

Strategic Plan 2019-2024

ABOUT SCOTTSDALE WATER

Scottsdale Water – the city’s municipal water utility – has been providing drinking water and advanced water reclamation services to Scottsdale businesses and residents for over 40 years. An industry leader, the utility has been recognized with the Association of Metropolitan Water Agencies’ Sustainable Water Utility Management Award – the highest industry recognition conferred to municipal water agencies – and as a Utility of the Future Today by the U.S. Environmental Protection Agency and its partners.

VISION

Water Sustainability through Stewardship, Innovation and People

MISSION

Provide simply better sustainable water services for a world class community.

EFFECTIVE UTILITY MANAGEMENT

Scottsdale Water was among the first municipal water agencies to adopt Effective Utility Management as a framework for continual improvement and strategic planning.

Focusing on the ten Attributes of Effectively Managed Utilities and the five Keys to Management Success helps Scottsdale Water improve our products and services, increase community support, enhance the stewardship of our water resources and infrastructure, improve operating efficiencies, respond to current and future challenges and ensure a viable utility long into the future.

SUCCESSFUL MANAGEMENT PRACTICES

- Leadership
- Continual Improvement Management
- Measurement
- Strategic Business Planning
- Knowledge Management

VALUES

PLAN AND INNOVATE FOR THE FUTURE

We continuously explore new possibilities and develop unique solutions to common challenges. We take appropriate risks and strive to be innovative in planning for our changing environment and preparing for the future. We consider how our work will be sustained by future generations.

LISTEN, COMMUNICATE, TAKE ACTION

At all levels of the organization, we listen to what our customers, our citizens, and our fellow employees have to say. We communicate to ensure we understand what is being said. We take appropriate action to address or resolve issues or concerns.

RESPECT THE INDIVIDUAL

We believe in the integrity of others and in creating an environment of mutual respect. We value one another, regardless of who we are, what we do, where we work, where we live, where we are from, our ethnicity, age, or gender, because we bring unique perspectives to our jobs and personal lives.

COLLABORATE AS A TEAM

We effectively collaborate in formal or informal teams, within and across departments, and with citizens, to accomplish organizational goals and to identify and resolve problems.

LEARN AND GROW CONTINUOUSLY

We encourage the learning and applications of new skills and information for improved performance, business results and career growth.

FOCUS ON QUALITY CUSTOMER SERVICE

We provide quality service and strive to exceed the expectations of our customers.

ACCOUNTABLE AND ACT WITH INTEGRITY

We are accountable for our actions and decisions. We have uncompromising integrity. We are responsible for the stewardship of public funds and organizational resources.

SHOW CARING AND COMPASSION FOR OTHERS

We show and share compassion for others (citizens, customers and other employees) in times of need. We believe in helping.



STANDARDS

PRODUCT QUALITY

- Meet or exceed all water quality standards.
- Monitor and prepare for all future regulatory requirements.

CUSTOMER SATISFACTION

- Ensure timely and accurate billing.
- Respond to after hour emergency calls within two hours or less.

EMPLOYEE AND LEADERSHIP DEVELOPMENT

- Retain and hire best in class workforce.
- Maintain a minimum of 20 hours of training and professional development hours per employee annually.

INFRASTRUCTURE STRATEGY AND PERFORMANCE

- Implement Integrated Water Master Plans every five years.
- Maintain an asset management system that guides the creation of the CIP budget and maximizes the value of capital assets.

FINANCIAL VIABILITY

- Maintain a balanced budget by proactively managing operating expenses.
- Assist city in maintaining AAA Bond ratings.

*Scottsdale Water standards are based on the **ten attributes** of Effective Utility Management.*



Ultrafiltration trains at the Advanced Water Treatment Plant

ENTERPRISE RESILIENCY

- Maintain an active emergency management program that includes annual EOC exercises.
- Reduce our carbon footprint and increase our power source redundancy through increased use of alternative energy sources.

WATER RESOURCES SUSTAINABILITY

- Maintain safe yield.
- Maintain a proactive conservation program.

OPERATIONAL OPTIMIZATION

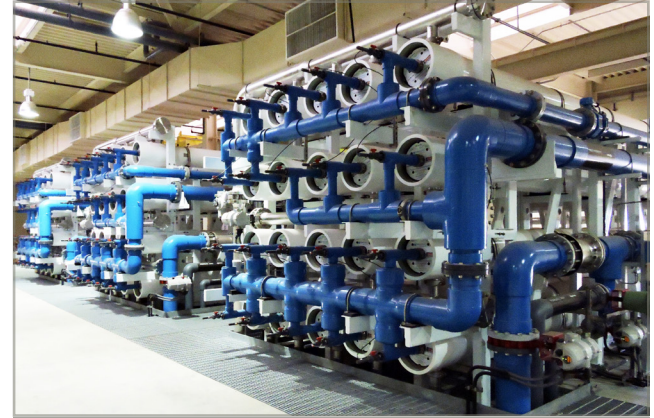
- Minimize cyber security risk for SCADA and technology systems through active security measures and programs.
- Maintain non-revenue water below 7 percent.

STAKEHOLDER UNDERSTANDING AND SUPPORT

- Conduct at least one Citizen Academy annually.
- Maintain an active presence in local, regional and national water advocacy organizations.

COMMUNITY SUSTAINABILITY

- Maintain rates that are affordable and emphasize conservation.
- Emphasize support for Scottsdale Cares and SECC.



16-inch reverse osmosis trains at the Advanced Water Treatment Plant



Scottsdale Water Trailer provides free, cold tap water at city events and festivals.

STRATEGIC INITIATIVES

1 ESTABLISH FIBER OPTIC COMMUNICATIONS NETWORK TO ALL MAJOR OPERATING SITES BY 2023

Establishing a fiber optic data communication network to all major operating sites will exponentially increase data transmission rates and capacity among interrelated facilities, our major sites and the various SCADA and Public Safety control centers. Subsequently, this will substantially improve interfacility operations, enhance utility response activity, enable increased facility data collection and strengthen facility safety and security.

2 CONVERT ALL WATER METERS TO AUTOMATED METER READING TECHNOLOGY BY 2022

Scottsdale has over 90,000 water meters that will be fitted with Automated Meter Reader technology. All of the city's manually read services will be converted by 2022 by adding Electronic Reading Technology to young meters or installing new meters with internal Electronic Reading Technology.



Scottsdale Water Campus

3

DOUBLE POTABLE WATER RECHARGE CAPACITIES WITHIN THE CITY BY 2024

Doubling of the potable water recharge capacity within the service area will allow Scottsdale Water to reduce the amount of recharge done outside of the area of impact for groundwater, thereby increasing the available groundwater supply in the area it is being withdrawn. Increased recharge in Scottsdale improves Scottsdale Water's ability to meet customer demands during severe drought scenarios or potential CAP water delivery outages.


4

IMPLEMENT REAL-TIME CUSTOMER INTERFACE BY 2023

Scottsdale water customers will have the capability to track their water usage by logging into a web-based customer interface. The web interface will give the customer the water analytics to determine appropriate water usage to aid in water conservation and cost reduction.






CITY OF
SCOTTSDALE

Scottsdale Xeriscape Garden at Chaparral Park