

PV Water Strategic Plan

# DRAFT GOALS AND OBJECTIVES

## Strategic Planning Workshop #2 Materials

Please **review this document prior to Workshop #2** on Tuesday, April 25, 2023 and come prepared to:

1. Eliminate any objectives that do not resonate
2. Add any objectives that are missing
3. Augment any objectives BASED ON ESSENCE (please do not wordsmith)

### Goals Buckets

1. Water Reliability for a Resilient Future
  - a. Sustainable Groundwater Resources
  - b. Integrated Solutions for Sustainable Groundwater
  - c. Protect Groundwater Quality
  - d. Increase Conservation of Water Resources
2. Operate and Maintain Reliable Water Supply Facilities and Infrastructure
3. Promote PV Water through Advocacy and Policy
4. Elevate Community Outreach, Engagement, and Education to Achieve PV Water's Mission
5. Strive to Achieve Excellence in Customer Service
6. Nurture a Thriving Organization and Governance

## **GOAL 1. WATER RELIABILITY FOR A RESILIENT FUTURE**

Ensure our community's reliable water supply by achieving sustainable groundwater resources through best management practices and conjunctive use projects to build resilience to climate uncertainty.

### **Goal 1a. Sustainable Groundwater Resources**

**Continue partnering with farmers, businesses, and residents to innovate, implement, and monitor progress toward sustainable groundwater resources that protect the health, livelihood, and heritage of our community.**

- Continue innovating sustainability programs and projects to ensure long-term viability of the basin (e.g., Recharge Net Metering Program, College Lake Project).
- Prepare for future climate change through scenario planning to adapt.
- Consider more stringent policies to achieve sustainable groundwater goals (e.g., new well permit applications, reduce water waste).
- Establish and/or implement a land repurposing program or similar alternative to reduce groundwater demand and increase recharge opportunities.
- Increase collaboration with growers to better understand economic, technologic, and climatic influences to create mutually beneficial outcomes (e.g., substrate crop irrigation incentives).
- Improve monitoring network to better evaluate the effectiveness of PV Water projects and programs.
- Leverage the results of the Airborne Electromagnetic (AEM) surveys conducted by California Department of Water Resources (DWR) to inform progression of seawater intrusion.
- Identify additional land and water opportunities to replenish the groundwater basin.

### **Goal 1b. Integrated Solutions for Sustainable Groundwater**

**Implement the Groundwater Sustainability Plan to achieve community-established sustainability goals.**

- Implement the College Lake Integrated Resources Management Project by completing construction and launching operations and maintenance to meet multi-beneficial success factors (e.g., environmental stewardship).
- Construct and operate Watsonville Slough System Managed Aquifer Recharge and Recovery (WSS-MARR) project.
- Evaluate the state of the basin long-term performance with expected outcomes from PV Water's two new operational water supply facilities (CLP & WSS-MARR) and anticipate how future climate uncertainty will create amplified impacts through climate-scenario modeling and enhanced hydrologic flow modeling to inform a Vulnerability Assessment that identifies priority areas and solutions.

- Implement and optimally operate sustainability programs and projects identified in GSU22 to achieve interim milestones and sustainability goals.
- Optimize water delivery to improve reliability for our customers, including:
  - Identify supply-demand opportunities (storage and automation).
  - Ensure adequate asset protection (e.g., CDS) from damage and theft.
- Implement and promote grower operation plan and update periodically.
- Consider strategies to optimize use of non-groundwater sources (e.g., recycled water) to reduce groundwater demand.

**Goal 1c. Protect Groundwater Quality**

**Maintain and improve water quality through implementation of projects, programs, and data collection.**

- Explore solutions and partnerships to preserve groundwater quality.
- Encourage customers to use more delivered water and less groundwater.
- Monitor priority contaminants of concern to establish better understanding of their prevalence and concentrations (e.g., hexavalent chromium).
- Continue to monitor water quality basin-wide and compare against established metrics to ensure compliance with regulations.

**Goal 1d. Increase Conservation of Water Resources**

**Expand and innovate water conservation programs amongst all water users.**

- Incentivize conservation by boosting rebates and promoting technology (e.g., flow meters).
- Update and implement the comprehensive Conservation Plan that expands and prioritizes conservation partnerships (e.g., RCD, UCCE) and practices to meet GSU22 conservation goals.
- Consider conservation of groundwater by incentivizing marginal land retirement and expanding riparian ecosystems (e.g., Slough to north of West Beach Street).

## **GOAL 2. OPERATE AND MAINTAIN RELIABLE WATER SUPPLY FACILITIES AND INFRASTRUCTURE**

Ensure a safe, efficient, and economical water supply by operating and maintaining PV Water's facilities to industry standards.

- Develop, implement, train, and communicate a Health & Safety Plan for PV Water projects for staff, consultants, and the public.
- Collaborate with partners to improve operational efficiencies.
- Conduct Condition Assessment, Vulnerability Assessment, and develop Asset Management Plan for PV Water facilities to inform budget development and prioritization of protection, replacement, and rehabilitation activities (e.g., Coastal Distribution System, Recycled Water Facility, backup generator).
- Strengthen City of Watsonville and PV Water partnership to increase and improve stable recycled water supply and implement storage solutions to more effectively operate the Recycled Water Facility while increasing water yields and eliminating loss of water supply to the outfall.

### **GOAL 3. PROMOTE PV WATER THROUGH ADVOCACY AND POLICY**

Advance PV Water's interests through collaborative partnerships to achieve water security and funding to benefit our community, economy, and environment.

- Proactively engage our state and federal policymakers to inform emerging policies that manage our risk and promote PV Water's leadership (e.g., support recognition of recharge as a "beneficial use").
- Engage elected officials to benefit PV Water's priorities (e.g., recharge) to minimize regulatory obstacles, increase funding opportunities, and promote our successes.
- Collaborate with agencies, associations, and interested parties to address emerging and existing state and federal mandates to align advocacy campaigns and solution-based partnerships.
- Continue to collaborate with flood management agencies to identify multi-benefit opportunities (e.g., Pajaro Regional Flood Management Agency).
- Support policies that go beyond agribusiness to support healthy, thriving communities.

## **GOAL 4. ELEVATE COMMUNITY OUTREACH, ENGAGEMENT, AND EDUCATION TO ACHIEVE PV WATER'S MISSION**

Increase outreach efforts to engage our diverse communities and foster authentic dialogue to address our shared interests for reliable water.

- Develop a holistic Communication and Engagement Plan to create mutual trust, confidence, and collaboration including:
  - Identify priority documents to be translated as needed and requested.
  - Continue and expand outreach to all communities.
  - Develop a social media strategy to reach the public and businesses in multimedia.
  - Create Communication and Engagement Plans for large projects.
  - Identify events with opportunities to engage the community and plan in advance.
  - Celebrate PV Water's successes and foresight into creating a sustainable groundwater basin that creates multi-benefits as it relates to our communities work, learning, recreation, and everyday lives.
- Create a Comprehensive Multi-lingual Educational Program to connect PV Water and the community on creating a sustainable water supply through conservation and sustainable projects (e.g., College Lake project).
  - Educate youth and increase water awareness through collaborative partnerships (i.e., schools and Watsonville Wetlands Watch).
  - Increase budget to support accessibility for disadvantaged communities/schools and meet residents in their communities (minimize technology platform) to increase participation.
  - Continue to communicate the value that PV Water provides to all water users and our shared responsibility to ensure prosperity.
- Continue to share best management practices and emerging technologies with growers and owners to improve access and use (e.g., loaner equipment).
- Promote engaged conversations that are focused on creating mutually beneficial outcomes and create access for all to be heard (e.g., hybrid meetings when applicable).

## **GOAL 5. STRIVE TO ACHIEVE EXCELLENCE IN CUSTOMER SERVICE**

As vested community members, our focus will continue to demonstrate our values and shared interests on behalf of the interconnected PV Water community by delivering unwavering and equitable customer service.

- As PV Water representatives, provide the best service possible at every opportunity whether in the office, on the phone, or in the field.
- Enhance website to improve accessibility to create more real-time customer knowledge of water usage for decision-making (Metering Program).
- Continue to provide excellent customer service by fostering unwavering service, education, and value for reliable water.
  - Provide transparent communication through consistent and accessible information.
  - Represent PV Water by embodying our core values as stewards of the community.
  - Create timely communication on agency actions that may affect customers (e.g., supply, pricing, meter replacements).
- Consider implementation of automated irrigation demand request system to improve customer experience.
- Partner with neighboring cities and counties to help protect groundwater resources for safe drinking water.
- Continue to communicate with CDS customers proactively when demand exceeds supply.

## GOAL 6. NURTURE A THRIVING ORGANIZATION AND GOVERNANCE

Cultivate an organization that ensures economic, social, and environmental responsibility and prioritizes well-being of Staff and Directors with fruitful partnerships to achieve PV Water's Mission and Vision.

- Focus on transparent and consistent communication to encourage team cohesiveness and open information flow as a best management practice to ensure successful operations and public messaging.
- Create Staffing Plan to ensure adequate workload balancing and appropriate staff assignments to ensure that short- and long-term priorities are being achieved while maintaining staff wellbeing (e.g., consider hiring Deputy GM).
- Create and implement a development and training program for Staff and Board members to educate, train, and support professional development and staff career advancement.
- Launch succession planning for all internal (Staff) and external (Board) positions to focus on transition of institutional knowledge and adequate professional development.
- Develop recruitment and retention plan to anticipate planned vacancies and identify successors that demonstrate PV Water core values.
- Practice diversity, equity, and inclusion at every level of the organization and employ PV Water's core values, Mission, and Vision as the common ground we share.
- Continue to provide competitive compensation and benefits package to staff in order to attract and retain high caliber employees.
- Develop a Disaster Plan as part of a Vulnerability Assessment to ensure PV Water operational feasibility.
- Enhance work environment to foster open and clear communications that promote teamwork.
- Encourage staff and Board to stay focused on our Strategic Plan/Basin Management Plan/GSU22 goals and not allow our attention to be diverted.
- Inspire collegiality through staff surveys and check-ins to be an environment of continuous improvement.
- Continue to assess office infrastructure platforms as technology evolves (e.g., cloud-based software).
- Publish and implement the Financial Strategy Program to ensure efficient use of funds, capitalization of our investments, and value to our rate payers through favorable cost-benefits:
  - Continue to forecast financial obligations and measure against current funding to ensure capital improvement implementation.
  - Continue to research and apply for low-cost loans and grants (State Revolving Funds, WIFIA) to support our SP24+ goals (e.g., groundwater recharge).
  - Continue to emphasize transparency and accountability through annual audits.