

CAWCD BOARD OF DIRECTORS

2022

# Strategic Plan





# Board of Directors\*

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ATKINS  
PRESIDENT  
MARICOPA COUNTY



**TERRY**  
GODDARD  
VICE PRESIDENT  
MARICOPA COUNTY



**SHARON B.**  
MEGDAL  
SECRETARY  
PIMA COUNTY



**ALEXANDRA**  
ARBOLEDA  
MARICOPA COUNTY



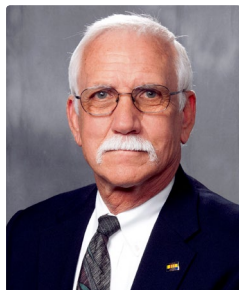
**JENNIFER**  
BROWN  
MARICOPA COUNTY



**KAREN**  
CESARE  
PIMA COUNTY



**BENJAMIN W.**  
GRAFF  
MARICOPA COUNTY



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HARTDEGEN  
PINAL COUNTY



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HOLWAY  
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**PAT**  
JACOBS  
PIMA COUNTY



**MARK**  
LEWIS  
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PINGER-TORNQUIST  
MARICOPA COUNTY



**MARK**  
TAYLOR  
PIMA COUNTY

\* The 2019–2020 Board of Directors developed and adopted the 2022 Strategic Plan.

## Message from the **President**

On behalf of the Board of Directors of the Central Arizona Water Conservation District (CAWCD), it is a pleasure to present the 2022 CAWCD Board Strategic Plan (2022 Plan), adopted unanimously by the Board on December 3, 2020.

For more than two decades, the Board has emphasized the importance of strategic planning. The first Strategic Plan was published in May 1996, identifying key strategies and specific programs to accomplish objectives. The Board updated or created new plans in 2006, 2010, and 2016.

The Board began the process to develop a new plan in late 2019. An external consultant, Julia Novak of Raftelis/The Novak Consulting Group (TNCG), was engaged to facilitate the process. Each Board Member met individually with Julia to share their insights, followed by three Board retreats held in 2020 to discuss governance, develop the Key Result Areas, and identify strategic objectives. That culmination is the final strategic plan framework included in this booklet.

As part of the process, CAWCD conducted two rounds of Stakeholder Forums. In March 2020, three forums were held in locations throughout the CAWCD service area to solicit input on CAWCD, the existing strategic plan, and the future of the organization. In July 2020, two additional forums were held to gather input on the draft framework of the 2022 Plan. The feedback received provided valuable insight to the Board and is reflected in the final 2022 Plan.

The global pandemic that occurred throughout much of 2020 dramatically changed the way the process transpired. While the first Board retreat and Stakeholder Forums were held in person, the rest of the process was conducted virtually, challenging the Board to collaborate in new ways. The success of this strategic planning process, despite new rules of engagement, is a testament to the tireless work of the Board, CAWCD staff, and our many stakeholders.

We are truly grateful for the time, effort, and commitment of everyone who participated in the development of the 2022 Plan.



**Lisa A. Atkins**

President of the Board

# Management Council

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**THEODORE  
COOKE**  
GENERAL MANAGER



**ROBERT  
MOODY**  
ASSISTANT GENERAL MANAGER,  
OPERATIONS & MAINTENANCE



**BRIAN  
BUZARD**  
DIRECTOR, CENTRAL  
MAINTENANCE & RELIABILITY



**PATRICK  
DENT**  
DIRECTOR, WATER POLICY



**DARRIN  
FRANCOM**  
DIRECTOR, OPERATIONS &  
ENGINEERING



**LAURA  
GRIGNANO**  
MANAGER, CAGRD



**CHRIS  
HALL**  
DIRECTOR, FINANCE &  
ADMINISTRATION



**PHILIP  
RETTINGER**  
DIRECTOR, FIELD MAINTENANCE



**BRIDGET  
SCHWARTZ-MANOCK**  
DIRECTOR, PUBLIC AFFAIRS



**BONNIE  
STONE**  
DIRECTOR, EMPLOYEE SERVICES

## Message from the **General Manager**

The 2022 CAWCD Board of Directors Strategic Plan provides high-level strategic guidance to the organization and defines our Mission, Vision and Values. It also defines eight Key Result Areas (KRAs) and identifies Strategic Issues for each area. This hierarchy of issues serves as the context for many other planning activities at CAP, including the biennial budget, the “Big 5” organization-wide objectives, Board reports and employee performance goals. As part of CAP’s two-year budget process, staff will link the Board Strategic Plan to the biennial Business Plans to ensure that organizational goals and efforts are consistent with the strategic direction provided by the Board.

All employees were invited to participate in a survey about the Mission and Values of CAP as the process began. The CAP Management Council, informed by the results of the survey, developed updated Mission and Values statements for the organization for consideration by the Board. The Management Council also participated in the Board Strategic Planning Retreats, and Julia Novak conducted interviews with each department at CAP to understand how each contributes to the KRAs. That work is reflected in the final draft of the plan.

As we look toward implementation of the 2022 Plan, staff will ensure that the work of the organization continues to reflect the guidance of the Board. CAP staff will develop specific action plans to implement the 2022 Plan, beginning with the 2022–2023 Business Plan and continuing on the biennial budget cycle through the end of 2027.

I echo President Atkins’ appreciation to the Board Members, staff and stakeholders for the tremendous amount of work done to bring the new plan to fruition.



**Theodore C. Cooke, D.B.A.**  
General Manager





# Introduction

Central Arizona Project initiated a strategic planning process in late 2019 to update its vision and develop a framework for guiding the organization into the future. The strategic framework presented in this document will help guide organizational goals, develop budgets, and provide a structure for regular progress updates to ensure that long-term Key Result Areas are addressed, and strategic objectives are achieved.



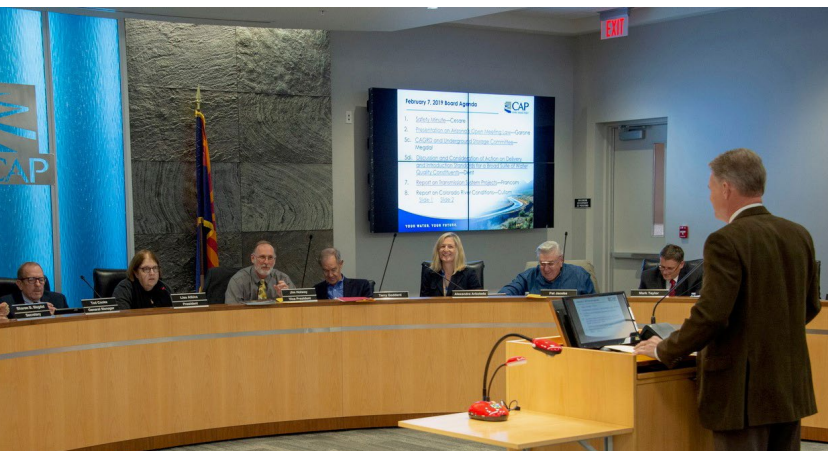




# Central Arizona Project



Central Arizona Project is the state's largest renewable water provider, delivering up to 1.6 million acre-feet of surface water from the Colorado River each year. As a wholesale raw water provider, CAP delivers water to more than 50 cities and private water companies that collectively serve about 5 million people (80% of the state's population). CAP also provides water for 350,000 acres of irrigated agriculture and 11 Native American tribes. All deliveries are within three Arizona counties that cover nearly 24,000 square-miles and include the metropolitan areas of Phoenix and Tucson, where average annual rainfall is less than 8 inches.



The system's physical infrastructure includes a 336-mile aqueduct from Lake Havasu on the Colorado River to south of Tucson, 15 pumping plants that lift water a total of nearly 3,000 feet, 8 inverted siphons, 3 tunnels, and a regulatory storage dam and reservoir. CAP has also constructed and operates numerous recharge projects throughout its service area where CAP water is stored underground for future use.





CAP was authorized by the Colorado River Basin Project Act of 1968 and was constructed by the U.S. Bureau of Reclamation at a cost of more than \$4 billion. The system is operated and maintained by the Central Arizona Water Conservation District (CAWCD), a multi-county special purpose district created by Arizona law. CAWCD is also responsible for repaying the federal government for Arizona's share of CAP construction costs – about \$1.65 billion plus interest.

CAWCD is governed by an unpaid, 15-member Board of Directors elected for staggered 6-year terms by voters in each of its three member counties. The number of directors from each county is based on population: there are 10 members elected from Maricopa County, 4 from Pima County, and 1 from Pinal County. CAWCD oversees both the Central Arizona Project and the Central Arizona Groundwater Replenishment District. The Board meets monthly to establish policies, set water and tax rates,

approve budgets, manage the CAP water supply, enter into agreements and contracts, and address a variety of other critical issues affecting CAP, its water users, and employees. It also develops the strategic plan, which is implemented by the CAP staff.

Arizona is one of seven states in the Colorado River Basin. The Basin states are divided into the Upper Basin (Colorado, New Mexico, Utah and Wyoming) and the Lower Basin (Arizona, California, Nevada). Mexico also receives Colorado River water per the 1944 U.S.-Mexico Water Treaty. CAP works in partnership with other water agencies within the Basin to collaboratively manage and ensure a continued reliable Colorado River water supply in the face of a hotter, drier future across the entire Colorado River.

CAP's nearly 500 full-time employees are supervised by the General Manager. CAP's 2021 budget, including capital expenditures, is \$321.2 million.



# Process

For more than two decades, the CAWCD Board of Directors has emphasized the importance of strategic planning. The first Strategic Plan was published in May 1996, identifying key strategies and specific programs to accomplish objectives. The Board updated or created new plans in 2006, 2010 and 2016.

To develop a new plan for 2022, a process was initiated in November 2019 designed to ensure:

- A shared vision of CAP's ultimate goals. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those that are not.
- Acceptance of the direction and urgency of the strategic and business plans, which will be integrated into the way CAP is operated on a day-to-day basis.

To achieve these conditions for success, CAP's strategic planning process involved input from a broad group of internal and external stakeholders, including Board members, CAP's Management Council, employees, and external stakeholders through a combination of interviews, retreats, an online employee survey, and stakeholder forums that included representatives from tribal, municipal and industrial, and agricultural interests.

## .....October 2019

President Lisa Atkins announced the plans to create a new 2022 Board Strategic Plan. Raftelis/TNCG was engaged to facilitate the process.

## .....November 2019

The process kicked off with individual interviews with each Board Member and a session with the Management Council to discuss expectations and understand perspectives about CAP and the future of the organization as it relates to the strategic planning process.

## .....December 2019 – January 2020

An online survey of all CAP employees was conducted to gain input on the organization's Mission and Values, with 292 employees completing the survey. Two employee focus groups were conducted to gain additional perspectives.







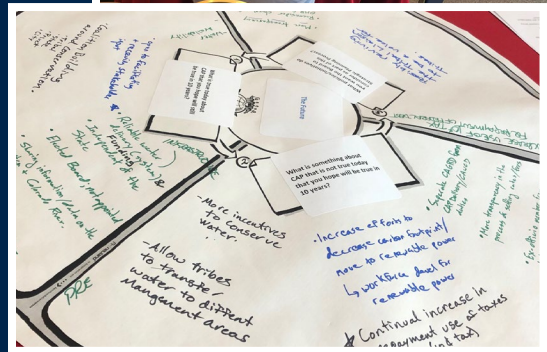
## February 2020

The Board met for the first Strategic Planning Retreat, which focused on governance. The discussion allowed the Board to address open questions on roles, responsibilities and relationships of the Board and staff that were brought up during the Customer Service Task Force in 2018.

## March 2020

Management Council met in a facilitated session to develop draft Mission and Values statements, informed by the employee input collected in December and January.

Three external Stakeholder Forums were held in locations throughout the CAP service area (Phoenix, Tempe, and Tucson) to solicit input on CAP, the existing strategic plan, and the future of the organization.



## May 2020

Raftelis/TNCG met with each department at CAP to solicit input on the Key Result Areas from the previous plan and discuss ideas regarding strategic priorities for 2022-2027. Board Members participated in a survey on important priorities within the KRAs.

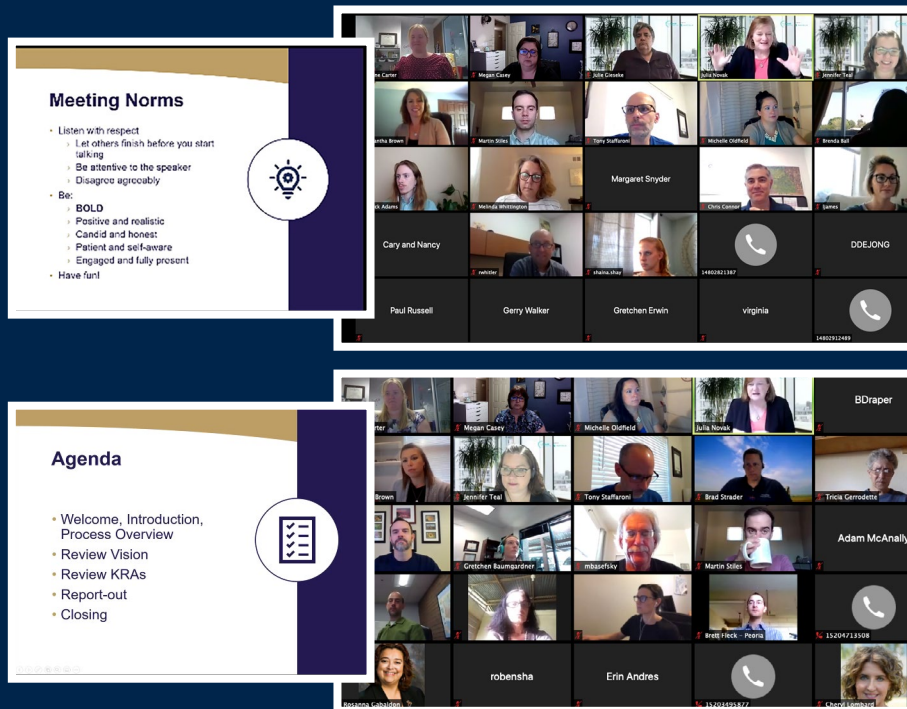
## June 2020

The Board met for the second Strategic Planning Retreat to develop a Vision Statement, review stakeholder feedback, and agree on KRAs and Strategic Issues for the new Plan, forming a draft framework.



## July 2020 – August 2020

Two external Stakeholder Forums were held virtually to solicit input on the draft framework of the Plan. Board members had the opportunity to have an additional individual interview with Raftelis/TNCG regarding the draft framework.



## September 2020 – October 2020

The Board met in September for the final Strategic Planning Retreat to refine the Vision Statement, discuss and refine the Mission and Values Statements proposed by Management Council, review stakeholder feedback on the draft framework, and refine the KRA definitions and Strategic Issues.

The final framework document was posted online in early October to allow ample time for public review.

## November – December 2020

The final Plan framework was presented to the Board at the regular November meeting to allow public comment. On December 3, 2020, the CAWCD Board of Directors unanimously adopted the 2022 Board Strategic Plan.



## Implementation

CAP Staff will develop action plans to implement the Plan beginning with the 2022-23 Business Plan and continuing on the biennial budget cycle through the end of 2027. Reports will be provided regularly to the Board.

# Strategic Direction

## Overview

This Strategic Plan serves as a blueprint for future decision making. Furthermore, this plan provides a structure by which annual reviews can be accomplished to ensure that key results areas and strategic issues retain their relevance over time. By laying out a course of action, this Plan represents a disciplined process for making the fundamental decisions that will shape CAP's future.

The Strategic Plan contains the organization's Vision, Mission, Values, Key Result Areas, and Strategic Issues. It addresses CAP's current challenges and helps to ensure continued success in operations and the management of resources and assets.

## Vision

Ultimately, implementation of this plan will enable CAP to achieve its desired future state as articulated in its Vision, which is:

*CAP serves as a collaborative partner and innovative leader in sustainable management and reliable delivery of water for Central Arizona*

## Mission

The Mission describes the organization's purpose and role within the service area. After carefully considering these factors, the Board stated:

*CAP's dedicated team reliably manages and delivers Colorado River water to Maricopa, Pinal, and Pima Counties*

## Values

The Board considered CAP's most deeply held beliefs, which it would like every member of the organization to embrace. Those organizational values were then organized in the following Value Statements:

- **Teamwork:** Working together to reach consensus and achieve common goals
- **Safety:** Keeping coworkers and the workplace safe
- **Integrity:** Doing the right thing with consistency and dedication
- **Service:** Caring for the needs of stakeholders, coworkers, and our community
- **Professionalism:** Delivering superior results



# Strategic Planning Framework

## > Vision

CAP serves as a collaborative partner and innovative leader in sustainable management and reliable delivery of water for Central Arizona

## > Mission

CAP's dedicated team reliably manages and delivers Colorado River water to Maricopa, Pinal, and Pima Counties

## > Values

- **Teamwork:** Working together to reach consensus and achieve common goals
- **Safety:** Keeping coworkers and the workplace safe
- **Integrity:** Doing the right thing with consistency and dedication
- **Service:** Caring for the needs of stakeholders, coworkers, and our community
- **Professionalism:** Delivering superior results

## > Key Result Areas



### KRA: Water Supply

Providing a reliable CAP water supply for the short- and long-term

#### Strategic Issues:

- Address impacts from Colorado River drought and overallocation
- Actively participate in plans and support relationships to maintain a healthy Colorado River system
- Facilitate deliveries of non-Project water through the CAP system, pursuant to the System Use Agreement
- Collaborate in the development of new water supplies and other water augmentation efforts
- Work collaboratively in the recovery of water stored by the Arizona Water Banking Authority



### KRA: Project Reliability

Providing reliable and cost-effective operations, maintenance, and replacement of CAP infrastructure and technology assets

#### Strategic Issues:

- Implement and improve CAP's strategic asset management program to ensure long-term infrastructure viability
- Maintain and improve the security and reliability of information technology systems
- Advance focused plans to support business continuity



### KRA: Power

Building a reliable, diversified, and sustainable energy portfolio

#### Strategic Issues:

- Address dynamic energy markets as they affect CAP power acquisitions
- Actively engage in the transmission market to ensure access to diversified, low-cost energy resources
- Take advantage of developments in energy efficiency and renewable resources, including storage
- Minimize CAP's carbon footprint, consistent with CAP's mission



### KRA: Finance

Maintaining long-term financial strength to achieve CAP's goals and being prepared to address opportunities or challenges

#### Strategic Issues:

- Generate sufficient revenue to repay the Federal Government
- Manage capital and operations and maintenance budgets, debt, revenues, tax rates, water rates, and reserves effectively and transparently
- Solicit and incorporate input from constituents, customers, and stakeholders on rate setting, capital charges, and taxes
- Develop risk management and procurement practices to minimize financial exposure and maximize value



## **KRA: Public Trust, Partnerships, and Leadership**

Earning and preserving public trust, building and maintaining partnerships, and providing informed water management leadership

### **Strategic Issues:**

- Recognize the role of the elected CAP Board in balancing the competing needs among customers, taxpayers, and stakeholders
- Increase awareness of CAP and engage the general public on CAP's role in the management of Arizona's water
- Seek feedback and identify opportunities to collaborate and improve customer service
- Continue active Board and staff engagement with constituents, stakeholders, and other water entities



## **KRA: Groundwater Replenishment**

Fulfilling CAP's groundwater replenishment responsibilities in accordance with statutory requirements

### **Strategic Issues:**

- Responsibly meet CAP's statutory replenishment obligation
- Participate actively in dialogues regarding the resilience and long-term role of the Central Arizona Groundwater Replenishment District (CAGRD)
- Consider the hydrologic relationship between member pumping and CAGRD replenishment
- Ensure continued effective management, reasonable pricing, and financial viability of CAGRD
- Enhance public outreach and education regarding the importance of water conservation and groundwater replenishment



## **KRA: Stewardship and Sustainability**

Serving as proactive leaders in sustainability and responsible, collaborative stewards of CAP's Colorado River supply

### **Strategic Issues:**

- Implement plans for climate change adaptation and mitigation and develop plans to address climate-related impacts
- Explore opportunities to support sound water management within CAP's jurisdiction and through partnerships
- Support the Multi-Species Conservation Plan (MSCP) and explore future opportunities related to species and habitat conservation
- Evaluate and consider the relevant environmental impacts of moving non-Project water



## **KRA: Workforce**

Being a premier employer that attracts and retains an exceptional and diverse workforce

### **Strategic Issues:**

- Develop recruitment strategies to best support CAP's hiring needs
- Implement programs to support building a diverse, inclusive, and representative workforce, emphasizing programs to attract Tribal candidates
- Engage in innovative professional development opportunities to enhance CAP's workforce
- Monitor CAP's workforce climate, employee well-being, and engagement and act upon identified areas needing improvement
- Review and update policies and procedures to protect CAP employees



