



Strategic Plan 2025 – 2030





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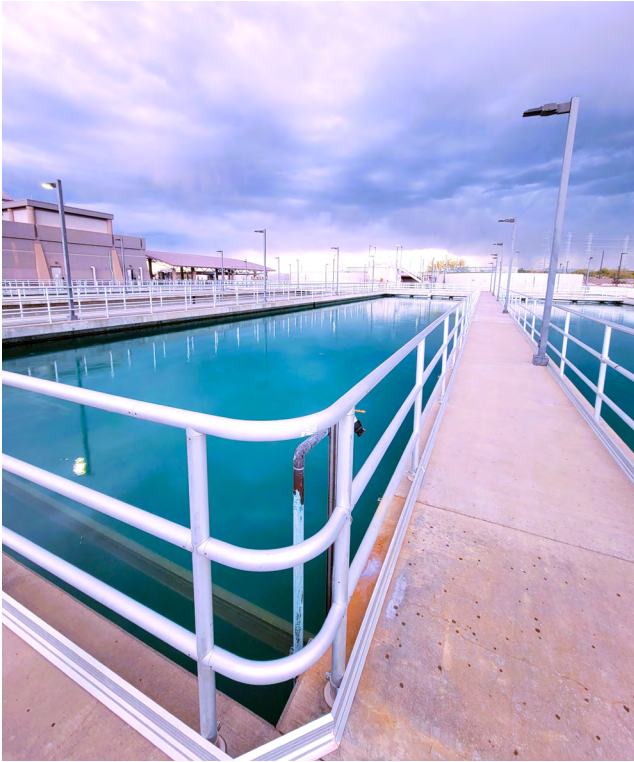


Scottsdale Water has been turning to innovative technology for decades to ensure a sustainable water future for Scottsdale citizens.

As the water landscape rapidly changes and our drought continues, it is paramount for us to implement solutions that effectively address our customers' needs with the highest quality standards.

In today's drought constrained world, Scottsdale Water plans to continue leveraging technology to provide sustainable water resources to our community.

Scottsdale Water Overview



Central Arizona Project (CAP) Plant

Scottsdale Water, the city's municipal water utility, has been providing quality drinking water and advanced reclamation services to Scottsdale businesses and residents for over 50 years. As industry leaders, we were recognized for the prestigious *Sustainable Water Utility Management Award* for utility excellence by the *Association of Municipal Water Agencies*, as well as, twice presented with the *Utility of the Future Today Award* from the EPA.

Scottsdale Water is a state-of-the-art water utility. We have one of the most advanced and largest recycled water facilities in the world and are the first permanent facility in Arizona – and only the third in the nation – permitted as a demonstration facility for Advanced Purified Recycled Water. Our Advanced Water Treatment facility ranks at the top for potable water purification and treats to a water quality standard that exceeds that of bottled water.

The Advanced Water Treatment Facility (AWT) at the award-winning Scottsdale Water Campus has been performing *indirect* potable reuse – recharging ultra-purified water into the drinking water aquifer – for more than 25 years. The facility takes treated recycled water from the city's conventional water reclamation plant and further treats it through ozonation, membrane ultrafiltration, reverse osmosis, and ultraviolet photolysis.

Scottsdale Water has a long history of thinking and acting strategically for the benefit of its customers.



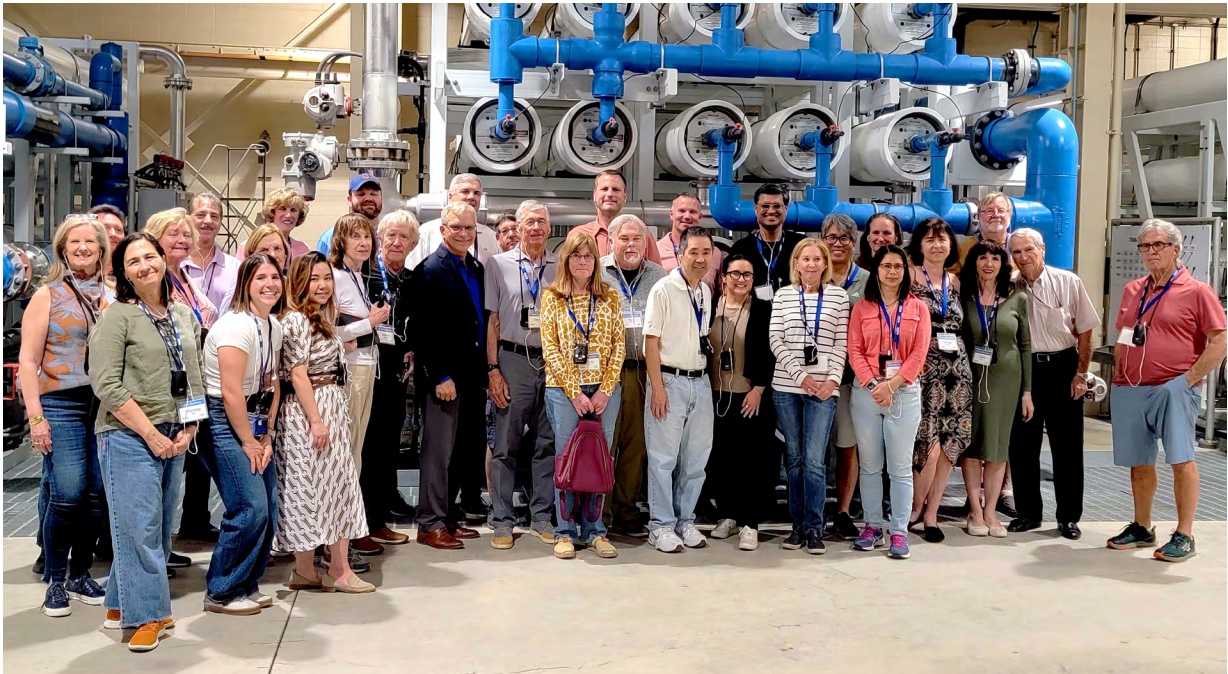
Scottsdale Water trailer

VISION

WATER SUSTAINABILITY THROUGH
**STEWARDSHIP
INNOVATION
AND PEOPLE**

MISSION

**PROVIDE SIMPLY BETTER
SUSTAINABLE WATER SERVICES
FOR A WORLD CLASS COMMUNITY**



2024 Citizen Water Academy

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* gives Scottsdale Water the tools and guidelines to improve our quality 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.

These practices guarantee excellence in management and execution.

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



Golf course in Scottsdale, Arizona

Values



Dedicated Service

We serve everyone professionally, timely and responsively.



Thoughtful Innovation

We explore and develop unique solutions to challenges we face.



Collaborative Teamwork

We listen, communicate, and work together to identify ways to serve others.



Value Diversity

We are a supportive community, and treat everyone with respect, dignity and compassion.



Accountable Integrity

We are committed to doing what is right and acting with transparency.



Continuous Learning

We grow personally and professionally to reach our fullest potential.

World-Class Water Standards

➤ Product Quality

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

➤ Customer Satisfaction

- ▶ Ensure timely and accurate billing statements.
- ▶ Respond to after-hours emergency water calls in less than 90 minutes.

➤ Employee and Leadership Development

- ▶ Attract, hire and retain best in class employees.
- ▶ Require and provide a minimum of 25 hours of annual training and professional development hours for each employee.

➤ Financial Viability

- ▶ Retain a balanced budget by proactively managing operating expenses.
- ▶ Utilize a strategy of annual incremental rate increases to meet long-term revenue requirements to avoid acute rate hikes and ensure predictable rates for our customers.

➤ Enterprise Resiliency

- ▶ Provide an active emergency management program that includes annual operation exercises.
- ▶ Reduce our carbon footprint and increase our power source redundancy through increased utilization of alternative energy sources.



Ultrafiltration Facility at Advanced Water Treatment Plant: Membrane filtration process filters out viruses and bacteria, and pre-treats prior to Reverse Osmosis.

➤ Infrastructure Strategy and Performance

- ▶ Update the Integrated Water Resource Master Plan every five years.
- ▶ Develop and maintain an asset management system that maximizes the life cycle and value of capital assets.

➤ Water Resource Sustainability

- ▶ Manage an assured water supply as designated by the State of Arizona.
- ▶ Cultivate a proactive and innovative conservation program.

➤ Operational Optimization

- ▶ Minimize cyber security risks for SCADA and technology systems through the implementation of active security measures and programs.
- ▶ Maintain non-revenue water below 7 percent.

➤ Stakeholder Understanding and Support

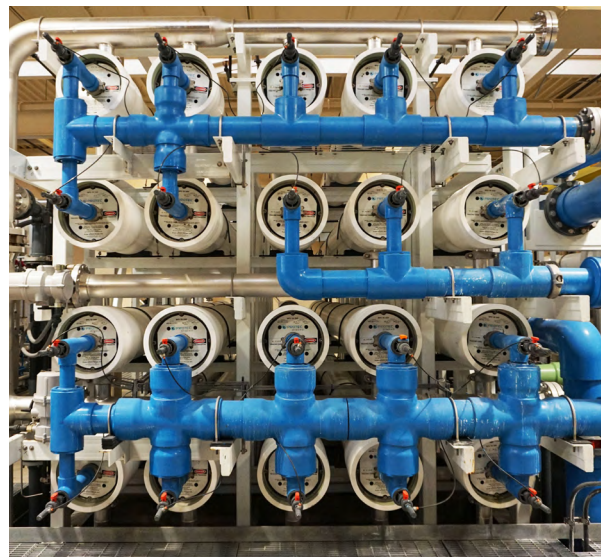
- ▶ Conduct at least one Citizens Academy per year.
- ▶ Champion an active presence in local, regional, and national water advocacy and professional organizations.

➤ Community Sustainability

- ▶ Emphasize conservation through the rate structures and maintain financial assistance programs so that rates are affordable for all customers.
- ▶ Maintain a municipal utility assistance program.



Scottsdale Water drinking water trailer



Reverse Osmosis (RO) Facility at Scottsdale Water Campus: Water purification process filters out organic, inorganic, and microbiological substances

Strategic Initiatives

1 Implement Advanced Purified Recycled Water (direct potable reuse) on a system wide basis by 2027.

As Scottsdale's Colorado River water allotment faces significant reductions when the Colorado River's drought response principles change in 2027, the need to implement Advanced Purified Recycled Water is critical to maintaining Scottsdale's drinking water supply for our residents and customers. Scottsdale Water's legacy of being an innovator in water recycling places the city in a unique position to leverage our existing Advanced Water Treatment facility at the Scottsdale Water Campus and become the first city in Arizona to implement direct potable reuse on a system-wide basis.

2 Increase system-wide well recovery capabilities by 5 million gallons per day by 2029.

As drought continues to be a concern and the risk of significant cuts in CAP water becomes a reality, the City needs to be able to access the hundreds of thousands of acre-feet of stored water in our aquifers. Scottsdale Water will continue to work for long term aquifer stability but needs the ability to access groundwater in larger volumes to supplement short term reductions in surface water.

3 Fully Implement system-wide Automated Meter Infrastructure (AMI) Technology by 2030.

Scottsdale Water fully implemented Automated Meter Reading (AMR) technology and created a real-time customer interface per Strategic Plan 2019 – 2024. However, 45% of our customers lack access to same day information on water use available with Automated Meter Infrastructure (AMI) technology. This initiative calls for installation systemwide AMI technology by 2030 to ensure customers have sufficient information to proactively monitor and reduce water usage.



Advanced Purified Recycled Water fountain at Scottsdale Water Campus

4 Pursue additional future water resources and wastewater volume that can be reclaimed and reused.

As other water sources are being developed in Arizona as a result of dwindling Colorado River supplies, Scottsdale needs to pursue these sources to ensure a long-term and sustainable water supply. These sources include, but are not limited to, SRP’s new Bartlett Dam discussion and the City of Phoenix regional APRW facility. Scottsdale Water needs to be actively involved in these discussions and will propose to the City Council investments in these resources when possible and prudent for the City’s long-term prosperity.



5 Expand capacity to move water north from SRP service area by 8 million gallons per day by 2030.

Scottsdale currently has water available in the SRP service area that can be used “off project” or outside this area. The City needs more ability to move this water north to fully utilize it. With eight million gallons a day of additional capacity, Scottsdale Water can move up to 20,000 acre-feet of water per year from the SRP service area north into areas traditional using CAP water.



Solieri Bridge over the Salt River Project Arizona Canal in the Waterfront District of downtown Scottsdale



**SCOTTSDALE
WATER**

ScottsdaleAZ.gov/Water