

COACHELLA VALLEY WATER DISTRICT

2018-2019

STRATEGIC PLAN



ADOPTED 2018



Making every drop count since 1918



Flowing Forward

Coachella Valley Water District

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www.cvwd.org / publicinfo@cvwd.org

Board of Directors

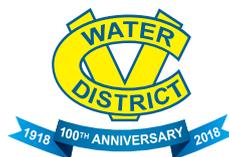
John Powell Jr., president

Cástulo R. Estrada, vice-president

Anthony Bianco, Peter Nelson, G. Patrick O'Dowd

General Manager

Jim Barrett





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Our Mission



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

In 2018, Coachella Valley Water District celebrates its 100th anniversary. This is a special time for us and a time to look ahead at ways we can plan for the future; with that in mind that I am pleased to present this 2018-2019 Strategic Plan to our community. Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization, what it does, and why.

Our Strategic Planning efforts over the last five years have helped to guide the District's leadership and staff as we strive to meet the water-related needs of our community. This year's plan builds upon that progress. For 2018-2019, the District has identified Strategic Initiatives to help us achieve our overall goals.

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

During the workshops, 34 initiatives were proposed, evaluated and discussed. Through a prioritization process, which evaluated the feasibility and return of each, 18 initiatives were selected for 2019 and are outlined on pages 18-25.

The intent of Strategic Planning is understanding that some organizational decisions and actions take precedence over others. Determining which rise to higher levels of prioritization is done through this focused and deliberative action. That action leads to successful implementation of projects and programs that benefit our customers and ultimately our organization.

This document reviews last year's accomplishments and outlines this year's expectations. It is a plan for today and for the future.

The projects we have identified are intended to help create improvements in our services in a variety of ways. CVWD's Strategic Plan will help guide future decisions and policies that best align with meeting 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 written in a cursive, somewhat stylized font.

Jim Barrett
General Manager

Coachella Valley Water District at a glance



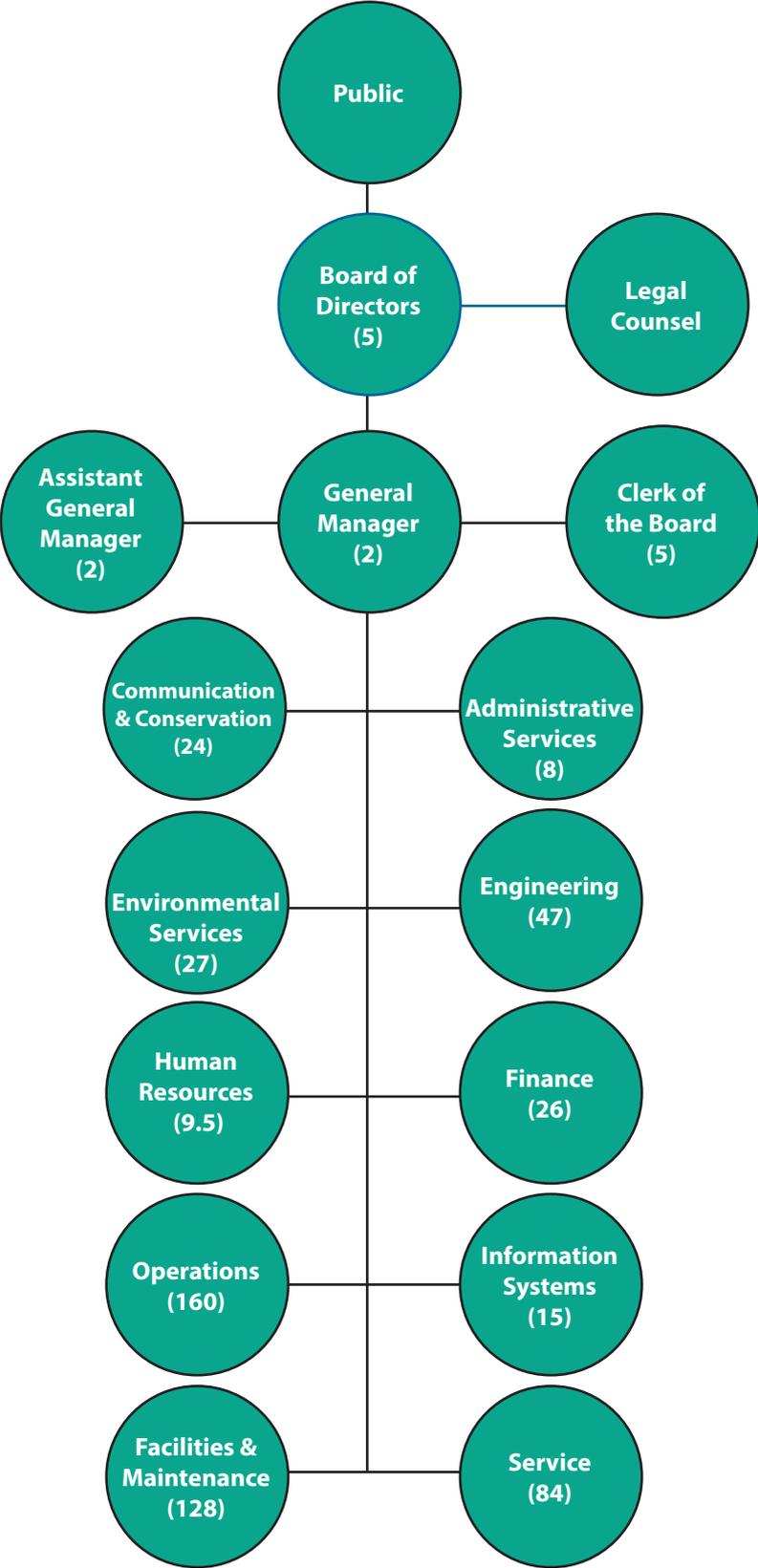
Coachella Valley Water District (CVWD) is a special district established in 1918 by the state legislature and governed by a five-member Board of Directors elected to four-year terms by District voters.

Today, CVWD has grown into a multi-faceted agency with nearly 550 employees helping to provide a variety of water-related utility services to more than 290,000 people in the Coachella Valley. (The California Department of Finance, 2017 reports a valleywide population of nearly 365,000 full-time residents.)

The primary fields of service are:

- 1 Domestic/drinking water treatment and distribution to approximately 108,000 homes and businesses. All of the drinking water supplied by CVWD 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 (DWA).
- 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, 2018.

Community profile



The Coachella 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.

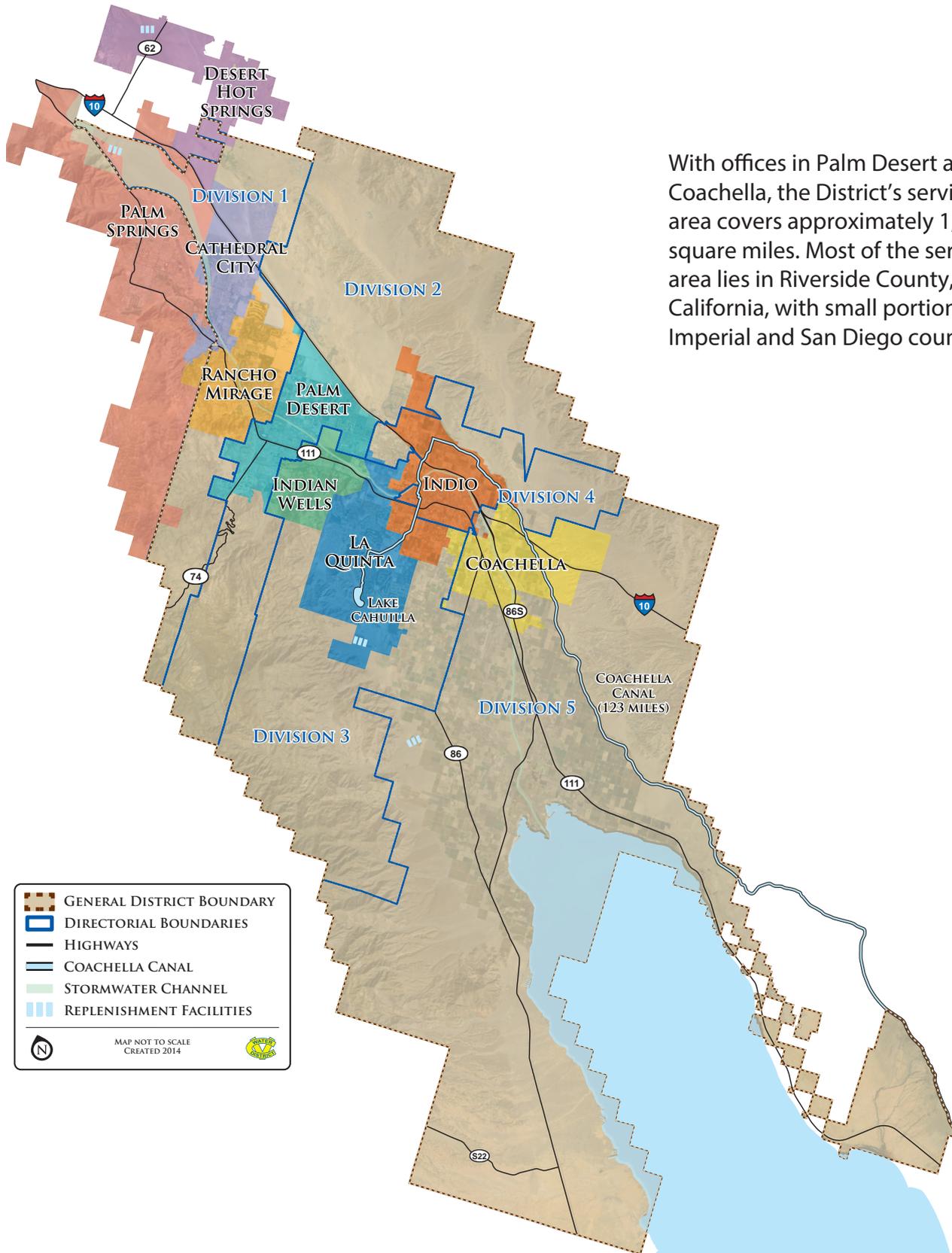
The Valley is located within the Colorado Desert, a subdivision of the Sonoran Desert, with average daily highs ranging from 71 to 107 degrees and average nightly lows from 44 to 80 degrees. Most of the nearly 3.5 inches of annual rain received falls in December through February with some rainfall also being received in August as monsoonal weather patterns move in from the south.

Elevations on the Valley floor range from 1,600 feet at the northwest end of the Valley, to 250 feet below sea level at the southeast end of the Valley.

The Valley's year-round population is approximately 364,987 (California Department of Finance, 2017) 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. When taking seasonal population into account, CVWD serves approximately 290,000 customers.

The Valley is recognized as the golf, tennis and polo capital of the West. It plays host to many internationally known recreational sports, music events and attractions that support tourism and the local economy. Additionally, the Coachella Valley is home to an agricultural industry that employs approximately 12,000 people and produces nearly a billion dollars in agricultural products each year.

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.

	GENERAL DISTRICT BOUNDARY
	DIRECTORIAL BOUNDARIES
	HIGHWAYS
	COACHELLA CANAL
	STORMWATER CHANNEL
	REPLENISHMENT FACILITIES

MAP NOT TO SCALE
CREATED 2014

What is a Strategic Plan?

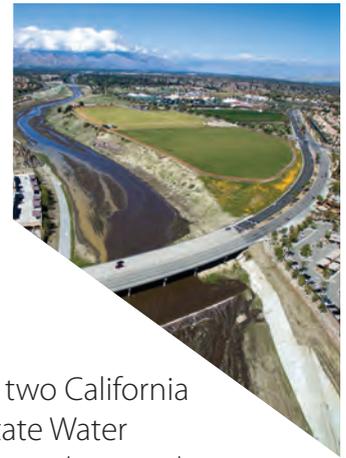
The Strategic Plan is a tool that defines what is critical to the District’s success and the initiatives necessary to guide the District toward achieving its goals. Strategic planning is intended to help decision makers identify initiatives, evaluate priorities, and then put action plans in place to guide an organization.

The strategic goals were identified and considered 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.

Issues of concern



Current and emerging issues of concern are a key factor in developing the Strategic Goals. By identifying these issues and pairing them with the Effective Utility Management (EUM) attributes as a reference point, the District can better set priorities. Some of the issues at this time include:

- 1** Through the foresight of our predecessors in the Valley, CVWD is one of only two California water agencies that holds water rights to both the Colorado River and the State Water Project. However, droughts within California and the Colorado River basin are stark reminders of how vulnerable imported water supplies are to the forces of nature, and that these supplies need to be protected and optimally used. (Water Resource Sustainability).
- 2** Although the bulk of the District's domestic water system is relatively new, ongoing repairs and replacement projects are required. The Coachella Canal irrigation system is nearing 70 years old, with many of the 485 miles of underground irrigation lines 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 Strategy & Performance).
- 3** Within CVWD's boundary, there are small water systems that are not connected to CVWD's domestic water supply. These systems struggle with water quality and water reliability. CVWD formed the Disadvantaged Communities Infrastructure Task Force, whose mission is to secure access to safe affordable drinking water, wastewater and flood control services in historically disadvantaged Coachella Valley regions through strategic planning, funding procurement, needs assessment, and reporting – all in collaboration with community members and stakeholders. The task force is gathering necessary data and applying for grant funding to consolidate these systems with CVWD's. (Community Sustainability and Infrastructure Strategy & Performance).
- 4** On November 27, 2017 the Supreme Court of the United States denied a request by CVWD and Desert Water Agency to review the legality in the ruling in favor of the Agua Caliente Band of Cahuilla Indians suit against the water districts. The suit claims senior reserved groundwater rights and seeks to permanently stop the water districts from withdrawing groundwater from the aquifer in the western Coachella Valley, and replenishing the aquifer without treating the water first. The second phase of this lawsuit, deciding whether the Tribe owns storage space within the groundwater basins, is currently underway. (Water Resource Sustainability).
- 5** On April 7, 2017, Gov. Jerry Brown declared the 2014 statewide drought emergency over but put into place long-term conservation goals. Because the Valley is located in a desert, by definition, drought is 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. (Water Resource Sustainability and Community Sustainability).

Budgeting



Budget allowances are a critical component in development of a Strategic Plan. In an effort to allow for greater budgetary planning, this Strategic Planning effort was moved from spring to fall, allowing departments to include funding for Strategic Initiatives in the upcoming budget. The 2018-19 fiscal year \$409.9 million budget was approved on June 12, 2018.

The 2018-19 Strategic Planning process was very successful, generating 34 distinct projects. Realizing the timing and budgetary constraints for the 2018-19 fiscal year, 18 projects rose to the top of the priority list, and are presented on pages 18-25 of this document. The other 16 projects have been retained, and will be revisited in the future.

Pages 12-17 of this document show fiscal year 2017-18 strategic initiatives/projects and respective accomplishments. When a project was not completed during the fiscal year, a note indicates its carryover status.

CVWD has decided to pause the Strategic Planning effort in 2019-20 in an effort to reevaluate our techniques and methodologies and to ensure that future efforts are as effective as possible.



CVWD's Strategic Goals



The District considered 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 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 programs.



GOAL 1: EMPLOYEE WORKFORCE DEVELOPMENT**Objective 2: Succession planning and knowledge management**

Initiative 1: Develop Apprenticeship Program for select positions.

Status: Project will carryover into next fiscal year. No urgency or need for it at this time. Found a local resource that can provide apprentice candidates.

Initiative 2: Develop & Implement Professional Development Training.

Status: Complete.

Objective 3: Employee Engagement

Initiative 3: Develop strategy to address & implement suggestions from Employee Satisfaction Survey.

Status: Complete.

Initiative 4: Develop outreach for Wellness/Benefits to educate employees.

Status: Complete.



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

Initiative 5: Hire external consultant to complete audit of all Domestic Water billing records (based on AWWA M36 manual) over a few years.

Status: Complete.

Objective 2: Maintain organizational fiscal health

Initiative 6: Develop fiscal policy for CIP funding and long-term spending thresholds (minimums).

Status: Complete.

Objective 3: Ensure integrity and transparency of financial process

Initiative 7: Improve CIP execution rate to 70% minimum & develop long-term rates based on execution rate.

Status: Complete.



GOAL 3: WATER SUPPLY SUSTAINABILITY**Objective 2:** Expand non-potable water program

Initiative 8: Develop Sanitation Master Plan.

Status: Complete. Project will carry over into next fiscal year. Draft Technical Memos are underway.

Initiative 9: Begin to implement Non-Potable Water (NPW) Master Plan.

Status: NPW Projects on hold until a financial plan is developed. State Revolving Fund application has been initiated.

Objective 4 Protect water supply & optimize usage

Initiative 10: Develop plan to install facilities to Improve Agricultural Drain Monitoring.

Status: Recommendations established. Implementation plan to carry over into next fiscal.

Accomplishments



GOAL 4: EXCEPTIONAL CUSTOMER SERVICE**Objective 1: Optimize Customer Experience**

Initiative 11: Improve customer experience (answers to frequently asked questions, do-it-yourself videos & improve customer service training for staff).

Status: Complete.

Initiative 12: Adopt & implement Customer Relationship Management (CRM) System.

Status: Complete.

Accomplishments



**GOAL 5: WATER QUALITY &
ENVIRONMENTAL LEADERSHIP****Objective 1: Comply with Water Quality Regulations**

Initiative 13: Complete shovel-ready alternative chromium-6 treatment project.

Status: Complete.

Initiative 14: Prepare well maintenance prioritization plan system.

Status: Assessment will be completed in September 2019 after obtaining additional pump test data.

Objective 3: Optimize energy use

Initiative 15: Implement top Water Reclamation Plant No. 10 energy audit recommendations.

Status:

1. Real time controller for sludge retention time probes and polymer addition completed for activated sludge aeration optimization. Due to work on C-Plant, incentive data collection not complete. Edison Incentive expected in January.
2. Lighting project design is complete. Incentive approved. Preparing to purchase and install optimized lighting.
3. Energy optimization effort is continuing at WRP 10 on FY 19 projects. WRPs 4 and 7 are set to be studied for optimization.

Initiative 16: Complete shovel-ready plan for the top-ranked alternative energy projects.

Status: Complete. Project will carry over into next fiscal year. Design is being finalized. Tariff uncertainty is being discussed before bid advertisement is undertaken.

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

Initiative 17: Hire Computerized Maintenance Management System (CMMS)/ Asset Management Program (AMP) coordinator.

Status: Complete.

Initiative 18: Complete Part 1, Phase 2, of AMP on Domestic Water System and Stormwater.

Status: Complete.

Objective 2: Optimize energy use

Initiative 19: Complete Irrigation Master Plan.

Status: Data acquisition completed. Preliminary report development underway. Internal workshops to follow.

Objective 3: Protect other physical assets

Initiative 20: Complete design of Talavera pipeline replacement.

Status: Complete.

Initiative 21: Complete Irrigation Rules & Regulations.

Status: It is anticipated that a Board Study Session will be scheduled in September.

Initiative 22: Complete land acquisition for North Indio Flood Control Project.

Status: Complete. This is a two year effort. Schedule is on track for finalizing offers to final property owners by the end of December 2018

Initiative 23: Complete West Salton Sea Stormwater Master Plan.

Status: Complete. Phase I portion of the project along with the hydrology and floodplain mapping has been completed. Phase II scope items are outlined within the final report. Phase II work to be completed in fiscal year 2018-19.

**GOAL 1: EMPLOYEE WORKFORCE
DEVELOPMENT****Objective 2: Succession planning & knowledge management**

Initiative 1: Develop & implement Comprehensive Supervisor Safety Management Training Program.

Expectation: Ensures that supervisors can promote a safety culture within CVWD.

Estimated Cost: \$50,000

EUMs: Employee & Leadership Development

Initiative 2: Develop knowledge transfer program for Succession Planning.

Expectation: Mitigate potential loss of expertise needed to maintain operations while providing opportunities to grow and retain potential leaders as part of succession planning.

Estimated Cost: None.

EUMs: Employee & Leadership Development

Expectations



GOAL 2: FINANCIAL VIABILITY**Objective 2: Maintain organizational fiscal health**

Initiative 3: Reduce CalPERS Unfunded Liability.

Expectation: Save interest on the unfunded portion of CalPERS unfunded liability and receive interest on the prepayment as the funds will be invested in the pension fund and grow over time.

Estimated Cost: \$20,000,000

EUMs: Financial Viability

Initiative 4: Establish Grant Funding Management Plan.

Expectation: Develop guidelines and criteria for CVWD's approach towards grant-funding opportunities, use external funding for otherwise unfunded projects.

Estimated Cost: \$250,000

EUMs: Financial Viability

Expectations



GOAL 3: WATER SUPPLY SUSTAINABILITY**Objective 2: Eliminate Coachella Valley aquifer overdraft**

Initiative 5: Eliminate Coachella Valley Aquifer Overdraft by Implementing strategies in the 2015 Coachella Valley Water District Imported Water Use Strategy Report.

Expectation: Ensures that projects that beneficially use imported water supplies are implemented on timely basis, meet goals of the Coachella Valley Water Management Plan.

Estimated Cost: None.

EUMs: Water Resource Adequacy, Community Sustainability and Operational Optimization

Objective 3: Update & comply with Water Management Plan

Initiative 6: Install wells to expand groundwater monitoring at Thomas E. Levy Groundwater Replenishment Facility.

Expectation: Expand monitoring of the shallow aquifer to optimize groundwater replenishment within the East Whitewater River Subbasin Area of Benefit.

Estimated Cost: \$300,000

EUMs: Water Resource Sustainability, Product Quality, Operational Optimization and Infrastructure Strategy & Performance

GOAL 3: WATER SUPPLY SUSTAINABILITY

Objective 4: Protect water supply & optimize usage

Initiative 7: Feasibility study of developing cost effective projects for storage of Colorado River water.

Expectation: Provides operational flexibility for the delivery of Colorado River Water through the canal, and allows for a more efficient utilization of canal water.

Estimated Cost: \$300,000

EUMs: Operational Optimization and Water Resource Sustainability

Initiative 8: Implement Oasis Expansion Project, Phase 1

Expectation: Improve operational efficiency of Irrigation Lateral 97.1 in lieu of the Oasis Tower. It will also provide better customer service by producing additional pressures and decreasing the amount of surging in the distribution system.

Estimated Cost: \$400,000

EUMs: Operational Optimization, Infrastructure Strategy & Performance and Water Resource Sustainability

Expectations



GOAL 4: EXCEPTIONAL CUSTOMER SERVICE**Objective 1: Optimize Customer Experience**

Initiative 9: Implement Advanced Metering Infrastructure pilot project.

Expectation: Improve customer service, water conservation and the ability to accurately identify the cause of water losses.

Estimated Cost: \$100,000

EUMs: Customer Satisfaction and Operational Optimization

Initiative 10: Develop plan to address needs and replacement of canal water ordering and billing process.

Expectation: Provide a customer-friendly user interface for ordering canal water online and for customer billing.

Estimated Cost: \$150,000

EUMs: Customer Satisfaction

Expectations

The image shows a hand pointing at a tablet displaying an Excel spreadsheet. The spreadsheet contains data for water meters, including meter numbers, sizes, and flow rates, along with calculated accuracy percentages. The data is organized into sections for 'Mid' and 'High' flow rates, and a summary section for 'From AWWA'.

Meter Number	Meter Size	Meter Make	Meter Units	Meter Multiplier	Low Flow Start	Low Flow Stop	Volume Collected	ACCURACY
355839.40	3/4	Swissbit	cf	1	355839.40	355840.44	1.00	95.00%
355841.95	3/4	Swissbit	cf	1	355841.95	355842.93	1.00	98.00%
355842.99	3/4	Swissbit	cf	1	355842.99	355853.05	10.00	100.00%
From AWWA								
WEIGHTED ACCURACY								
Mid	3				1/2	3.00	25.00	Whl. Acc.
High	25							15.70-15
Weighted Accuracy								
97.94%								

**GOAL 5: WATER QUALITY &
ENVIRONMENTAL LEADERSHIP****Objective 1: Comply with Water Quality Regulations**

Initiative 11: Evaluate and recommend information management systems for effective wastewater operator monitoring and decision making.

Expectation: Provide a broader user interface to achieve water quality objectives and allow WRP-10 to access essential data for process control optimization.

Estimated Cost: \$200,000

EUMs: Operational Optimization and Enterprise Resiliency

Initiative 12: Execute a work plan to prepare the WRP 10 Groundwater Evaluation Technical Report.

Expectation: Execute a work plan to comply with Special Provision F of Board Order R7-2018-001 to develop a Technical Report evaluating nitrate and total dissolved solids (TDS) impacts near the WRP 10 facility.

Estimated Cost: \$100,000

EUMs: Product Quality, Operational Optimization and Water Resource Adequacy

Objective 2: Perform effective Environmental Resource Management

Initiative 13: Complete feasibility study for Water Treatment Plant Waste Brine Disposal Improvement Project.

Expectation: Analyze potential pond geometry, site locations, cost, permitting and environmental impacts for solar evaporation of brine discharge from the domestic water ion-exchange treatment plants compared to current practice.

Estimated Cost: \$250,000

EUMs: Product Quality, Operational Optimization, Infrastructure Strategy & Performance, Community Sustainability, Enterprise Resiliency and Water Resource Sustainability

**GOAL 5: WATER QUALITY &
ENVIRONMENTAL LEADERSHIP**

Expectations

Objective 3: Optimize Energy Use

Initiative 14: Complete energy audits for WRP Nos. 4 & 7, and develop plans to implement audit recommendations.

Expectation: Improve energy-efficiency, identify potential energy and cost savings along with energy incentive rebates.

Estimated Cost: \$150,000

EUMs: Community Sustainability, Operational Optimization and Fiscal Viability



**GOAL 6: INFRASTRUCTURE
INVESTMENT & MANAGEMENT****Objective 3: Protect other physical assets**

Initiative 15: Complete improvements within Coachella Valley Stormwater Channel from Avenue 54 to Thermal Drop.

Expectation: Increase stormwater channel flows in this area of reach to 100-year flood capacity, which will reduce flood hazard risk in the community.

Estimated Cost: \$250,000

EUMs: Infrastructure Strategy & Performance and Community Sustainability

Initiative 16: Implement findings of Well Maintenance Prioritization Plan.

Expectation: Rehabilitate five wells during fiscal year 2018-19.

Estimated Cost: \$500,000

EUMs: Product Quality, Customer Satisfaction, Infrastructure Strategy & Performance and Enterprise Resiliency and Water Resource Sustainability

Initiative 17: Develop asbestos cement pipe (ACP) replacement strategy.

Expectation: A master plan identifying asbestos cement pipes within CVWD's service area including a recommended schedule and estimated costs.

Estimated Cost: \$250,000

EUMs: Product Quality, Customer Satisfaction
Infrastructure Strategy & Performance and Enterprise Resiliency

Initiative 18: Eastern Valley Avenue 66 Transmission Main.

Expectation: Provides additional redundancy and reliability for the Mecca area. It also identifies opportunities to consolidate other adjacent small water systems.

Estimated Cost: \$750,000

EUMs: Product Quality, Customer Satisfaction, Operational Optimization, Infrastructure Strategy & Performance, Enterprise Resiliency and Community Sustainability

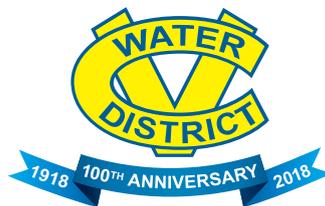
CVWD EMPLOYEE CREED



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!



Making every drop count since 1918