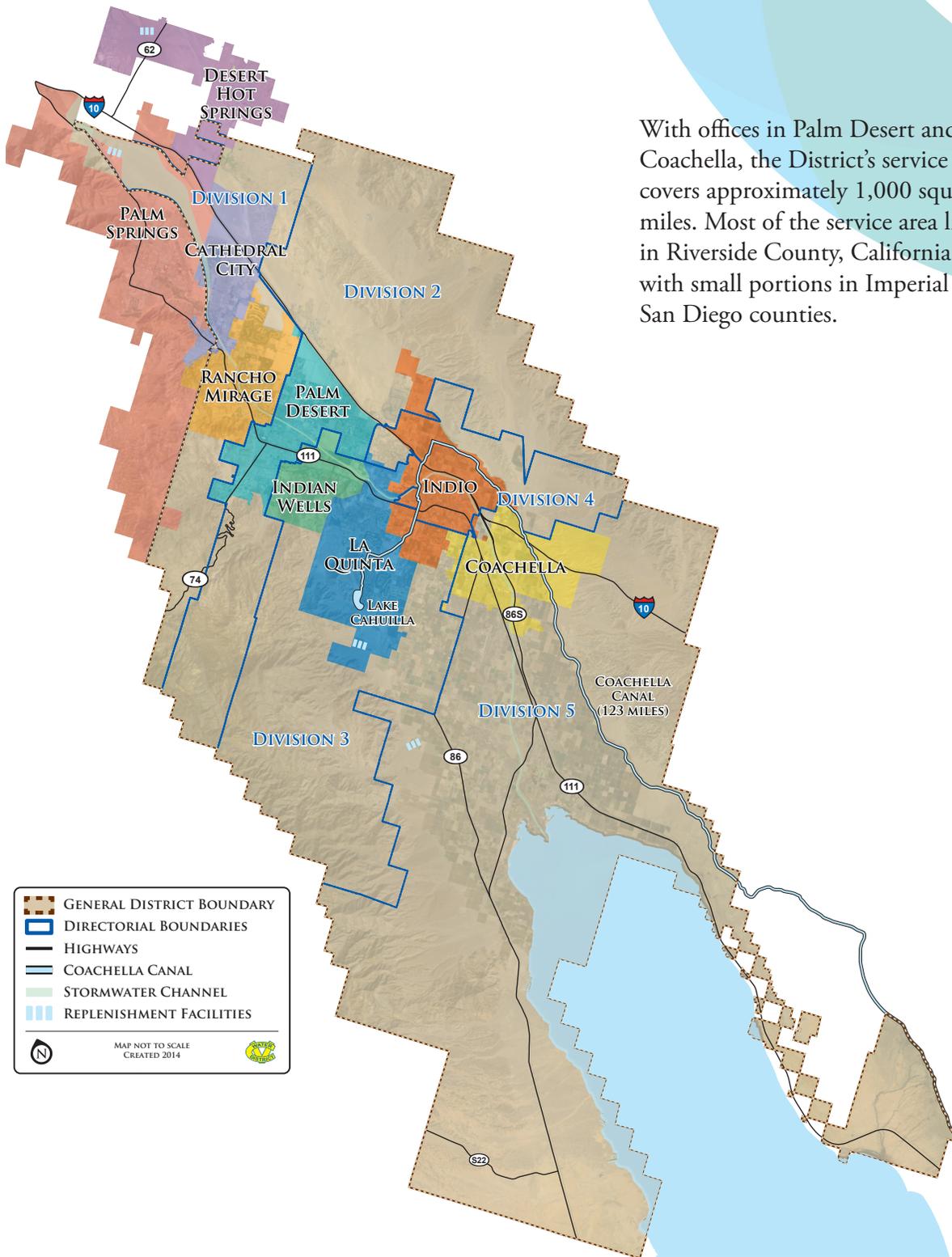
The elevations on the valley floor range from 1,600 feet at the north end of the valley, to 250 feet below sea level at the south end of the valley.

The Valley's year-round population is approximately 364,987 (California Department of Finance, 2016) but this figure increases significantly during the months of November through May with an influx of "snowbirds" escaping the cold winters of Canada, the Pacific Northwest, and the Northeastern United States.

The Valley is recognized as the golf, tennis and polo capital of the West. It plays host to many internationally known recreational events and attractions that support tourism and the local economy.



# Boundary Map



With offices in Palm Desert and Coachella, the District's service area covers approximately 1,000 square miles. Most of the service area lies in Riverside County, California with small portions in Imperial and San Diego counties.

## External Issues

There are several significant issues currently facing the District that influenced the development of the Strategic Goals. The District paired these issues with the EUM attributes (in parenthesis) as a reference point for determining priorities. Among the key external issues are:

- 1 On January 17, 2014, Gov. Jerry Brown declared a statewide drought emergency and on April 1, 2015 he issued an executive order mandating new water-use restrictions and conservation goals. Because the Valley is located in a desert, drought is our normal and CVWD has a long history of effective groundwater management planning to ensure future water supplies. The *Coachella Valley Water Management Plan* details several strategies and projects to eliminate overdraft of the aquifer, including increased conservation, utilization of recycled and imported water for golf and farm irrigation and continued groundwater replenishment.

One of CVWD's key tools for groundwater sustainability, in addition to conservation, is imported water for groundwater replenishment and source substitution. Drought has resulted in reduced allocation of imported State Water Project water and threatened possible shortages of Colorado River water. (Water Resource Sustainability and Community Sustainability).

- 2 Through the foresight of our predecessors in the Valley, CVWD is only one of two California water agencies that hold rights to both the Colorado River and the State Water Project. However, the recent droughts within California and on the Colorado River basin is a stark reminder how vulnerable our imported water supplies are to the forces of nature, and that these supplies need to be protected and optimally used. (Water Resource Sustainability).

- 3 The California Department of Public Health (CDPH) in August 2013 released a draft document, for public review, with a new a new Maximum Contaminant Level (MCL) for chromium-6 at 10 parts per billion (ppb). In May 2014 the CDPH approved the 10 ppb for Chromium-6 to become effective as of July 1, 2014. At the same time, responsibility for implementation of the MCL was transferred to the State Water Resources Control Board, Division of Drinking Water. Complying with the new MCL will have wide-ranging impacts on District operations and infrastructure. A comprehensive study was completed to determine the most cost-effective approach. Design of portions of the new treatment facilities is complete and construction was approved by the Board to begin in July 2016. (Product Quality and Water Resource Sustainability).



## External Issues (cont'd)

- 4 Although the bulk of the domestic water system is relatively new, ongoing repairs and replacement projects are required. The canal irrigation system is 65 years old, with many of the 485 miles of irrigation laterals in need of repair or replacement. The District is the main agency that provides stormwater protection for the Coachella Valley and several areas remain unprotected. (Infrastructure Stability).
- 5 In 2013, the Agua Caliente Band of Cahuilla Indians filed suit against Desert Water Agency (DWA) and the District. The suit claims senior reserved groundwater rights and seeks to permanently stop DWA and the District from (1) withdrawing groundwater from the aquifer in the western Coachella Valley, and (2) replenishing the aquifer without treating the water first. The case is currently before the Ninth Circuit Court of Appeals. (Water Resource Sustainability).



## Budgeting

Although the District continues to enjoy a healthy financial condition in 2016-17 (total annual budget of \$448.9 million, divided into \$245.4 million for operating budget and \$203.5 million for capital projects), budgetary constraints were still considered during the Strategic Plan development.

The Strategic Planning process was very successful, generating 42 Distinct projects. Realizing the timing and budgetary constraints for fiscal year 2016-17, a total of 31 projects were identified as ones rising to the top of the priority list, and are presented in the following pages. The other 11 projects have been retained, and will be revisited in the future.

## What is a Strategic Plan?

The Strategic Plan is a tool that defines what is critical to the District's success and the initiatives necessary to guide the District toward its achievement of goals. Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization, what it does and why.

The strategic goals were developed within the framework of Effective Utility Management (EUM), which was developed by the major water and wastewater organizations in the United States. Effective utility management helps water and wastewater utilities select priorities for improvement, based on the unique needs of their communities. The framework addresses operations, infrastructure, customer satisfaction, community welfare, natural resource stewardship, and financial performance.



\*The 10 attributes of an effectively managed water utility, as developed by leading industry associations, reflects 2016 revisions.

## CVWD's Strategic Goals

The District considered all external issues and internal challenges before identifying and committing to the broad goals below, which are designed to move the District forward in executing its mission. The strategic goals the District has selected to focus on cover six specific areas of focus.

### 1 Employee/Workforce Development

Measurements of success in this area include assessing employee turnover rates and job satisfaction, and setting targets for training and opportunities for advancement.

### 2 Financial Stability

Measurements of success in this area include assessing budget health, adhering to proper accounting policies and procedures and ensuring rates cover necessary costs.

### 3 Water Supply Sustainability

Measurements of success in this area include developing strategies to manage all water supplies to meet the community's needs, especially long-term and during drought years.

### 4 Exceptional Customer Service

Measurements of success in this area include assessing the number of complaints received, setting targets for desirable customer service levels and soliciting/incorporating customer feedback.

### 5 Water Quality and Environmental Leadership

Measurements of success in this area include drinking water compliance rates, measuring service interruptions and sewer overflows.

### 6 Infrastructure Investment and Management

Measurements of success in this area include assessing age and value of assets and developing a replacement program.

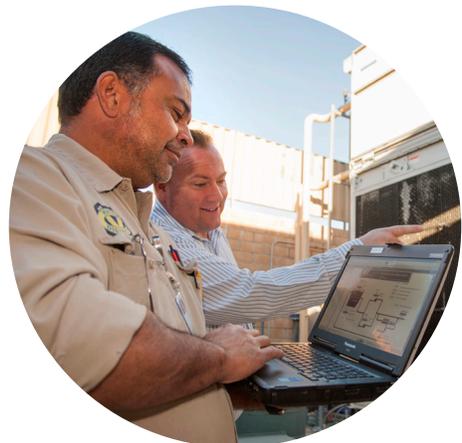


**GOAL 1: EMPLOYEE AND WORKFORCE DEVELOPMENT****Objective 1: Maintain competitive salaries & benefits**

- ✘ Initiative 1: Develop compensation program to evaluate District's overall salary and benefits package.  
Status: Three of four deliverables are complete. Carry over to FY 2016-17. Anticipate compensation proposals for first quarter.
- ✘ Initiative 2: Develop employee reward-recognition program.  
Status: Final report published with six recommended programs. Reviewed with GM and Department heads. Implementation continues with program launches through FY 2016-17.

**Objective 2: Succession planning & knowledge management**

- ✘ Initiative 3: Develop and implement a Career Path/Leadership Development Program.  
Status: Career Path/Leadership Development Program report complete. Applications will be taken in August with first class beginning in October 2017.
- ✘ Initiative 4: Develop and implement an employee Intranet collaboration portal.  
Status: Completed.



**GOAL 2: FINANCIAL STABILITY****Objective 1: Follow industry-recognized rate making practices**

- ✘ Initiative 5: Develop Cost of Service Study (COSS) for non-potable, developer fees, canal capacity & RAC.

Status: Consultant was hired and work has begun. Consultants received data but no reports received thus far.

**Objective 2: Maintain organizational fiscal health**

- ✘ Initiative 6: Complete bond rating and financial policies.

Status: Marginal progress. Bond rating his highly unlikely this fiscal year. Work will continue in FY 2016-17.

- ✘ Initiative 7: Establish financial policies.

Status: Marginal progress. Financial policies will be adopted as part of the bond-rating process. Work will continue into FY 2016-17.

**Objective 3: Ensure integrity and transparency of financial process**

- ✘ Initiative 8: Increase stakeholder outreach (internal & external) regarding RAC, domestic, chromium-6, sanitation, etc.

Status: Completed stakeholder outreach for domestic and RAC customers. Sanitation outreach will begin in 2017.



**GOAL 3: WATER SUPPLY SUSTAINABILITY****Objective 1: Enact more aggressive conservation**

- ✘ Initiative 9: Implement golf water conservation program.

Status: Complete. Grant funding has been secured and allocated to golf courses for replacing turf with desert landscaping. Rebates continue to be processed as projects are completed.

- ✘ Initiative 10: Develop agriculture water conservation program.

Status: A new Flood-to-Drip Rebate Program has been developed with five applications approved. Funding came from a \$1 million U.S. Bureau of Reclamation grant.

- ✘ Initiative 11: Expand domestic water conservation programs to comply with state-mandated conservation goals.

Status: All water waste reports are being investigated and tracked on a monthly basis. Additional programs are being launched. CVWD continues to work toward long-term conservation goals as set forth in the Water Management and Urban Water Management Plans.

**Objective 2: Expand non-potable water program**

- ✘ Initiative 12: Petition State for beneficial use of Wastewater Reclamation Plant 4 effluent.

Status: Substantial progress. Petition packet submittal in early August. CEQA not yet completed. Work continues.

- ✘ Initiative 13: Develop drought contingency plan for Colorado River water.

Status: Complete. Final Drought Contingency report submitted to Board for approval.

**Objective 3: Update and comply with Water Management Plan**

- ✘ Initiative 14: Perform agency coordination and planning to comply with Sustainable Groundwater Management Act (SGMA).

Status: Completed.

**GOAL 4: EXCEPTIONAL CUSTOMER SERVICE****Objective 1: Optimize customer experience**

- ✘ Initiative 15: Create mass notification system for pro-active and timely notification of employees and customers.

Status: Complete.

- ✘ Initiative 16: Develop citizen's reporting mobile application.

Status: Complete.

**Objective 2: Improve internal communications**

- ✘ Initiative 17: Develop and distribute fact sheets on important topics for staff.

Status: Complete.

- ✘ Initiative 18: Implement inter-department tailgate meetings.

Status: Complete.

**Objective 3: Obtain customer feedback & input**

- ✘ Initiative 19: Develop targeted customer experience surveys.

Status: "Service Turn On" survey implemented July 1, 2016. Additional surveys will be developed after evaluation period.



**GOAL 5: WATER QUALITY & ENVIRONMENTAL LEADERSHIP****Objective 1: Comply with water quality regulations**

✘ Initiative 20: Obtain state approval for Chromium-6 Compliance Plan.  
Status: Complete.

✘ Initiative 21: Complete right-of-way acquisition and CEQA+ document for project to connect Salton City and Cove domestic water systems.

Status: Significant progress made. Consultant unsuccessful in negotiating right-of-way acquisition. CVWD will begin direct negotiations with land owner.

**Objective 2: Perform effective environmental resource management**

✘ Initiative 22: Complete Garfield Street Constructed Habitat Project Concept Plan.

Status: Some progress made. Consultant will be contracted to begin development of a conceptual plan.

✘ Initiative 23: Submit Wastewater Reclamation Plant 7 Tamarisk Removal Project.

Status: Some progress made. Tamarisk Removal Plan remains under review by resource agencies.

✘ Initiative 24: Complete Alternative Energy Feasibility Study.

Status: Good progress made. RFP placed on PlanetBid website in May. Went to Board in July for approval of consultant to prepare the feasibility study.



**GOAL 6: INFRASTRUCTURE INVESTMENT & MANAGEMENT****Objective 1: Develop Asset Management/Capital Improvement Plan/  
Preventive Maintenance Program**

- ✘ Initiative 25: Complete asset inventory and condition assessment and create Preventive Maintenance Master Plan.

Status: In progress.

**Objective 2: Irrigation infrastructure repair and replacement**

- ✘ Initiative 26: Finish development of hydraulic model for irrigation system.

Status: All deliverables in progress. Carried over to FY 2016-17.

- ✘ Initiative 27: Inspect irrigation and drainage system and begin prioritizing results.

Status: Results of investigation have been incorporated into the irrigation hydraulic analysis for inclusion into future capital improvements.

- ✘ Initiative 28: Develop Capital Improvement Plan funding strategies and hire grant writer.

Status: Significant progress. Continue to monitor grant/loan opportunities.

- ✘ Initiative 29: Form Regulatory Agency Project Review Committee to facilitate project permitting.

Status: Attempting to form multiple agency committee and have not been successful; however, communications with certain agencies have improved.



**GOAL 1: EMPLOYEE WORKFORCE DEVELOPMENT****Objective 1: Maintain competitive salaries & benefits**

Initiative 1: Develop metrics to monitor the pay-for-performance program.

Expectation: Reduce operating costs through targeted productivity improvements across the business.

Estimated Cost: Included in FY 2016-17 payroll budget.

EUMs: Employee & leadership development

**Objective 2: Succession planning and knowledge management**

Initiative 2: Conduct training program for supervisory & leadership skills for non-supervisors.

Expectation: Improve promotional opportunities.

Estimated Cost: \$50,000

EUMs: Employee leadership & development and Enterprise resiliency

**Objective 3: Employee engagement**

Initiative 3: Design & administer an employee opinion/needs survey.

Expectation: Receive & respond to employee feedback to improve skills, productivity, etc.

Estimated Cost: \$50,000

EUMs: Employee leadership & development and Enterprise resiliency



**GOAL 2: FINANCIAL STABILITY****Objective 1: Follow industry-recognized rate making practices**

Initiative 4: Complete cost of service studies (COSS) for water system backup facilities charge.

Expectation: Simplify rate structure for developer connection. Will provide revenue sufficiency on growth-related projects.

Estimated Cost: \$100,000 (for all 5 COSS)

EUMs: Financial viability

Initiative 5: Complete COSS for canal capacity.

Expectation: Implement capacity or “buy-in” charge for canal rates to maintain equity for new customers outside of ID1.

Estimated Cost: \$100,000 (for all 5 COSS)

EUMs: Financial viability

Initiative 6: Complete COSS for non-potable.

Expectation: Standardized rates as a basis for uniform agreements to accomplish time-savings and process efficiency.

Estimated Cost: \$100,000 (for all 5 COSS)

EUMs: Financial viability

Initiative 7: Complete COSS for sanitation.

Expectation: Develop approve a rate structure that is in compliance with Prop. 218. Will provide revenue sufficiency to comply with legal processes.

Estimated Cost: \$100,000 (for all 5 COSS)

EUMs: Financial viability

Initiative 8: Complete COSS for sanitation capacity charge.

Expectation: Simplify sanitation capacity charge structure to provide for efficient revenue recovery.

Estimated Cost: \$100,000 (for all 5 COSS)

EUMs: Financial viability

**GOAL 2: FINANCIAL STABILITY (cont'd)****Objective 1: Follow industry-recognized rate making practices (cont'd)**

Initiative 9: Refine Capital Improvement Plan (CIP) budgeting process to improve execution.

Expectation: Minimize rate/reserve impacts by optimizing CIP budgeting. Not optimizing may negatively impact reserves.

Estimated Cost: No additional funding required.

EUMs: Financial viability, enterprise resiliency and operational optimization

**Objective 2: Maintain organizational fiscal health**

Initiative 10: Complete bond rating process.

Expectation: Required to enable bond financing for future CIP. A better rating equals lower financing costs and lower rates for customers.

Estimated Cost: No additional funding required.

EUMs: Financial viability and enterprise resiliency

**Objective 3: Ensure integrity and transparency of financial process**

Initiative 11: Develop internal control policies.

Expectation: Protect assets, operating effectiveness and efficiency and compliance with regulations.

Estimated Cost: No additional funding required.

EUMs: Financial viability and operational optimization

Initiative 12: Maintain reserve target level.

Expectation: Good financial stability enables low cost of borrowing and rate maintenance. Not maintaining reserves may cause rate increases or borrowing.

Estimated Cost: No additional funding required.

EUMs: Financial viability and enterprise resiliency

**GOAL 3: WATER SUPPLY SUSTAINABILITY****Objective 1: Enact more aggressive conservation**

Initiative 13: Perform quality control evaluation and improve data quality for water budgets.

Expectation: Accurate data required for improved customer service, more accurate billing and reduced wait times for customer appeals.

Estimated Cost: \$55,376

EUMs: Water resource sustainability and enterprise resiliency

**Objective 2: Expand non-potable water program**

Initiative 14: Develop and implement Non-Potable Water Master Plan.

Expectation: Promote groundwater sustainability by reduced pumping and establish firm demand for recycled/Colorado River water.

Estimated Cost: \$385,000

EUMs: Water resource sustainability and community sustainability

**Objective 3: Update and comply with Water Management Plan**

Initiative 15: Develop infrastructure solutions for disadvantaged communities.

Expectation: Provide domestic water and sewer needs for disadvantaged communities, protect groundwater and stormwater.

Estimated Cost: No additional funding required.

EUMs: Water resource sustainability and community sustainability.

**Objective 4: Protect water supply and optimize usage**

Initiative 16: Develop mechanisms for fully utilizing imported water supplies.

Expectation: Full Mid-Valley Pipeline utilization of supplies to reduce overdraft, prevent subsidence and protect groundwater quality.

Estimated Cost: No additional funding required at this time.

EUMs: Water resource sustainability

Initiative 17: Keep Board of Directors informed about state imported water developments, activities and opportunities.

Expectation: Periodic and timely reports to the Board.

Estimated Cost: No additional funding required.

EUMs: Water resource sustainability, community sustainability and stakeholder understanding & support

**GOAL 4: EXCEPTIONAL CUSTOMER SERVICE****Objective 1: Optimize customer service**

Initiative 18: Implement new website portal for paying bills

Expectation: Improve customer service by providing options and flexibility allowing for improved customer satisfaction, reduced time and cost.

Estimated Cost: \$250,000 in lieu of current services at \$285,000.

EUMs: Customer satisfaction

Initiative 19: Implement selected bilingual outreach & education recommendations.

Expectation: Improve customer service and access to information as well as more informed/engaged customers. Improve customer understanding of CVWD materials.

Estimated Cost: Unknown at this time. It is anticipated that any required funding can be absorbed within the existing FY17 budget.

EUMs: Customer satisfaction and stakeholder understanding & support

**Objective 2: Improve internal communications**

Initiative 20: Centralize key non-policy documents.

Expectation: Staff will be able to more quickly and efficiently access policies for accurate information.

Estimated Cost: Initial cost estimated at \$25,000 with \$5,000 annual cost for updates and supplements.

EUMs: Customer satisfaction and enterprise resiliency

Initiative 21: Centralize CVWD's policies.

Expectation: Staff will be able to more quickly and efficiently access policies for accurate information.

Estimated Cost: No additional funding required.

EUMs: Customer satisfaction and stakeholder understanding & support

Initiative 22: Identify and engage ad hoc domestic water customer focus groups.

Expectation: Improve customer buy-in on decision making through transparency and customer support.

Estimated Cost: No additional funding required.

EUMs: Customer satisfaction

**GOAL 5: WATER QUALITY & ENVIRONMENTAL LEADERSHIP****Objective 1: Comply with water quality regulations**

Initiative 23: Develop Long-Term Safe Drinking Water Quality Master Plan

Expectation: Plan will allow CVWD to comply with and address new regulations with the least cost.

Estimated Cost: No additional funding required.

EUMs: Product quality and enterprise resiliency

Initiative 24: Prepare Highway 86 for pipeline construction.

Expectation: Improve water quality and reliability to ID11 water system.

Estimated Cost: \$23 million

EUMs: Customer satisfaction, community sustainability, water resource sustainability and product quality

**Objective 2: Perform effective environmental resource management**

Initiative 25: Complete Garfield Street Constructed Habitat Project Plan submittal.

Expectation: Comply with Coachella Valley Multiple Species Habitat Conservation Plan. Will offset impacts of operation and maintenance including vegetation removal to CVWD facilities.

Estimated Cost: \$200,000

EUMs: Water resource sustainability and community sustainability

**Objective 3: Optimize energy use**

Initiative 26: Complete Compressed Natural Gas facility feasibility study.

Expectation: SCAQMD compliance and operational sufficiency.

Estimated Cost: No additional funding required at this time.

EUMs: Community sustainability and operational optimization

**GOAL 6: INFRASTRUCTURE INVESTMENT & MANAGEMENT****Objective 1: Develop Asset Management/Capital Improvement Plan/  
Preventive Maintenance Program**

Initiative 27: Hire GIS mapping consultant for stormwater & irrigation facilities.

Expectation: Allows for better management of assets, comply with regulations and allow for better planning of CIP.

Estimated Cost: No additional funding required until consultant is hired.

EUMs: Infrastructure strategy & performance and operational optimization

Initiative 28: Complete Asset Management Master Plan.

Expectation: Catalog and determine infrastructure life-cycle cost to better estimate future capital needs which will provide a basis for defensible and justifiable capital programs.

Estimated Cost: \$500,000

EUMs: Infrastructure strategy & performance and operational optimization

**Objective 2: Irrigation Infrastructure Repair and Replacement**

Initiative 29: Finish development of hydraulic model for irrigation system.

Expectation: To better understand system capacity for future demands.

Estimated Cost: \$250,000

EUMs: Infrastructure strategy & performance and operational optimization

**Objective 3: Protect Other Physical Assets**

Initiative 30: Replace Talavera & Sun City mainline.

Expectation: Hire a consultant to complete design and replacement plan to mitigate corrosion-related issues in pipelines.

Estimated Cost: Unknown. Could be a multi-million dollar action.

EUMs: Enterprise resiliency, infrastructure strategy & performance, product quality and customer satisfaction

Initiative 31: Evaluate Mid- & East Valley Replenishment Projects.

Expectation: Develop work plan and pilot study for aquifer replenishment to decrease overdraft by June 30, 2017.

Estimated Cost: Hydrologic consultant task order approximately \$170,000, plus on-call Engineering task order at approximately \$200,000.

EUMs: Operational optimization and enterprise resiliency

# CVWD Employee Creed

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I am the Coachella Valley Water District. I will conduct myself with the highest degree of Integrity, Humility, Respect, Competence, Commitment, Honor and Professionalism

I will at all times conscientiously carry out my duties; and foster diligence in those I work with. I will strive to be proficient, supportive and committed to the welfare of our customers and my co-workers. I will uphold the policies of the District, and honor its mission. I understand that respect and open communication is essential in all of my daily duties.

This is my Creed. I am CVWD!

