



February 22, 2017

2016 Strategic Plan
Initiatives Update

Mission of Palmdale Water District

The Mission of the Palmdale Water District is to provide high quality water to our current and future customers at a reasonable cost.



Vision Statement

The Palmdale Water District will strive for excellence in providing high quality, reasonable priced water in a growing Antelope Valley by participating in local and regional water issues as a strong advocate for our customers, public education, asset management, water conservation, planning and securing additional water supplies, continuing our commitment to operate efficiently with the help of emerging technologies, challenging, motivating and rewarding our employees and offering premium customer service in all we do.



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2016 Strategic Plan Initiatives

Initiative No.	Initiative
1.	Water Resource Reliability
2.	Organizational Excellence
3.	System Efficiency
4.	Financial Health & Stability
5.	Regional Leadership
6.	Customer Care & Advocacy



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Initiative No. 1 – Water Resource Reliability

Project	Status
2015 Urban Water Management Plan, Drought Response	Complete and approved by the Board of Directors in June 2016
Palmdale Regional Groundwater Recharge & Recovery Project	Currently working on Title 22 Engineering Report, Permits, Pilot Testing, and Grant Funding
Littlerock Reservoir Sediment Removal Project	Started 45-day EIS objection period on 2/17/17. Scheduled to present Final EIR to PWD Board in March, and Forest scheduled to sign ROD in late April, 2017
Recycled Water Allocation and Use	Approved Recycled Water Contract in October, 2016 for 5,325 AFY and currently working on Phase II Recycled Water Distribution System with PRWA
Granular Activated Carbon (GAC) Use and Research	Continuing to look at various GAC products in order to reduce operating costs

Initiative No. 2 – Organizational Excellence

Project	Status
Optimize outsourcing opportunities	Security and fire protection; OSHA safety assessments; engineering consultation to maximize treatment plant efficiency.
Maintain formal management/supervisor training	AVC Corporate Training - Grant based 40 hour manager/supervisor training and customer care training. We have also applied for a grant for Six Sigma training.
Maintain competitive compensation and benefits package	Salary surveys will be completed every three years. The last survey was 2015. Benefits will be looked at in July 2017 when JPIA submits costs to District.
Employee wellness program	A grant was received at the end of 2016 and we had eleven people complete our challenge. They received their choice of healthy gift cards.
Succession planning	List sent to staff with requirements for each position at the District. Staff members were asked to identify areas of interest for training.
Board/staff events to develop innovative ideas and awards	Pace/Job Well Done/LaBounty

Initiative No. 3 – System Efficiency

Project	Status
Water System Master Plan update and related EIR	Started Programmatic EIR process and scheduled to complete in Fall, 2017. Outcome will be a Final Master Plan, Certified EIR, and Capital Improvement Fees
Reinvestment in aging infrastructure	On-going effort to repair and replace aging infrastructure/equipment. Performing a WTP evaluation. Seeing slight shift from reactive to preventative maintenance within the system.
Investment, implementation, and training plan for new technology	Engineering is continuing to develop and release GIS applications to streamline and improve the efficiency of various processes
Computerized maintenance management software (CMMS)	Exploring the use of GIS software and applications in lieu of costly CMMS
Explore energy independence	Maximize the available power sources and rate tariffs for lowest operating costs. Explore additional sources and methods to increase efficiency and lower costs.

Initiative No. 4 – Financial Health & Stability

Project	Status
Pursue Federal and State funding opportunities	Successfully applied for planning grant funding for the Palmdale Regional Groundwater Recharge and Recovery Project and for the Phase II pipeline for the Palmdale Recycled Water Authority. Continuing to submit applications and engage state/federal agencies for funding opportunities.
Sustainable and balanced rate structure	Approved 3-Year Water Rate adjustments for 2017, 2018, and 2019 in preparation of long-term water supply and infrastructure projects.
Maintain adequate reserve levels	Continue to monitor cash flow with monthly reporting to both Finance Committee and full Board. Completed a private placement technology lease in order to increase cash availability
Maintain high level bond rating	Completed credit review with S&P in October 2016, which assigned its "A-" long-term rating for the District.

Initiative No. 5 – Regional Leadership

Project	Status
Create a regional best practices Antelope Valley partnership	PIHRA; Chambers; AVSWCA; PRWA; AV Watermaster
Enhance community partnerships and expand school programs in water education	Play active role in Chambers of Commerce, GAVEA, AVBOT, Maintain close working relationship with school districts and charter schools for water education and STEM assistance.
Continue to educate and engage elected officials in water related issues	Keep local, state, and federal representatives briefed on local issues and needs.
Emphasize the importance and long history of the District as a community asset	100 Year Anniversary Celebration in 2018
Enhance community opportunities for the youth of the Antelope Valley	Certification program in conjunction with AVC possibly Fall 2017
Continue to evaluate District internship needs	Engineering and laboratory Interns 2017

Initiative No. 6 – Customer Care & Advocacy

Project	Status
Customer Care accessibility through automation	Installed self-serve payment Kiosk in lobby and IVR for automated phone payments.
Evaluate, develop, and market additional payment options	Established business partnership with pay near me which allows customers to make payments at any 7-11 store, Family Dollar store, or Ace Cash. Will be obtaining new kiosk and possibly adding CVS to Pay Near Me options.
Improve customer account management tools	Completed RFP and selection process for a new CIS software. Data conversion and system set-up underway. Will go live by September 2017. New monitoring system for Customer Care.
Enhance customer experience through assessment of infrastructure, processes, and policies to maximize the needs of customer care experience	Remodel of Customer Care area and front of Administration building. Creating online application process. Customer outreach events in both English and Spanish.