Central Basin Municipal Water District
Fiscal Year 2015-2016
Strategic Plan Annual Report
Message from the General Manager and Staff

Welcome to the Annual Report of the Central Basin Municipal Water District Strategic Plan. The Annual Report will serve as an opportunity for the District to communicate with our Board of Directors and the public on the progress that has been made in Fiscal Year 2015-2016.

In the past year Central Basin has made significant strides towards meeting the goals identified in the Strategic Plan (the Plan). This progress could not have occurred without the support and leadership from our Board of Directors who played a key role in bringing forth ideas and taking actions centered on improving the District. Central Basin also recognizes the collegial working relationships with purveyors, the Water Replenishment District, the Metropolitan Water District of Southern California, the Los Angeles County Sanitation District, and the Los Angeles County Flood Control District. These efforts have been key towards enhancing our ability to meet the water supply needs of the over 1.6 million residents in the Central Basin service area, strengthening the Central Basin’s financial stability and transparency, effective management of the District’s human and capital resources, and proactive engagement with our stakeholders.

Challenges Faced

We would be remiss to not provide a complete picture of Central Basin, therefore we would like to briefly discuss the challenges that the District faced in Fiscal Year 2015-2016. In the past fiscal year, Central Basin spent significant time and effort to address an audit by the California State Auditor, which came as a result of concern from local leaders about the District. The first part of the fiscal year was spent working collaboratively with the staff from the State Auditor’s office to identify any potential issues. The second part of the fiscal year was spent on addressing recommendations from the audit report. To date, Central Basin has addressed over 82% of the audit recommendations.

Another challenge that arose out of the audit on Central Basin was the introduction of two pieces of legislation that would modify the governance structure of the District’s Board of Directors. Since December 2015, the issue of legislation has garnered significant time and attention from Central Basin as we have worked with our purveyors and the California Legislature to identify a solution that ensures that progressive reforms stay in place while at the same time being mindful of the fiscal impacts that would occur from modifying the District’s governance structure.

In addition to the challenges described above, the District also contended with the impacts of the drought and the Governor’s water use reduction mandate. This negatively impacted the District’s imported water sales by way of a reduced water use allocation from the Metropolitan Water District. Additionally, because of lack of knowledge from the public on the use of recycled water, the District
experienced a decrease in recycled water sales in the last fiscal year. Due to increased storage supplies in Northern California the water use allocation has been lifted and the District will be in the position to provide increased supplies of imported water to our region. Additionally, the District is proactively educating our communities to advocate for the increased use of recycled water.

Conclusion

We remain committed to providing the highest levels of service to our customers and the 1.6 million residents in our service area. The challenges faced and progress undertaken in the past fiscal year have resulted in a stronger, more effective Central Basin. This growth will be key towards future success in securing our region’s water reliability. We look forward to 2016-17 as an opportunity to continue the progress at Central Basin through adherence to the mission, values and goals of the District and through steadfast implementation of the Plan.

Regards,

General Manager and Staff

Sincerely,

Central Basin Municipal Water District General Manager and Staff

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Introduction

Since 1952, Central Basin Municipal Water District (Central Basin) has been providing an additional source of water for the southeast Los Angeles region. To guide our activities and goals, Central Basin developed the Three-Year Strategic Plan (Plan). The Strategic Plan was developed in a collaborative effort with our Board, our purveyors, our fellow wholesale agencies, and our staff to address the challenges that we face in protecting our regional water supply reliability. In addition, the Strategic Plan was developed to address issues that Central Basin had been facing with a focus on rebuilding trust with the communities that we serve. Provided within this Annual Report is an overview of Central Basin’s vision, mission, values and goals that are a part of the Strategic Plan.

Vision Statement

Central Basin Municipal Water District is an innovative, responsive, and effective steward of the water service and management responsibility entrusted to it.

Mission Statement

The Mission of the Central Basin Municipal Water District is to deliver reliable and high-quality water and recycled water services to its customers and communities through effective and collegial partnerships with its retailers and other wholesalers.
Goals

Goal 1: Water Reliability

Central Basin will partner with retailers and wholesalers to provide a level of regional water reliability that ensures customers’ water needs are met.

Goal 2: Financial Integrity

Central Basin will manage its financial resources in a responsible, effective, and transparent fashion.

Goal 3: Stewardship

Central Basin will act as responsible stewards of human and capital resource assets.

Goal 4: Communications

Central Basin will proactively engage, inform, and respond to its customers, purveyors, community leaders, and employees.
Water Reliability

Central Basin will partner with retailers and wholesalers to provide a regional water reliability that ensures customers’ water needs are met.

Central Basin’s primary goal is to ensure the appropriate level of regional water reliability for the needs of present and future generations in our service area. Water reliability is encompassed by the three types of water Central Basin provides for the region: potable, recycled, and replenishment water. This year, water reliability was defined by

- Statewide drought conditions;
- Increased representation on behalf of the region;
- Publications of water usage information; and
- Recycled water development efforts.

Statewide drought conditions

During the first year of the Strategic Plan, Central Basin focused on continuing efforts and regional planning to ensure the regions’ water demands and supplies remain in balance in light of statewide water reduction mandates. Due to limited sources of imported water, a regional water shortage was declared which prompted Central Basin to implement its Water Supply Allocation Plan (WSAP). The WSAP assisted customers in calculating and implementing their supply allocations when a water shortage is declared, in an effort to avoid higher penalty rates for water used in excess of allocated amounts. Additionally, conservation messaging, online conservation assessment tools, and conservation training for cities and retail agencies also became the focal point of water reliability as work was done to meet the Governor’s mandatory reduction of 25 percent. As a result of these efforts, the Central Basin region as a whole exceeded conservation targets for the region. Central Basin recognizes that the region’s success in conserving water was done thanks to its purveyors, the cities and retail agencies that continue to implement water conservation initiatives. In the...
year ahead, Central Basin will continue to engage its purveyors.

Increased Representation of Region

This year, Central Basin focused on increasing the breadth of communication and participation of its customers in the region’s interests through monthly Purveyor Workshops. Additionally, Central Basin increased its representation at Metropolitan Water District of Southern California (MWD) to analyze regional policy developments for potential impact to the Central Basin service area.

Publication of Water Usage Information

Understanding how much water the region uses is vital to evaluate the region’s current and future water needs. As part of this emphasis, Central Basin published the 2015 Annual Water Use Report which summarizes the total amount of water, by type, for each water agency in the service area. Central Basin also published the 2015 Urban Water Management Report which includes current and projected water supplies, demonstrates water reliability for future use and provides a comprehensive overview of Central Basin’s programs.

Recycled Water Development Efforts

Central Basin also prioritized its efforts towards increasing recycled water sales. To this extent, Central Basin completed the Recycled Water Master Plan and began implementation of its water recycled water development strategy in May 2016 by identifying a systematic process for recycled water connections, and identifying service connections in close proximity of the recycled water system. Proposition 1 and Proposition 84 funding was secured for planning and design of the following projects: Montebello Recycled Water Pipeline, Recycled Water Storage Planning, and Gateway Cities Recycled Water Expansion Planning and Design.

Central Basin faced two main challenges with respect to its strategies in water reliability. One of these challenges was the need to bolster technical resources in Engineering & Operations. Priority was given to increase the level
of skills and resources to implement a robust strategy to increase usage and build new connections. However, a delay in approval and adoption of adding additional resources caused a delay in implementing the strategy. In the year ahead, continued implementation of the recycled water development strategy will be one of the major focuses.

The second challenge was in light of increased conservation messaging and other factors, recycled water sales saw a decline of 721 AF from 5,406 AF in FY15 to 4,685 AF for FY16. Efforts across departments are currently underway to understand and address the reasons for the decline.

Focus Ahead

- Central Basin will fully implement a recycled water development strategy and focus on increasing recycled water sales
- Central Basin will continue to engage its purveyors using various platforms, such as workshops
- Central Basin will remain focus on expanding water conservation by increasing local partnerships and implementing grant programs
- Central Basin will coordinate water replenishment deliveries with the Water Replenishment District, Los Angeles County Flood Control and Metropolitan Water District of Southern California
- Central Basin will continue to monitor future trends in potable water demands
Financial Integrity
Central Basin will manage its financial resources in a responsible, effective, and transparent fashion.

One of the values that resonates with Central Basin’s second strategic goal, Financial Integrity, is accountability. Fiscal Year 2015-2016 proved Central Basin was to be tested in demonstrating accountability for managing its financial resources in a responsible, effective and transparent manner. Central Basin surpassed the test and embraced the challenge as an opportunity to implement transparent, communicative financial policies while positioning itself to address short-term and long-term financial conditions. This year, Financial Integrity was marked by:

- Increased transparent and improved financial reporting;
- Introduction of long-term financial planning;
- Development of internal grants management processes; and
- Efforts to ensure Central Basin’s financial capital.

Increased Transparent and Improved Financial Reporting

Central Basin continued its efforts to increase transparent and improved financial reporting through increased disclosure in its monthly financial and treasury reports and the development of tools for accurate water sales. As part of these efforts, Central Basin’s Comprehensive Annual Financial Report (CAFR) was published with no findings. It also met the requirements for continued recognition by the Government Finance Officers Association of America (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

Additionally, the Board of Directors adopted a new Procurement Code (Administrative Code Part 5) to ensure industry and legal best practices and to address all recommendations of the State Audit conducted in 2015. The objective of transparent and improved financial reporting was also met with the completion of a comprehensive review and analysis of the FY 2016-2017 Annual Budget that was approved in May 2016.
Long-Term Financial Planning

Of major importance for this year was long-term financial planning and positioning Central Basin to effectively meet financial goals that have long-term impacts. In October 2015, the District awarded a contract to Raftelis Financial Consultants for the development of the Five-Year Financial Forecast. The forecast was completed and presented to the Board of Directors in June 2016 and served as an opportunity for increased education among the Board regarding Central Basin’s financial position and the necessity to adhere to debt coverage requirements. The Five-Year Forecast was premised in part of the inclusion of Central Basin’s first published Five-Year Annual Capital Improvement Plan.

Also in June, Central Basin acted in public session to amend its contract with Raftelis for the development of a water rate study. It is expected that alteration to the District’s rates and charges to consistently achieve debt coverage requirements will be a foundation of the five-year projection of financial activity that will be included in the District’s pending Preliminary Official Statement for refinancing of its Certificates of Participation (COPs) debt issued in 2010. The bond sale of the COPs was rescheduled during the year and is the primary financial objective to achieve in the first half of FY 2016-2017. Central Basin continues an open dialogue regarding the 2010 COPs with its Board and purveyors to ensure the bond sale is completed by October 2016.

Refinancing the 2010 COPs is one of the most important financial pursuits for Central Basin in the new year. An influencing factor is the diminishing of revenue associated with Central Basin’s Local Resource Program in FY 2018. The Program hinges on expiring agreements established with MWD pertaining to recycled water sales. As such, a revenue decrease of approximately $1 million will occur in FY 2018. Currently, Central Basin is working with MWD to modify the expiring agreements and to create new agreements.

Development of Internal Grants Management Processes

Another key focus in addition to long-term financial planning was the development of internal grants management processes to ensure effective grants administration. This year, internal process and systems were
Financial Integrity

established to increase grant funding opportunities at the federal and state levels. ECivis and Townsend Public Affairs were retained to provide professional grant consulting services. Additionally, an increased push to collect reimbursements due to Central Basin for prior years’ grants activity continues.

Central Basin’s focus included implementation of a more robust grants management team and system to secure state, federal and other alternative funding.

Efforts to ensure Central Basin’s Financial Capital

A critical objective for the fulfillment of this strategy is the significant progress made toward refinancing of the District’s 2010 COPs, as discussed above in the Long-Term Financial Planning section. The refinancing is scheduled to execute in October 2016 so as to eliminate the “ballooning” of debt service payments that commence in July 2017.

Early in the Fiscal Year, the District modified its collection procedures to recapture under-billed Readiness-To-Serve (RTS) charges. The RTS functions as a pass-through with the MWD. Central Basin staff identified that collection from its customers did not match that paid to MWD in Fiscal Year 2015. The under collection was remedied in FY 2016.

In April 2015, Central Basin adopted its Reserves Policy. Publication of the FY 2015 CAFR evidenced use of discrete categorization of these designations. Preparation of the FY 2017 Budget offered further application of the Policy to financial planning activities.

In December 2015, the Board adopted Central Basin’s first Debt Management Policy. The Policy provides guidance on the full range of debt management, including evaluating debt issuance options; maintaining appropriate assets for present and future needs; promoting sound financial management through staff reporting requirements; protection of Central Basin’s credit rating; and adherence to the legal use of Central Basin’s financing authority through internal controls.

Central Basin’s primary focus in the year ahead will be continued improvement of its financial stability including the refinancing of its bonds and establishing a new Local Resource Program agreement with MWD.
Focus Ahead

- Central Basin will continue to improve its financial stability by completing a long-range financial plan and water rate study in the fall of 2016.

- Central Basin will further provide financial security by refinancing its bonds.

- Central Basin will establish a new Local Resource Program agreement with MWD.

- Central Basin will focus on acquiring and managing grants for the southeast Los Angeles region.
Stewardship
Central Basin will act as responsible stewards of human and capital resource assets.

Central Basin’s third strategic goal is Stewardship. Central Basin will act as responsible stewards of human and capital resources assets. The ability to meet the water needs of the region rests on its ability to manage as wisely as possible its human, financial, capital and environmental resources. Each of these essential functions must be performed with the highest levels of professionalism and expertise, customer service, internal controls, and efficiency. This year, Stewardship was accomplished in a three-pronged approach through

• Adoption of transparency initiatives, policies and procedures;
• Implementation of a workforce planning strategy in Engineering and Water Resources and increased efforts in training; and
• Utilization of technology and workflow improvements.

Central Basin made significant progress in its strategies towards Stewardship, despite significant challenges pertaining to staff’s time and the risk of not securing Employment Practices and Director’s & Officers insurance.

Adoption of Transparency Initiatives, Policies and Procedures

The major focus the first year of the Strategic Plan was the adoption of transparency initiatives, policies and procedures. Starting in July 2015 and throughout Fiscal Year 2015-2016, the Board approved and adopted revisions to the Administrative Code. The revisions included significant changes to Part 1, General Provisions; Part 2, Administration; Part 3, Human Resources; Part 4, Investment Policy; Part 5, Procurement Code; and Part 7, Records Management. Changes in the Administrative Code were a part of Central Basin’s efforts to address 26 of the 32 recommendations provided by the State Audit.

The implementation of the State Audit recommendations strengthened Central Basin’s transparency initiatives as evidenced by the implementation of the Ethics Policy and Independent Ethics hotline. Central Basin now has a one of the kind, and the first in the nation Ethics Policy and Independent Ethics hotline which offers a fully independent process for reviewing ethical complaints. These actions have improved transparency and accountability with respect to Central Basin’s governance and operations.
Central Basin’s adoption of transparency initiatives was recognized by the Special District Leadership Foundation (SDLF) with the Transparency Certificate of Excellence in recognition of its efforts to promote transparency and good governance. SDLF is an independent, non-profit organization formed to promote good governance and best practices among California’s special districts through certification, accreditation and other recognition programs. Special districts who receive this award must demonstrate their capacity to meet and exceed several requirements from categories such as governance, website and outreach. As part of governance, a special district must conduct ethics training for all board members, properly conduct open and public meetings, and file financial reports with the State Controller. Under the website requirement, a special district is required to provide access to items such as board agendas and minutes, budget reports and financial audits. Last, for the outreach requirement, a special district must demonstrate its effort to engage the public through a special community engagement project or public budget hearing.

### Implementation of a Workforce Planning Strategy in Engineering & Water Resources and Increased Efforts in Training

Another focus this year was the implementation of a workforce planning strategy in Engineering and Water Resources. The successful recruitment and hiring of a Water Resources Specialist and a Principal Water Resources Specialist (a part-time retired annuitant) contributed to achieving the objectives in Water Reliability. In the Engineering function, Central Basin added an Assistant Engineer, Engineering & Operations Intern, and Recycled Water Development Specialist to provide the necessary resources for implementation the Recycled Water Development Strategy and to meet the demands of operations.

Training for the Board of Directors and staff was an important aspect of Central Basin’s progress on the Strategic Plan. Brown Act training and media relations training were provided to the Board and staff in addition to training of new policies and procedures. Cross training of interdepartmental staff also supported the implementation of the Strategic Plan. During the year, staffing needs and shortages were met with cross training of staff from Administration & Board Services, Finance, Human Resources, Engineering and Technology.
In Fiscal Year 2016-2017, Central Basin will continue its professional development efforts with Project Management training for all staff, implementation of Project Management processes and principles as well as training and orientation of potential new Board members.

**Utilization of Technology and Workflow Improvements**

The utilization of technology and workflow improvements was the third major focus in Stewardship. Last year, Central Basin implemented a Data Flow Systems (DFS) Supervisory Control and Data Acquisition (SCADA) system and this year began moving over its Geographical Information Systems (GIS) to ESRI’s online platform. Focus on continued development of the GIS System is an objective for the year ahead.

Another workforce improvement objective completed was in Central Basin’s electronic records management system. The use of the electronic records management system will streamline continued efforts to complete a full transition to electronic records. The focus in the new year will be to transition all records from the last five years electronically.

Another major focus with respect to technology and workforce improvements will be the development and implementation of Risk Management Program and Emergency Preparedness Programs.

**Challenges to Reaching Stewardship Objectives**

Central Basin’s accomplishments towards its Stewardship goal were also met with significant obstacles. One of them was the demands of staff’s time to complete the State Audit the first half of Fiscal Year 2015-2016 while continuing to meet the daily operations of Central Basin. Countless staff hours were used to meet and address inquiries by the State Audit which covered Board leadership, contracting and expenditure policies, and hiring and compensation procedures. The State Audit was published on December 3, 2015, and within six months, the District addressed 82% of the State Auditors recommendations, ahead of schedule. Central Basin anticipates that all recommendations will be addressed by the end of 2016.
Lastly, the most significant challenge faced by Central Basin in relation to its Stewardship goal was the need to secure Employment Practices (EPL) and Director’s & Officers (D&O) insurance for Fiscal Year 2016-2017. D&O coverage is in place to protect the directors and officers of the District should they personally be named in a lawsuit while serving on behalf of the District. EPL coverage is also secured to provide defense and indemnification from claims and lawsuits stemming from wrongful termination, harassment, and/or discrimination. Central Basin began the process of requesting reentry to Association of California Water Agencies Joint Powers Insurance Authority’s (ACWA/JPIA’s) insurance pools in January 2016. At the May 2016 Board meeting, ACWA/JPIA postponed the decision of Central Basin’s request for reinstatement to December 2016. In lieu of ACWA/JPIA, Central Basin secured a policy that provides both D&O and EPL coverage with limits up to $1M aggregate limit for Fiscal Year 2016-2017 through the private market.

Resolving litigation and building safeguards to minimize liability has better positioned Central Basin to secure D&O and EPL coverage through the private market, ACWA/JPIA or the Special District Risk Management Authority (SDRMA). Four of five cases that were opened in 2015 have now been closed. Central Basin will continue to work steadfast in Fiscal Year 2016-2017 to ensure that all required insurance coverages are secured at the most competitive rates through the implementation of its insurance strategy.
Focus Ahead

- Central Basin will provide Project Management training for all staff and implement a Project Management process and principles.

- Central Basin will develop and implement a Risk Management Program and Emergency Preparedness Program.

- Central Basin will conclude one remaining lawsuit by December 31, 2016.

- Central Basin will complete the implementation of its Electronic Document Management System.

- Central Basin will provide training and orientation to potential new Board Members.
Communications

Central Basin will proactively engage, listen to, inform, and respond to its customers, purveyors, community leaders, stakeholders, and employees.

The fourth goal Central Basin’s Strategic Plan is Communications. Central Basin will proactively engage, inform, and respond to its customers, purveyors, community leaders, and employees. In order to accomplish this goal, Central Basin continues to focus on its partnerships with its purveyors, MWD, elected officials, other water industry leaders, and its employees to advance its mission. Open and ongoing engagement with stakeholders that exemplify Central Basin’s values of integrity, collaboration, customer service, responsiveness, accountability and innovation are the foundation for effective implementation of this Plan. This year the goal of Communications can be summarized by:

- Improved relations with the Central Basin legislative delegation;
- Increased participation in environmental education programs;
- Continued engagement for Central Basin stakeholders; and
- Enhanced strategic communications and media relations.

Improved Relations with the Central Basin Legislative Delegation

A major focus this year has been the potential impact of legislation on Central Basin’s governance. For several months, Central Basin has collaborated with the Legislature and its purveyors to support Central Basin’s water supply management role in the region. Two important pieces of legislation that Central Basin has provided ongoing input are Senate Bill 953 by Senator Ricardo Lara and Assembly Bill 1794 by Assembly Member Cristina Garcia. Both bills would implement changes to the District’s governance structure and were introduced to address a recommendation by the State Auditor to the Legislature. Central Basin has remained committed to working with the Legislature and its purveyors to ensure that the reforms that have been enacted and implemented prior to and during the Audit period continue in force for years to come.

As part of the objective to strengthen relations with the Legislature, Central Basin has communicated consistently with elected officials and legislative staff. During the year, Central Basin conducted a Federal Advocacy trip in February 2016, and met our state legislators in Sacramento on several occasions, and hosted the Water 101 Legislative Forum. Additionally, this year, Central Basin has continued its participation at the MWD.
Communications and Legislation Committee, as part of the Legislative Planning Group, and in Bi-monthly Legislative Coordinators Conference Calls as well as participation at the Association of California Water Agencies (ACWA). A Board workshop on legislative strategy that was rescheduled for next year will be part of the efforts to continue discussion of its legislative priorities with the Board at its Regular Board meetings.

Increased Participation within Education Programs

Central Basin’s environmental education programs serve as a key opportunity to engage with our stakeholders in our service area. Each year, students throughout the Central Basin service area enhance their knowledge of water and the importance of implementing environmentally sound practices around their homes and schools through Think Watershed and Think Earth/Think Water It’s Magic. Think Watershed is a partnership of environmental stakeholders in Southern California interested in creating and implementing a watershed education program for grades 4 -6 utilizing the Los Angeles County Office of Education’s Floating Lab. Think Earth/Think Water It’s Magic, a collaborative program between the District and the Think Earth Environmental Education Foundation, uses an award-winning curriculum and magic shows to teach elementary school students about their environment. In FY2015-2016, Central Basin increased its student participation in Think Watershed by 40 percent, from 1,225 to 2,030 students. For Think Earth/Think Water It’s Magic, student participation went from 6,422 to 8,663, an increase of 26 percent.

Continued Engagement for Central Basin Stakeholders

Ongoing engagement with Central Basin stakeholders is at the core of achieving the Communications objectives set in the Strategic Plan. This year was no exception to Central Basin’s continued commitment to build and foster ongoing collaboration with purveyors, community leaders, elected representatives and leaders in the water industry. To this extent, Central Basin hosted the Central MWD Caucus meetings. A joint partnership between Central Basin and Upper San Gabriel Valley Municipal Water District, the Central MWD Caucus brings together industry leaders and local, state and federal representatives to discuss regional water issues.
For Central Basin, continued engagement has also translated into providing leadership to increase collaboration and partnerships in the region. This year, Central Basin continued to take an active role at regional agency meetings such as the Central Basin Water Association (CBWA) and the Gateway Water Management Authority (GWMA). Additionally, Central Basin increased its collaboration with local elected leaders’ offices to provide drought responses and information for their constituents. Messaging on the drought was also disseminated through monthly conservation working group meetings.

Ongoing engagement was also critical at the community level this year. Central Basin conducted four MWD Inspection Trips and four Central Basin Water Education Tours. A total of 41 community presentations were provided ranging from Speaker’s Bureaus, gardening classes, drought training and forums. Lastly, Central Basin participated in 27 community outreach events and conducted a Business H2O forum for vendors who wish to learn more about business opportunities with Central Basin and MWD.

**Enhanced Strategic Communications and Media Relations**

A key objective of increasing positive awareness of Central Basin was supported by efforts to improve messaging and relations with the media. A considerable challenge for Central Basin in recent years was the prevalence of negative and inaccurate media stories. To resolve this challenge, Central Basin adopted a Strategic Communications Plan to identify effective messages, key audiences and strategies to appropriately reach these key audiences. The Strategic Communications Plan incorporates all aspects of communications that is distributed to external audiences including residents, purveyors, media, elected officials, other water industry agencies and organizations, and other stakeholder organizations in our service area.

Also key towards improved communications was refocused efforts to engage with stakeholders via social media and the Central Basin website. One of the challenges faced in the Communications goals was a need to reschedule the new website from January to later in the year. In June 2016, Central Basin’s redesigned website was launched. The website features a more user-friendly
interface that focuses on transparency, accountability, and innovation. The increase efforts to engage with stakeholders through social media has elicited positive results such as an increase in followers on Twitter and Facebook.

The focus ahead in the new year includes sustained efforts to increase positive awareness of Central Basin through the ongoing implementation of Strategic Communications Plan, further strengthening relations with members of the Central Basin legislative delegation, increasing participation in Central Basin’s environmental education programs and continuing to provide stakeholders with water awareness programs and resources.

Focus Ahead

- Central Basin will maintain sustained efforts to increase positive awareness of the District by:
  - Implementing its Strategic Communications Plan
  - Strengthening relationships with members of the Central Basin delegation
  - Increasing Central Basin education programs
  - Continue providing stakeholders with water awareness programs and resources
Conclusion and Lessons Learned

Fiscal Year 2015-2016 was a year of accomplishments as Central Basin worked to advance each of its four goals in its Strategic Plan: Water Reliability, Financial Integrity, Stewardship, and Communications. A year of progress and challenges turned to opportunities, FY2015-2016 was also a year of learning valuable lessons to continue execution of the Strategic Plan (the Plan). When Central Basin staff was asked the lessons learned throughout the implementation of the Plan, three themes resonated across departments: Accountability at all levels – without it we will fail; continued collaboration between teams, departments, and agencies for the region; and continued refinement of an evolving Plan.

The implementation of the Plan required Central Basin to demonstrate accountability from its Board and staff. Central Basin made progress in advancing the goals of the Plan in large part due to the Board that worked together as one body to set the goals and framework of the Plan. The ability of the Board to come together in a time of uncertainty and significant challenges served to invigorate staff to implement the objectives of the Plan. Staff was held accountable through required quarterly updates and the identification of key performance measures to achieve the Plan. Accountability also took a team approach. Staff across departments did not allow others to fail, instead team members from different departments pitched in to provide the necessary time and effort to meet an objective.

Accountability was at the forefront of the implementation of the Plan just as much as continued communications and collaboration. Effective communications within departments, and across departments will continue to enable Central Basin to be more efficient and responsive to its customers.

Communications also expanded across the region. This year proved to be a year of ongoing communications with our residents, purveyors, the Central Basin legislative delegation, and other vital community stakeholders. Central Basin has now taken a regional approach to meeting the needs of the service area with inter-agency collaborations as evidenced with the development of multi-agency projects.

Accountability and effective communications were the necessary tools to have a clear understanding of Central Basin priorities and will serve as cornerstones for the refinement of an evolving Plan. As Central Basin enters its second year of the Plan, it will be more critical to continue refinement of the objectives under the guidance of the General Manager and pursuant to the goals established by the Board. In that the Plan is a living document and describes the objectives of an agency that is also progressing, the relevancy of objectives will be routinely discussed, with changes to objectives encouraged. As some objectives are completed, new objectives may be added to better address the second year of the Plan’s implementation.

We remain committed to providing the highest levels of service to our customers and the 1.6 million residents in the region through continued service. We know that service will translate to continued financial stability, which will translate to water sustainability and reliability for future generations in the Central Basin service area. FY2016-17 will serve as the second year of continued progress at Central Basin through adherence to the mission, values and goals of the District and through steadfast implementation of the Plan.