
Strategic Plan Consultation

2024-2025 Initiatives Progress & 30-year Outlooks

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Background

- On April 23, 2024, the Board of Directors adopted:
 - *Policy BL-8 Biennial Planning Process*
 - *Requirement to complete and promote a two-year strategic plan*
- **First Strategic Plan (SP) completed in June 2024**
- **Per Oct 2025 Board Consultation:**
 - *SP 2026-2027 to be completed in March 2026*



2024-2025 Strategic Initiatives Progress Report





Infrastructure Investment and Management



| Initiative | Lead Department | Status | Key Highlights |
|--|------------------|----------------------|---|
| 1. District-Wide Asset Management Planning | GM Office | ☑ Complete | <ul style="list-style-type: none"> • Recurring process established to assess asset condition and plan improvements. • Two Asset Management Plans completed (2024 & 2025). • Institutionalized data-driven infrastructure management. |
| 2. Public Support for Infrastructure Investment | GM Office | ☑ Complete | <ul style="list-style-type: none"> • <i>Powering Our Community Together</i> campaign executed. • Reached all IID communities in Imperial & Coachella Valleys. • Enhanced public understanding of infrastructure priorities. |
| 3. Securing Critical Materials & Equipment | General Services | 🔄 Ongoing | <ul style="list-style-type: none"> • Policy adopted for proactive acquisition & supply chain diversification. • Strategic stockpiling initiated. • Departments identifying critical materials to finalize long-term plan. |



Financial Resilience

| Initiative | Lead Department | Status | Key Highlights |
|---|-----------------|--|---|
| 4. Comprehensive Financial Planning | Finance |  Ongoing | <ul style="list-style-type: none">• Biannual planning process adopted.• First two-year budget approved.• Reserve policy completed; allocation underway.• Cost of Services Studies are ongoing. |
| 5. Improve the District's Credit Rating | Finance |  Ongoing | <ul style="list-style-type: none">• Reserves policy in implementation.• Three-year power rate update approved.• Working to align water rates with full cost recovery. |

Water Conservation and Leadership

| Initiative | Lead Department | Status | Key Highlights |
|--|-----------------|---|--|
| 6. Acting to Protect the Colorado River | Water |  Ongoing | <ul style="list-style-type: none"> • 2024 & 2025 Deficit Irrigation Programs implemented. • Generated 394,773 AF of conservation for Lake Mead (>5 ft elevation gain). • Nearly \$114M paid to participants. • 2026 program to continue at reduced scale due to federal funding limits. |
| 7. Optimizing On-Farm Conservation | Water |  Ongoing | <ul style="list-style-type: none"> • Improved timeliness of OFECP payments; 2022 & 2023 cycles closed. • 2024 OFECP: ~\$87M paid, <1.5% contracting remaining. • 2025 OFECP: Initiated with \$10M in early payments. • Contracted firm to assess program enhancements. |

Water Conservation and Leadership

8. Leadership for Colorado River Sustainability

Water


Ongoing

- Active in post-2007 Interim Guidelines negotiations.
- Lower Basin's largest SCIA: 800,000 AF conservation through 2026 (~12 ft elevation gain at Lake Mead).
- Strengthened IID's leadership at state, Basin, and federal levels.



9. Protecting Environmental Assets

Water


Ongoing

- Executed easements, water supply agreements, and permits for California's Salton Sea Management Program (SSMP).
- Advanced QSA & SCIA environmental programs.
- Continued focus on air quality, habitat, vegetation mapping, and flow monitoring.

Coachella Valley Collaboration



| Initiative | Lead Department | Status | Key Highlights |
|--|-----------------|---|---|
| 10. Coachella Valley Service and Governance Resolution | Power |  Ongoing | <ul style="list-style-type: none">• JPA adopted by Riverside County, La Quinta, and Indio.• Advancing Coachella Valley Power Authority (CVPA) implementation agreements.• Commitment to long-term collaboration. |
| 11. Proactive Resolution to 1934 Agreement of Compromise Issues | Water & Power |  Ongoing | <ul style="list-style-type: none">• Analyzing the issue, conducting research, and developing strategy.• Engaging relevant parties as appropriate.• Focused on equitable resolution that protects the best interests of IIDs ratepayers. |

Community Benefits & Services

| Initiative | Lead Department | Status | Key Highlights |
|---|-----------------|--|--|
| 12. Assessing Streetlighting Services | Power | <input type="checkbox"/> Ongoing | <ul style="list-style-type: none"> • Reviewing policies and procedures to improve service and energy efficiency. • Assessment and data validation in progress. • Streetlight replacement program underway. |
| 13. Aligning Public Benefits with Customer Needs and Interests | Power | <input checked="" type="checkbox"/> Complete | <ul style="list-style-type: none"> • Renamed and Enhanced Customer Relief & Energy Savings programs. • \$5M addition in bill payment assistance for vulnerable customers. • \$5M addition in energy efficiency programs for homes, schools, and community facilities. • Programs fully deployed and achieving results. |
| 14. Electrification Transition Regional Leadership | Power | <input type="checkbox"/> Ongoing | <ul style="list-style-type: none"> • Assessing CARB amendments to ACF rule and redesign of outreach and program deliverables under Low Carbon Fuel Standard (LCFS). • Amendments delayed the 100% zero-emission vehicle (ZEV) purchase requirement to 2030 |



Adopting Advanced Technologies

| Initiative | Lead Department | Status | Key Highlights |
|---|-----------------|--|---|
| 15. Modernizing Tools and Technology for Optimized Power Service | Power |  Ongoing | <ul style="list-style-type: none"> • Developing Distributed Energy Resource (DER) plan. • Uplight procurement underway. • Pursuing ADMS funding and Western Energy Imbalance Market (WEIM) participation. • Implementing Time-of-Use (TOU) rate options. |
| 16. Water System Automation and Monitoring | Water |  Ongoing | <ul style="list-style-type: none"> • Installed 22 discharge monitoring sites (2025), completing all targeted locations. • Automated 145 lateral headings, with 44 additional planned. • Secured \$97,235 BOR grant for design and planning of metered delivery gates.. |

Effective and Engaging Strategic Planning

| Initiative | Lead Department | Status | Key Highlights |
|---|-----------------|----------------------|--|
| 17. Strategic Planning Communications and Outreach | GM Office | ☑ Complete | <ul style="list-style-type: none"> • Distributed 2024–2025 Strategic Plan and held All-Hands meetings • Developing 2026–2027 communications strategy including press release, social media, mailer, and event integration. • Strengthened internal and public awareness of IID’s mission and goals. |
| 18. Effective and Engaging Future Strategic Planning | GM Office | ☑ Complete | <ul style="list-style-type: none"> • Strategic Planning Process SOP finalized • Established a clear, repeatable process fostering engagement and modernization. |

30-year Outlooks



Water

PLANNING HORIZON

KEY FOCUS AREAS & PRIORITIES

NEAR-TERM (1–5 YEARS)

- Complete Cost of Service Study and begin 2026 Prop 218 rate process.
- Strengthen conservation programs through improved OFECP participation, outreach, and faster payments.
- Update Non-Ag Water Supply Policy and new agreement templates.
- Advance Colorado River (Post-2026) and Post-2047 QSA planning.
- Complete designs for Upstream and Trifolium 11 Reservoirs and delivery-metering plan.
- Continue Imperial Dam and major canal rehabilitation projects.
- Expand automation, preventive maintenance, and Rural Electrification Program participation.
- Finalize Habitat Conservation Plan and coordinate Salton Sea efforts.

MID-TERM (5–15 YEARS)

- Conduct Water Supply Needs Assessment to guide conservation, recycling, and growth planning.
- Evaluate staffing, costs, and new revenues following rate implementation.
- Integrate Post-2026 Colorado River outcomes into Post-2047 QSA planning.
- Measure performance of system efficiency projects and prioritize next-phase improvements.
- Continue CIP and System Conservation Program to address aging infrastructure
- Maintain coordinated Imperial Dam rehabilitation with partners.

LONG-TERM (15–30 YEARS)

- Renegotiate or renew water-transfer agreements consistent with conservation and environmental goals.
- Maintain and upgrade metered-delivery and automation systems through 2055.
- Plan for next-generation infrastructure and adaptive, climate-resilient operations.



Power

PLANNING HORIZON

KEY FOCUS AREAS & PRIORITIES

NEAR-TERM (1–5 YEARS)

- Strengthen compliance with new state and federal mandates (SB 100, CARB Clean Fleets, FERC reforms).
- Address load growth and electrification driven by EVs, fleet conversions, and AI data centers.
- Prepare for climate and reliability stressors (heat, smoke, hydrology).
- Accelerate asset renewal for aging poles, transformers, and substations.
- Enhance cybersecurity and grid safety for digital and operational systems.
- Mitigate workforce shortages through targeted recruitment and training.

MID-TERM (5–15 YEARS)

- Adapt to tightening renewable and transmission standards and local decarbonization ordinances.
- Manage increasing electrification and distributed resources complexity.
- Strengthen resilience to climate-driven extremes and resource constraints.
- Reduce outage risks through targeted capital reinvestment.
- Expand cyber-defense and real-time monitoring capabilities.
- Advance succession and workforce development for operational expertise.

LONG-TERM (15–30 YEARS)

- Achieve compliance with California’s 100% zero-carbon mandate (2045).
- Manage system-wide full electrification and evolving load patterns.
- Embed climate adaptation and flexible resource planning into long-range design.
- Implement predictive maintenance and lifecycle asset management programs.
- Build cyber-resilient, automated grid systems with rapid recovery protocols.
- Sustain workforce continuity and institutional knowledge transfer.



General Services

Planning Horizon

Key Focus Areas & Priorities

Near-Term (1–5 Years)

- Implement CARB ZEV mandates affecting fleet procurement, charging infrastructure, and maintenance capabilities.
- Address limited ZEV technology readiness, high costs, and charging access in remote areas.
- Mitigate supply-chain delays, material volatility, and skilled-labor shortages.
- Plan for facility modernization and replacement of aging assets.
- Integrate cyber + physical security systems for new fleet and facility technologies.
- Prepare for energy-efficiency requirements (Title 24, CALGreen) and space constraints for storage and charging.

Mid-Term (5–15 Years)

- Execute long-term ZEV conversion plan under CARB’s Advanced Clean Fleets rule.
- Modernize aging facilities built in the pre-2000 era.
- Strengthen critical-materials procurement and storage strategies.
- Expand asset-management tools for predictive maintenance of facilities and fleet.
- Advance succession planning for technical trades (EV, HVAC, electrical).
- Manage evolving labor agreements and project costs.
- Integrate climate-resilient facility design and energy-resilience investments.

Long-Term (15–30 Years)

- Achieve full ZEV fleet transition with diversified technologies.
- Support charging-infrastructure investment through new regulatory frameworks.
- Manage large-scale EV-data networks and privacy risks.
- Continue infrastructure renewal for facilities reaching end-of-life.
- Reduce the environmental impact, and create long term value in the products and services consumed through district operations.
- Ensure workforce continuity and leadership development.
- Integrate design strategies tailored to the service territory that promote self-sufficiency and operational continuity.



Information Technology

PLANNING HORIZON

KEY FOCUS AREAS & PRIORITIES

NEAR-TERM (1–5 YEARS)

- Strengthen cybersecurity compliance with DOE, DHS, and NIST standards for critical infrastructure.
- Replace aging IT and OT assets nearing end-of-life to avoid operational risks.
- Address data privacy mandates (e.g., California Privacy Rights Act) for customer and employee data.
- Manage risks from expanding AI tools, cloud services, and remote platforms.
- Improve network resilience and redundancy across remote service areas.
- Develop supply-chain contingency plans for hardware, software, and licensing disruptions.

MID-TERM (5–15 YEARS)

- Integrate IT and OT systems for real-time operational visibility and efficiency.
- Expand AI and predictive analytics use with stronger data governance.
- Transition to continuous cybersecurity monitoring and compliance systems.
- Prepare for potential federal AI ethics and data-protection legislation.
- Modernize communication networks and server infrastructure to reduce maintenance costs.
- Support interagency data-sharing and emergency coordination.
- Establish cloud sovereignty and data-localization protocols.

LONG-TERM (15–30 YEARS)

- Deploy autonomous operations and AI-driven decision systems across core functions.
- Implement post-quantum encryption cybersecurity frameworks as baseline standards.
- Expand IoT and satellite connectivity to improve coverage while managing cyber risk.
- Institutionalize predictive system replacement cycles for legacy infrastructure.
- Maintain skilled technical workforce pipelines for cybersecurity, data science, and automation.



Next Steps

- **Initiatives Development informed by:**
 - *Customer & Organizational Survey*
 - *2024-2025 Initiative Implementation*
 - *30-year Outlooks*
 - *Departmental Analyses of threats and opportunities to identify priorities*
- **Consultation with the Board regarding initiatives in January**



Questions?



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