




## Final 2012 - 2017 Business Plan Status Report

Fiscal Years 2013 and 2014 (July 1, 2012 - June 30, 2014)

Water Supply Portfolio - Bay Delta   Glenn Farrel - Dennis Cushman									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Develop and adopt an updated work plan for 2013/2014.	2014-Jan (rev.) <del>2013-Jan</del>		100	100	100	100	% complete	The Board reaffirmed the Bay-Delta policy principles by adopting them as part of the 2014 Legislative Policy Guidelines in November 2013. Additionally, an ongoing work plan for the internal review and analysis of BDCP alternatives has been, and is currently being, implemented. It is periodically revisited and adjusted to ensure ongoing focus toward completion of the internal evaluation and analysis. This is an ongoing goal, and the target date has been revised merely to reflect the ongoing and continuous nature of efforts to implement and achieve the goal.
2	Review and provide comments on the Bay-Delta conveyance project Environmental Impact Report/Environmental Impact Statement.	2014-Apr (rev.) <del>2014-Jan</del>		100	100	100	25	% complete	A public review draft of the BDCP environmental impact report/environmental impact statement has been released, and public comments are due by April 14, 2014. The target date has been revised due to the significant delays by the state in issuing the environmental documents for the BDCP. The Water Authority submitted written comments on the BDCP EIR/EIS on May 30, 2014.
3	Advocate for, and obtain an independent technical analysis of proposed key elements of the Bay-Delta solution (including forecasting future urban and agricultural demands and, size and cost of any proposed conveyance facility) to ensure the solution realistically matches statewide need and projects are “right-sized” to match firm commitments to pay for the Bay-Delta solution.	2014-Oct (rev.) <del>2013-Oct</del>		100	50	50	50	% complete	The Resources Agency has commissioned a statewide cost-benefit analysis for the BDCP. The Water Authority provided suggested principles in January 2013. It is unclear whether the state will undertake any future independent technical analysis, pending responses to comments it receives on the BDCP EIR/EIS and any need to conduct supplemental analysis. This is an ongoing goal, and the target date has been revised merely to reflect the ongoing and continuous nature of efforts to implement and achieve the goal.



Long term target has been achieved.



Goal is either on track or ahead of schedule to meet current year end target, and to meet long term target by original date.






Goal is not on track to meet current year target or to meet long term target, or goal was not completed by original target date.







Goal is deleted or delayed due to a decision by the Water Authority Board









Water Supply Portfolio - Bay Delta | Glenn Farrel - Dennis Cushman (continued)







#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
4	Conduct an independent review of financial analyses of the Bay-Delta preferred conveyance project and project alternatives (e.g., cost-benefit analyses and ability-to-pay analyses produced by water contractors, the State of California, and others) to assess any project's cost benefit to Water Authority ratepayers, as compared to other supply alternatives.	2014-Jul (rev.) <del>2013-Dec</del>		100	100	50	50	% complete	Water Authority staff is involved in a rigorous, independent, multi-disciplinary review and analysis of four Delta fix options, including the BDCP preferred alternative. This is an ongoing goal, and the target date has been revised merely to reflect the ongoing and continuous nature of efforts to implement and achieve the goal. When cost allocation data is released by BDCP, this review and analysis can be accomplished.
5	Evaluate Bay-Delta conveyance project alternatives and recommend a position to the Board of Directors on which project alternative, if any, to support, including any conditions precedent that must be satisfied before the Water Authority supports a project.	2014-Jul (rev.) <del>2014-Mar</del>		100	100	50	50	% complete	Water Authority staff is involved in a rigorous, independent, multi-disciplinary review and analysis of four Delta fix options, including the BDCP preferred alternative. This evaluation and analysis is expected to culminate in recommendations to the Board of Directors for consideration of BDCP policy options and BDCP project components that would best meet the needs of the San Diego region. This is an ongoing goal, and the target date has been revised merely to reflect the ongoing and continuous nature of efforts to implement and achieve the goal. The achievement of this goal continues to be contingent upon cost allocation data and information that has not yet been released. Once cost allocation information has been developed and is available for analysis, a better determination can be made as to how to proceed toward accomplishment of this goal.
6	Secure the support of the San Diego business community, civic leaders, opinion leaders, and media for the Bay-Delta solution supported by the Water Authority.	2014-Dec		100	100	50	25	% complete	The Water Authority is engaged in a rigorous, multidisciplinary review and analysis of four Delta fix options. This evaluation and analysis is expected to culminate in recommendations to the Board of Directors for consideration of BDCP policy options and BDCP project components that would best meet the needs of the San Diego region. Staff is exploring every opportunity to continue to inform the region about BDCP issues and interests and to engage regional leaders to ensure broad support for any Bay-Delta solution identified by the Water Authority.





Water Supply Portfolio - Bay Delta | Glenn Farrel - Dennis Cushman (continued)






#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
7	Secure requirement for firm financial commitments – through take-or-pay contracts or legal equivalent – from member agencies or units of the State Water Project and Central Valley Project contractors, to pay the fixed costs of the Bay-Delta conveyance project before bonds are issued and commencement of project construction.	2014-Dec		100	100	50	0	% complete	The Water Authority has actively advocated in Sacramento on this issue and has met with the Resources Agency. In addition, the Water Authority has communicated in writing with Resources Agency officials on multiple occasions to identify firm financial commitments as a significant issue and consideration necessary for any final BDCP solution proposed.
8	Support the certification/approval of ecosystem restoration plans that achieve the requirements established under the state Natural Community Conservation Plan and the federal Habitat Conservation Plan, taking into account all factors that have degraded Bay-Delta habitat and wildlife.	2015-Dec		100	0	75	0	% complete	Ecosystem restoration plans are available within the context of the BDCP public review draft documents, which were released in December 2013. Public comments from the Water Authority were submitted on May 30, 2014.
9	Prevent the adoption or imposition of water user fees to fund ecosystem restoration, or any other public purpose or non-water supply improvements, in the Bay-Delta that benefit the public at-large or other users.	2017-Jun		100	0	40	40	% complete	Water Authority staff and directors have actively advocated against water user fees in a variety of forums. The Water Authority continues to communicate, verbally and in writing, regarding the issue of water user fees, with the San Diego legislative delegation and within other important venues.
10	Support continued state ownership and control of the State Water Project as a public resource, and oppose the transfer of operations of State Water Project facilities from the California Department of Water Resources to MWD, the State Water Project Contractors, Central Valley project Contractors, the State and Federal Contractors Water Agency, any entity or Joint Powers Authority comprised of MWD or other water project contractors, or any other special interest group.	2017-Jun		100	0	40	40	% complete	Water Authority staff have monitored and actively advocated in Sacramento against a takeover of the State Water Project by MWD or other contractors.





Water Supply Portfolio - Colorado River Program | Dan Denham - Maureen Stapleton

#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Complete final Environmental Impact Report/Environmental Impact Statement for the Imperial Irrigation District/ Water Authority joint petition to the State Water Resources Control Board.	2013-Sep		100	100	25		% complete	Public review of the Environmental Impact Report/Environmental Impact Statement has been delayed by IID, the Lead Agency.
2	Complete study of pipeline alignments for Phase 2 of the Rosarito Beach desalination study.	2013-Sep		100	100	100		% complete	Completed study of pipeline alignments for Phase 2 of the Rosarito Beach Desalination.
3	Transfer 190,000 acre-feet of water as described in the Transfer Agreement Schedule for calendar years 2012 and 2013.	2013-Dec		190,000	190,000	190,000		acre-feet	90,000 AF was transferred in calendar year 2012 and 100,000 AF was transferred in calendar year 2013. Also, 16,722 AF of scheduled delivery for calendar year 2011 was actually delivered in early 2012 which is not reflected.
4	Obtain State Water Resources Control Board's approval of the Imperial Irrigation District/Water Authority joint petition.	2013-Dec		100	100	10		% complete	State Board hearing, anticipated in May 2012, was put on hold due to IID's delay in releasing the Environmental Impact Report/Environmental Impact Statement for public review.
5	Implement environmental mitigation projects for the All-American Canal Lining and Coachella Canal Lining projects on time and under budget.	2014-Dec (rev.) <del>2013-Dec</del>		100	25	25		% complete	Advertised the construction contract in late 2013. Construction contract was awarded in April 2014. Construction began in May and is anticipated to complete by the end of 2014.
6	Obtain favorable ruling on the Quantification Settlement Agreement litigation.	2014-Jun		100	100	100		% complete	Superior Court's ruling was issued in favor of QSA parties on all counts. Next phase of trial began in Late 2013 with new goals expected for the 2014-2017 Business Plan rewrite.
7	Administer the QSA Joint Powers Authority budget and fund reasonable environmental mitigation costs to sustain environmental permits.	2017-Jun		36,678,983	8,741,448	5,245,201	3,496,247	\$ funded	Developed and funded annual budget for implementation of mitigation projects for calendar year 2013. Also, approved 2014 budget.
8	Enhance ongoing communication with QSA partner agencies to ensure successful QSA projects implementation.	2017-Jun		100	40	40		% complete	Conducted several Board to Board meetings with QSA partner agencies.






Water Supply Portfolio - Colorado River Program   Dan Denham - Maureen Stapleton (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
9	Administer the Water Authority's portion of operations, maintenance, and repair costs for the All-American Canal Lining and Coachella Canal Lining projects, and ensure costs are within contractual obligations for the next two fiscal years.	2017-Jun		100	40	40		% complete	The 2014 budget was approved for Coachella Canal. Currently revising 2014 budget for All American which will be approved in early 2014.
10	Advocate for the Water Authority's interests in development of Colorado River Basin water supply and management strategies, including binational projects.	2017-Jun		100	40	40		% complete	Discussions continue. Minute 319 was approved. Working groups are formed for Minute 319 and Basin Study. Participated in several working group meetings for various projects.
11	Upon termination of the Metropolitan Water District rate litigation, evaluate the option of term extension of the Metropolitan Water District-San Diego County Water Authority Exchange and the Imperial Irrigation District/Water Authority Transfer Agreements for decision by December 2017.	2017-Jun		100	40	40		% complete	In April 2014, Water Authority received favorable ruling from trial court on Phase I of the Rate Case. Options will be evaluated following the subsequent phases of the trial and in conjunction with the appeals process.
Water Supply Portfolio - Integrated Regional Water Management   Mark Stadler - Ken Weinberg									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Update the San Diego IRWM Plan in accordance with state requirements.	2013-Sep (rev.) <del>2014-Feb</del>		100	100	100	33	% complete	The 2013 San Diego IRWM was approved by the Board in September 2013 and submitted to DWR in October 2013, per state requirements.
2	Develop and maintain an IRWM governance structure that maintains a diverse, balanced group of stakeholders.	2013-Feb (rev.) <del>2014-Feb</del>		100	100	100	50	% complete	The governance structure was developed and implemented in 2006. In 2012, a stakeholder workgroup considered the structure and reaffirmed it with several minor changes to the membership categories to maintain a diverse, balanced membership. The revised structure went into effect in February 2013.
3	Select projects for inclusion in the IRWM grant applications that support the program goals of improving supply reliability, protecting water quality, and enhancing natural resources.	2017-Dec		100	50	50	0	% complete	Projects were selected for our 2014 Grant Solicitation Implementation grant application in Fiscal Year 2014, 4th Quarter, but the application will not be completed and submitted until July 2014.






Water Supply Portfolio - Integrated Regional Water Management   Mark Stadler - Ken Weinberg (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
4	Secure the San Diego IRWM planning region's allocated share of IRWM grant funding from the California Department of Water Resources' Proposition 84 program.	2017-Dec		100	30	30	13	% complete	Per the Tri-County Funding Area Coordinating Committee MOU for the San Diego Funding Area, the San Diego planning region will receive approximately \$65 million from the IRWM Proposition 84 grant programs. After two implementation grant awards and one planning grant award, the San Diego region has approximately \$45.5 million remaining in its Prop 84 account; these funds should be awarded in two more DWR implementation grant programs, which DWR has labeled the 2014 Grant Solicitation and Round 3 programs.
Water Supply Portfolio - Member Agency Local Supply   Maria Mariscal - Ken Weinberg									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Coordinate negotiations for an agreement between the local regulatory agencies and the member agencies regarding oversight of recycled water use sites.	2013-Mar		100	100	100		% complete	Agreements between Department of Environment Health and interested member agencies have been executed.
2	Work with member agencies to develop a strategy to reduce listings of local reservoirs as impaired water bodies under Section 303(d) of the Clean Water Act.	2014-Oct (rev.) <del>2013-Dec</del>		100	100	80		% complete	Convened a workgroup of the IRWM Regional Advisory Committee to provide recommendations on collaborative opportunities with the Regional Board. These were included in the Board-adopted IRWM Plan. Convened a workgroup of member agencies and completed a set of strategies to address 303(d) listings. Due to recent Regional Board staffing changes, acceptance of these strategies has been delayed.
3	Implement and distribute Proposition 84 planning grant funding for agencies utilizing Salinity/Nutrient Management Planning Guidelines to develop salinity/nutrient management plans for area basins.	2014-Jun (rev.) <del>2013-Oct</del>		100	100	100		% complete	All agencies awarded Prop 84 grant funding submitted their final Salinity Nutrient Management Plans to the Water Authority for submittal to the State within the required deadline. All of the participating agencies submitted their project invoices for grant reimbursement.







Water Supply Portfolio - Member Agency Local Supply   Maria Mariscal - Ken Weinberg (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
4	Implement and distribute Proposition 50 grant funding to local public agencies through the Recycled Water Retrofit Assistance Program.	2015-Dec (rev.) <del>2013-Oct</del>		100	100	60		% complete	Due to DWR grant administration requirements (such as labor compliance), a few agencies withdrew their initial sites from grant funding consideration. Other potential retrofit sites have been identified in their place. All other existing agency grant award agreements have been executed.
5	Identify and support member agencies' efforts to secure funding for the development and implementation of local water supply projects through the Integrated Water Resources Management Program and other funding sources.	2017-Jun		100	40	40		% complete	On behalf of the member agencies, actively supported and endorsed the award of Prop 84 grant funding to the North S.D. County Regional Recycled Water Project Phase II project for \$3,452,000; Failsafe Potable Reuse at the Advanced Water Purification Demonstration Facility through the WaterReuse Research Foundation which will benefit local member agency potable reuse projects in the amount of \$2,113,000; and submittal of the Water Authority's Turf Replacement and Agricultural Irrigation Efficiency Program for \$538,000 which will benefit numerous member agency customers.
6	Participate and provide formal comments on potable reuse regulatory criteria to support member agency projects.	2017-Jun		100	30	30		% complete	Provided input to the California Department of Public Health on the composition of CDPH's "Advisory Group on Feasibility of Developing Criteria for Direct Potable Reuse." As a result of these efforts, two member agency representatives, as well as representatives from the San Diego Taxpayers Association and San Diego Regional Chamber of Commerce, are members of the Advisory Group.
7	Complete groundwater studies and distribute final funding from the Water Authority's Local Investigation and Studies Assistance grant program.	2013-Aug		100	100	100		% complete	The remaining LISA funding was expended and distributed to the participating member agencies. Final studies and deliverables were provided to the Water Authority.
8	Support member agencies in achieving an annual distribution and beneficial reuse of approximately 40,000 acre-feet of recycled water by the end of 2017.	2017-Dec		40,000	27,000	28,811	24,006	acre-feet	Annual recycled water production and use has steadily increased due to retail/wholesale demand and recycled water system expansions.






Water Supply Portfolio - Member Agency Local Supply   Maria Mariscal - Ken Weinberg (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
9	Support member agencies in achieving an annual production of 15,520 acre-feet of water supplies from brackish groundwater desalination.	2017-Dec		15,520	8,000	7,985	6,278	acre-feet	Several member agencies are pursuing either expanding or initiating new groundwater projects in their service territories. Five member agency Salt Nutrient Management Plans were funded through IRWM Prop 84 funding. Development of these plans will provide the scientific basis for the potential development of brackish groundwater projects.
Water Supply Portfolio - Metropolitan Water District   Amy Chen - Dennis Cushman									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Conduct biennial MWD Delegates planning session to identify water policy strategies and integrate into the MWD Work Plan for 2013/2014.	2014-Apr		100	100	100	50	% complete	Proposed strategies and received concurrence by officers and delegates.
2	Identify, assess, and make recommendations to the Water Authority MWD Delegates on key MWD issues that impact rates and charges, financial contributions, equitable distribution of water supply, supply reliability, and cost efficient opportunities (Integrated Resource Plan, supply programs, annual budget and rates, Long-Range Finance Plan, subsidies programs, etc.).	2014-Jun		100	100	100	50	% complete	Wrote position and comment letters to MWD on: Ad Valorem Tax Rate for fiscal year 2014, Biennial Budget for fiscal years 2015 and 2016 and associated rates for calendar years 2015 and 2016, conservation program, rate structure, local resources programs, and draft Official Statements. Assessed MWD's financial, facility, and supply planning efforts as well as identified potential risks, including use of storage, costs for a Bay-Delta fix, and member agencies roll-off.
3	Monitor, assess, and make recommendations on key state issues, such as proposed governance changes for the State Water Project operations or resolution of Bay-Delta goals that may impact imported water supplies to the region.	2014-Jun		100	100	100	50	% complete	Monitored MWD's participation in Bay-Delta activities and staff's reports to the Board. Monitored State water contractors, State Water Project Contractors Authority, State and Federal Contractors Water Agency, and State Water Project contract extension negotiation meetings. Reported back to the Board on issues that affect the Water Authority including State Water Project hydrologic conditions and JPAs' activities related to the Bay-Delta.
















Water Supply Portfolio - Metropolitan Water District   Amy Chen - Dennis Cushman (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
4	Secure Northern and Central California water to ensure adequate supplies during dry years, as needed, and obtain requisite approvals to convey the water.	2014-Jun		100	100	100	50	% complete	Water Authority did not pursue dry-year water transfers for calendar year 2014 because of progress made on local supply investments, MWD is not in allocation, and transfers are not needed. Continued to monitor water supply conditions and prepared to increase effort should 2015 be dry.
5	Identify and make recommendations to the Water Authority Board of Directors on potential partners for joint groundwater storage opportunities to achieve water reliability and build alliances as appropriate.	2014-Jun		100	100	100	50	% complete	Item not aggressively pursued due to water demand trends, continued implementation of the Water Authority's supply diversification strategy, and progress made on in-region storage facilities. Explored an opportunity to leverage Water Authority's first priority recovery and return capacity in the Antelope Valley Water Bank with Homer, LLC for calendar year 2014; but did not complete transaction due to increase in SWP allocation.
6	Continue Water Authority Board of Directors' orientation program on MWD issues. As part of the plan, accompany five Directors per year, at the minimum, to MWD Committee and/or Board meetings.	2014-Jun		100	100	60	50	% complete	Completed director instructional plan, will update as needed. Four directors completed orientation during fiscal years 2013 and 2014, short of the targeted 10 due to board members' scheduling conflicts.
7	Execute and support MWD Delegates on MWD-sponsored field inspection trips of water facilities, including Water Authority facilities, for the purpose of providing civic and opinion leaders firsthand knowledge of imported water operations.	2014-Jun		100	100	100	50	% complete	Supported MWD Delegates in hosting six inspection trips during fiscal year 2014. Combined, the delegates hosted over 140 participants from the San Diego region including elected officials and opinion leaders as well as members from targeted communities, organizations, companies, and local agencies.
8	Identify, assess, and make recommendations to support the rate litigation team in obtaining a favorable ruling that ensures MWD costs are correctly allocated to proper rate categories and commensurate with benefits received.	2014-Jun		100	100	100	50	% complete	Provided recommendations to the rate litigation team on issues related to or impacted by the rate challenge. Reported to the Imported Water Committee on MWD's biennial budget and rate process, its relationship to the rate challenge, and other related items. In April 2014, received a favorable ruling for Phase 1 of the first two lawsuits and in June 2014, filed a third lawsuit challenging MWD's calendar years 2015 and 2016 rates.








Water Supply Portfolio - Metropolitan Water District   Amy Chen - Dennis Cushman (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
9	Identify, assess, and make recommendations to support the rate litigation team to ensure the public and elected officials understand the litigation.	2014-Jun		100	100	100	50	% complete	Provided support for legislative, organizational, and public briefings on the Water Authority's rate challenge. Received Imported Water Committee and board support on action items related to the rate litigation.
Water Supply Portfolio - Seawater Desalination   Bob Yamada - Ken Weinberg									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Develop guaranteed maximum/final costs for rehabilitation/relining of Pipeline 3 and for Twin Oaks Valley Water Treatment Plant improvements required to convey desalinated water from the Carlsbad Desalination Project through the Water Authority system.	2012-Nov		100	100	100		% complete	Final costs for Pipeline 3 rehabilitation/relining and TOVWTP improvements were approved by the Board in November 2012.
2	Complete negotiations with Poseidon Resources and release for public review, a Water Purchase Agreement for water produced at the proposed Carlsbad Desalination Project.	2012-Sep		100	100	100	75	% complete	Negotiations between the Water Authority and Poseidon have been completed and the draft WPA was released for public review on September 27, 2012.
3	Complete final draft design-build agreement with Poseidon Resources for the 54-inch conveyance pipeline between the Carlsbad Desalination Project and the connection to the Second Aqueduct.	2012-Nov		100	100	100		% complete	Final design-build agreement between the Water Authority and Poseidon was approved by the Water Authority Board in November 2012.
4	Submit for Board consideration, the Carlsbad Desalination Project Water Purchase Agreement and associated environmental documentation.	2012-Nov		100	100	100	0	% complete	The Water Purchase Agreement between the Water Authority and Poseidon was approved by the Water Authority Board on November 29, 2012.








Water Supply Portfolio - Seawater Desalination		Bob Yamada - Ken Weinberg (continued)							
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
5	Complete planning of technical/siting/conveyance alignment studies for the Camp Pendleton Desalination Project and integrate results into the analysis of facility alternatives for the Master Plan Update.	2013-Jun (rev.) <del>2012-Oct</del>		100	100	100	75	% complete	The Master Plan Update was approved by the Board in March 2014 and includes a recommendation for an adaptive management approach where future Camp Pendleton desalination project development/planning and implementation decisions will be based, among other factors, on how local projects such as potable reuse and statewide water resource decisions unfold.
6	Execute contracts for member agency purchase of treated water from the Water Authority - Carlsbad Desalination project with the City of Carlsbad and Vallecitos Water District for 6,000 acre feet per year.	2014-Nov (rev.) <del>2013-Jul</del>		100	85	60		% complete	Revised date reflects completion of Carlsbad Desalination Project rate allocation discussions.
7	Obtain Board direction on entering into a subsequent Memorandum of Understanding with Camp Pendleton on a potential desalination project.	2014-Feb (rev.) <del>2013-Aug</del>		100	100	90		% complete	Future Camp Pendleton desalination project development/planning and implementation decisions will follow adaptive management approach based on, among other factors, how local projects such as potable reuse and statewide water resource decisions unfold.
8	Oversee the completion of the Carlsbad Desalination Plant such that it is certified to begin producing desalinated water.	2015-Nov		100	10	50		% complete	Design and construction proceeding in accordance with WPA. Design is 100% complete and construction is approximately 50% complete.
9	Assure compliance with the Water Purchase Agreement for the design, construction, and commissioning of the Carlsbad Desalination Plant.	2016-Jan		100	0	50		% complete	Implementation is adhering to WPA requirements. Design is 100% complete and construction is 50% complete.
10	Receive periodic updated information on both the Carlsbad Desalination Facility (in accordance with the Carlsbad Desalination Facility Water Purchase Agreement) and the Desalinated Product Water Conveyance Pipeline (in accordance with the Desalination Design-Build Agreement) to assure schedules are satisfied.	2015-Nov		100	10	50		% complete	Current schedule update in-line with WPA performance dates.

Water Supply Portfolio - Seawater Desalination   Bob Yamada - Ken Weinberg (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
11	Complete the commissioning of the entire desalination water system (Carlsbad Desalination Plant, Conveyance Pipeline, Relining of Pipeline 3, Modifications of the Twin Oaks Valley Water Treatment Plant) and go into commercial operations.	2016-Nov (rev.) <del>2016- Early</del>		100	0	5		% complete	San Marcos Vent Modifications and TOVWTP commissioning are complete. Commissioning for the Desalination Plant, Conveyance Pipeline and the Pipeline 3 Relining are currently in the planning stages and going well.
Water Supply Portfolio - Water Resources Planning   Dana Frieauf - Ken Weinberg									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Complete an update of the Water Authority's Model Drought Response Conservation Program Ordinance.	2014-Oct (rev.) <del>2012- Dec</del>		100	100	0		% completed	An update of the Water Authority's model ordinance is not required at this time. The Water Authority's model was used as a template for the Governor's Office of Planning and Research model ordinance contained in their Local Government Drought Toolkit released on March 7, 2014.
2	Complete the Annual Water Supply Reports in 2012 and 2013, as required by Water Authority Administrative Code Section 8.00.050 (except during Urban Water Management Plan year).	2013-Dec		100	100	100	40	% complete	Board approved calendar year 2012 Report in August 2012 and calendar year 2013 Report in July 2013.
3	Complete the water demand forecast model update, taking into account potential climate change impacts.	2015-Dec		100	50	20	5	% complete	In September 2013, the Board approved a professional services contract with Hazen & Sawyer to update the forecasting models. The delay in meeting the current fiscal year target is due to additional time needed to verify member agency data collected and to standardize SANDAG data for input into the model. Draft sector-level model run results are expected in Fall 2014. The goal remains on-track for completion by the target date.
4	Identify the range of climate change impacts to water supplies as part of long-term water resources planning.	2015-Dec		100	70	50	30	% complete	Water Authority has partnered with Scripps Institution of Oceanography (SIO) to evaluate the climate change impacts to local water supplies. SIO continues to work on developing the downscaling techniques to be applied to the General Circulation Models. The delay in meeting the current fiscal year target is due to SIO refining downscaling approach. It is anticipated that SIO will complete streamflow model runs in 2015.








Water Supply Portfolio - Water Resources Planning   Dana Frieauf - Ken Weinberg (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
5	Complete the 2015 Urban Water Management Plan to comply with California Water Code Sections 10610 – 10656.	2015-Dec		100	5	5		% complete	Presented draft schedule on preparation of the 2015 UWMP to the member agency managers in October 2013. Continued to track potential legislation that could change 2015 UWMP content. The majority of the work on the 2015 UWMP update will begin in fiscal year 2015.
Water Supply Portfolio - Water Use Efficiency   Jeff Stephenson - Jason Foster									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Leverage at least two partnerships with private or nonprofit organizations that generate value-added to regional conservation initiatives and reach 2,500 people.	2013-Jun		2,500	2,500	4,105		attendees	Completed goal.
2	Attract 50,000 visitors to the new WaterSmart website and affiliated program microsites.	2013-Dec		50,000	50,000	82,414		visitors	Met goal and exceeded with 82,414 visitors since July 2013. Website and E-Guide launched.
3	Deploy two new “how-to” resources to promote long-term market transformation.	2014-Jun		2	2	2		new resources	Completed goal before target date. Residential water use calculator launched in April 2013. E-Guide to a WaterSmart Lifestyle launched in October 2013.
4	If the Water Authority’s eligibility is restored, ensure the San Diego region receives Metropolitan Water District conservation incentive program funds in proportion with the region’s estimated financial contributions to those programs.	2014-Jun		100	100	0		% of funds received	MWD continues to deny the Water Authority full access to numerous conservation programs.
5	Expend 95 percent of secured grants portfolio in accordance with the terms of each award.	2014-Dec		95	76	45		% expended	All funds expended from USBR grant and 3 Hans Doe grants totaling \$139,000. Grant expenditures expected to rise significantly from continued IRWM grant turf replacement rebates and DROP grant expenditures.
6	Secure \$2 million in additional external funding (grants, utility funding, in-kind contributions, etc.) to minimize operational funds needed for current and future water use efficiency programs.	2015-Jun		2	1.3	2.1		millions of \$	Goal completed, with \$2.1 million in grant funding secured to-date. This period received in-kind services from Home Depot and \$162,433 in IRWM grant funding.







Water Supply Portfolio - Water Use Efficiency   Jeff Stephenson - Jason Foster (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
7	Maintain overall region's per capita potable water use at or below 174 gallons per capita per day (GPCPD) by offering regional programs and assistance to member agencies.	2015-Dec		174	174	153		GPCPD	GPCD based on most recent data available (fiscal year 2013). Programs and resources offered include WaterSmart Checkup Program, WaterSmart Landscape Lab, Turf Replacement Program, Agricultural Water Management Program, and Residential Water Use Calculator.
Water Facilities - Asset Management   Nathan Faber - Gary Eaton									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Update the repair/replacement schedule for pipelines, equipment, and facilities in support of the fiscal year 2014-2015 budget.	2012-Dec		100	100	100		% complete	Completed.
2	Use Magnetic Flux Leakage Technology to determine the condition of Pipeline 4 between the Twin Oaks Diversion Structure and the Paint Mountain Vent.	2014-May		100	35	100		% complete	Completed.
3	Use Magnetic Flux Leakage Technology to determine the condition of Pipeline 3 between Metropolitan Water District's delivery point and the Twin Oaks Diversion Structure.	2015-May		100	10	30		% complete	Board approved the contract amendment in May 2014. Pipeline shutdown is scheduled for October through November 2014.
4	Update the repair/replacement schedule for pipelines, equipment, and facilities in support of the fiscal year 2016-2017 budget.	2015-Jul		100	0	35		% complete	The team is currently performing a risk assessment. Based on the risk assessment, the team will develop a prioritized list for repair/replacement projects. We expect Asset Management Committee review of recommendations to occur in August 2014.
Water Facilities - Capital Improvement Program   Kelly Rodgers - Frank Belock									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Complete the San Vicente Dam Raise and Carryover Storage project on schedule and within budget, and initiate filling of the expanded reservoir to ultimately provide 152,000 acre-feet of emergency and carryover storage.	2014-Jun (rev.) 2013-Nov		100	100	100	90	% complete	Construction was extended by a year from the original completion date due to the contractor's delayed completion of the outlet works. Construction is now complete and the new facilities are in process of being turned over to the City.







Water Facilities - Capital Improvement Program   Kelly Rodgers - Frank Belock (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
2	Complete construction of the relining of Pipeline 4 from State Route 52 to Lake Murray project on schedule and within budget, providing 3.6 miles of rehabilitated pre-stressed concrete cylinder pipe.	2013-Jun		100	100	100	100	% complete	All field work was completed in April, six weeks ahead of schedule. Project Notice of Completion was approved at the June 2013 Board meeting.
3	Complete the San Marcos Vent Desalination Modifications to establish a connection between Pipelines 3 and 4 to ensure water service south of San Marcos Vent during the relining of Pipeline 3 from San Marcos to Twin Oaks.	2014-Jun		100	100	100	5	% complete	Design-Build project delivery. All field work is now complete. Project Notice of Completion is scheduled for approval at the June 2014 Board meeting.
4	Complete the San Vicente Marina Facilities project on schedule and within budget to replace the existing marina facilities removed as part of the San Vicente Dam Raise and Carryover Storage project.	2014-Dec		100	65	65	20	% complete	A construction contract was awarded at the October 2013 Board meeting. Construction is underway and Marina portion of contract anticipated for completion by Fall 2014. Final landscaping expected to be complete by Winter 2014/2015.
5	Complete the relining of Pipeline 3 between San Marcos to Twin Oaks Valley Water Treatment Plant on schedule and within budget such that it is ready to receive desalinated water from the Carlsbad Desalination Plant.	2015-Jun		100	55	55	10	% complete	Award of a construction contract was approved at the November 2013 Board meeting. Over 9,000 LF of pipeline liners have been installed.
6	Oversee the completion of the Desalinated Conveyance Pipeline such that it can be accepted into operations by the Water Authority and receive desalinated water.	2015-Jun		100	50	60	15	% complete	Design-Build project by Poseidon Resources. Design of the 10 mile conveyance pipeline is approximately 98% complete and 5.0 miles of pipeline have been installed to date.
7	Complete the San Vicente Bypass Pipeline project on schedule and within budget to replace the existing bypass pipeline inundated as part of the San Vicente Dam Raise and Carryover Storage project.	2015-Dec		100	20	20	10	% complete	Final design is complete. The project is scheduled to advertise for construction bids in Summer 2014 with an award of a construction contract in Fall 2014.
8	Complete construction of relining portions of Pipeline 3 from Proctor Valley Road to Lower Otay Reservoir on schedule and within budget, providing additional rehabilitation of pre-stressed concrete cylinder pipe to Pipeline 3.	2015-Oct		100	90	90	20	% complete	Project was accelerated by one year as a result of the condition assessment. Construction contract awarded to L.H. Woods in August 2013.







Water Facilities - Capital Improvement Program   Kelly Rodgers - Frank Belock (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
9	Complete the Nob Hill Improvements project on schedule and within budget to avoid excessive hydraulic transient pressures within Pipelines 3 and 4 under certain operational flow scenarios involving the Rancho Peñasquitos Pressure Control/Hydroelectric Facility and San Vicente Pump Station in the Scripps Ranch area.	2017-Jun		100	5	5	2	% complete	Preliminary design is complete. Final Environmental Impact Report approval at June 2014 Board meeting.
Water Facilities - Facilities Security and Emergency Preparedness   Kathy Schuler - Gary Eaton									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Complete video and communication upgrades to the Escondido Emergency Operations Center.	2013-Feb (rev.) <del>2012-Dec</del>		100	100	100		% complete	EOC video and communication upgrades are complete and functioning.
2	Complete video surveillance installations at Rancho Peñasquitos Hydroelectric Facility, San Vicente Pump Station and Surge, and Lake Hodges Hydroelectric Facility.	2013-Jan (rev.) <del>2012-Dec</del>		100	100	100		% complete	Video cameras have been installed at RPHF, SV Pump Station, and Lake Hodges. The software analytics are complete and are functioning properly. These facilities are being monitored in the Control Room.
3	Update existing Supervisory Control and Data Acquisition system vulnerability assessment using the Department of Homeland Security's Control System Cyber Security Self-Assessment Tool, comparing results with past SCADA assessments.	2012-Dec		100	100	100		% complete	Update has been completed.
4	Participate in the Golden Guardian 2013 Catastrophic Earthquake (Bay Area) emergency response exercise.	2013-Jun		100	100	100		% complete	An emergency exercise was conducted locally in June 2013.
5	Complete video surveillance upgrades at Olivenhain Dam, Twin Oaks Diversion Structure, and Escondido Operations Center.	2014-Feb		100	50	100		% complete	Upgrade of video surveillance at Twin Oaks Water Treatment Plant, Olivenhain Pump Station and Olivenhain Dam is complete. Upgrade at Escondido has been deferred.
6	Participate in/conduct a local interagency emergency preparedness exercise.	2014-Jun		100	0	100		% complete	Emergency Exercise with Member Agencies was held on June 3, 2014.









Water Facilities - Infrastructure Planning & Facilities Optimization   Dave Chamberlain - Ken Weinberg									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Complete the 2013 Regional Water Facilities Optimization and Master Plan Update.	2014-Mar (rev.) 2013-Jun		100	100	100	90	% complete	The Master Plan was approved at the March 2014 Board meeting.
2	Develop a regional storage management plan to guide the operations of the Water Authority's combined 170,000 acre-feet of surface and groundwater carryover/seasonal storage pools.	2014-Jun (rev.) 2013-Jun		100	100	100	50	% complete	The approved Master Plan includes recommendations for managing Water Authority-owned seasonal and carryover storage pools to address peak delivery constraints and multi-year dry weather conditions.
3	Update the prioritization analysis of existing and proposed Capital Improvement Program projects consistent with development of the two-year CIP budget to confirm timely and effective development of future infrastructure and water supply projects.	2015-Jun		100	100	0	0	% complete	An updated prioritization of CIP projects will be conducted to support the next two-year CIP budget process.
4	Complete an update of the Master Plan based on the supply and demand analysis from the 2015 Urban Water Management Plan.	2017-Dec		100	0	0	0	% complete	An update of the Master Plan will be initiated upon completion of the 2015 UWMP.
Water Facilities - Operation & Maintenance   Jim Fisher - Gary Eaton									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Achieve 94 percent uptime in fiscal year 2013 at the Lake Hodges Hydroelectric Facility.	2013-Jun		94	94	76		% uptime	Uptime measured since the commercial operations date of August 27, 2012. Goal not met due to significant downtime associated with warranty repairs. Projected uptime without warranty repairs is 97.6%.
2	Complete construction of the communication facilities capital improvement project and integrate with existing data communication system.	2015-Dec (rev.) 2013-Dec		100	100	90		% complete	Project experienced delays due to permitting issues with local regulatory agencies. Permit issues have been resolved. Project team is performing public outreach activities and evaluating lease agreement at Mt. Woodson.
3	Achieve 95 percent uptime in fiscal year 2014 at the Lake Hodges Hydroelectric Facility.	2014-Jun		95	95	96.7	76	% uptime	The end of year uptime and revenue for fiscal year 2014 was 96.7% and \$2.8M, respectively, both exceeding the annual goal.










Water Facilities - Operation & Maintenance   Jim Fisher - Gary Eaton (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
4	Implement blending strategies for movement of Hodges/ Olivenhain water into Pipeline 5, in accordance with California Department of Public Health permit amendment requirements.	2014-Jun		100	100	100	100	% complete	Operations staff monitors water quality daily and operates system in conformance with CDPH permit requirements.
5	Complete the modifications to the Twin Oaks Valley Water Treatment Plant on schedule and within budget such that it is ready to receive desalinated water from the Carlsbad Desalination Plant.	2014-Jun		100	10	100		% complete	Construction is 100% complete and final testing of the chemical dosing will be complete when desalinated water is conveyed to the TOVWTP clearwells.
6	Resolve five of the top ten right-of-way encroachment cases.	2014-Jun		5	2	2	3	# of cases	Three (3) right-of-way cases were completed in FY13. The remaining two (2) cases have been completed with one signed settlement agreement and the other being referred to general counsel to initiate legal proceedings.
7	Produce hydroelectric energy revenue of \$900,000 annually at the Rancho Penasquitos Hydroelectric Plant.	2014-Jun		900000	900000	984825	914968	\$ of annual revenue	Fiscal year end revenues exceeded goal due to higher than expected aqueduct flows.
8	Implement cost effective energy saving measures at the Twin Oaks Valley Water Treatment Plant as identified in the energy audit.	2014-Jun		100	80	100		% complete	All 10 Energy Conservation Opportunities have been addressed. Two (2) of the ECO evaluations were not implemented because the return on investment was too long. Eight (8) ECOs have been implemented and 2 additional energy saving measures were implemented by CH2M Hill at no cost to the Water Authority.
Core Business - Climate Change Compliance   Larry Purcell - Sandy Kerl									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Complete a Water Authority Climate Action Plan to guide implementation of greenhouse gas reduction measures.	2014-Feb (rev.) <del>2013-Jun</del>		100	100	100	50	% complete	The Climate Action Plan was approved in March 2014.

Core Business - Climate Change Compliance   Larry Purcell - Sandy Kerl (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
2	Identify methods to ensure complete greenhouse gas data capture to comply with monitoring and reporting protocols.	2014-Feb (rev.) <del>2013-Jun</del>		100	100	100	40	% complete	Identified methods to track conformance with Climate Action Plan. Completed March 2014.
3	Evaluate and recommend changes to design, construction, and operation standard practices to reduce impacts of climate change.	2014-Sep (rev.) <del>2013-Dec</del>		100	75	25	20	% complete	Implementing standard practices in conformance with Board adopted Energy Management Policy.
4	Support preparation of a Water Utility Climate Alliance white paper on the Piloting Utility Modeling Applications for Climate Change, which includes assessments of climate models and adaptation strategies.	2015-Jun <del>2014-June</del>		100	100	60	50	% complete	Revised date is due to the need for further refinements to the white paper. Revised draft of white paper anticipated late 2014.
Core Business - Environmental Management   Larry Purcell - Ken Weinberg									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Complete Mitigated Negative Declaration for Pipeline 3 Relining Project (Sweetwater to Otay Segment).	2013-May		100	100	100		% complete	Completed. MND adopted in March 2013.
2	Obtain Certification of Program Environmental Impact Report for the 2013 Regional Water Facilities Optimization and Master Plan Update and Climate Action Plan.	2014-Feb (rev.) <del>2013-Jun</del>		100	100	100		% complete	Completed. FSEIR certified in March 2014.
3	Obtain long-term wetland mitigation banking agreements for the Manchester and Tijuana River Valley mitigation sites.	2014-Jun (rev.) <del>2013-Jun</del>		100	100	30	25	% complete	Manchester plan completion delayed due to other priorities. Tijuana River Valley dropped as possible banking site due to timing constraints. Delay also due to regulatory agency staffing issues, budget cuts, policy indecision and higher priorities.






Core Business - Environmental Management   Larry Purcell - Ken Weinberg (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
4	Complete funding of endowments for Habitat Management Areas established by the approved Water Authority Natural Community Conservation Plan/Habitat Conservation Plan.	2014-Dec (rev.) <del>2013-Dec</del>		100	80	25	20	% complete	On hold pending completion of scientific research being performed by SDSU. US Fish & Wildlife Service involvement constrained by limited resources and higher priorities.
5	Obtain programmatic regional wetland permits for construction and operation activities from the Army Corps and Regional Water Quality Control Board.	2014-Dec (rev.) <del>2013-Dec</del>		100	100	30	25	% complete	NEPA documents awaiting Corps management review; provisional permit issuance pending. No response from RWQCB to administrative draft CEQA documents. Corps and RWQCB involvement constrained by limited resources and higher priorities.
6	Complete construction of the Tijuana River Valley wetlands mitigation site.	2015-Dec <del>2015-Mar</del>		100	10	10		% complete	No longer being pursued as wetland banking site. Smaller project to comply with CSP mitigation initiated Dec 2013. Due to habitat restrictions earliest possible construction start date is Oct 2015.
Core Business - Financial Planning   David Shank - Lisa Marie Harris									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Achieve an annual average interest rate on long-term fixed rate debt that is lower than the adjusted 30-year average Municipal Market Data.	2012-Jul		4.94	4.94	4.1	4.11	average interest rate	The Water Authority's cost of funds continues to outperform the long-term adjusted 30-year average rate. The 15-year average adjusted 30-year MMD rate is 4.96%.
2	Support the financial analysis of the Carlsbad Desalination Project water purchase agreement and project financing.	2012-Dec		100		100	100	% complete	The transaction closed in December 2012.
3	Evaluate the Water Authority's other post-employment benefits obligation and determine a funding strategy.	2014-Sep (rev.) <del>2013-Jul</del>		100	100	95	95	% complete	Staff has completed a comprehensive analysis of the benefits afforded by pre-funding the Water Authority's Other Post-Employment Benefits (OPEB) liability. The following will be brought before the A&F Committee in August 2014: a recommendation covering funding of OPEB liability, an analysis of the Water Authority debt; and the opportunities to reduce the CIP debt (as a result of the reduced CIP budget approved in June 2014).

Core Business - Financial Planning   David Shank - Lisa Marie Harris (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
4	Conduct an evaluation of the Water Authority's investment portfolio and identify ways to enhance performance (i.e. investment managers).	2013-Jul		100	100	100	100	% complete	The evaluation was completed. Utilizing outside investment managers is a feasible way for the Water Authority to not only enhance its investment portfolio's diversification but also potentially improve investment yields.
5	Address expiring liquidity facility for the Water Authority's Series 1 and Series 4 Commercial Paper (e.g. renegotiate, replace, etc.).	2013-Jul		100	100	100	100	% complete	A J.P. Morgan liquidity facility replaced the expiring Barclays facility in June 2013. The Series 1 liquidity facility was renewed and will expire in November 2015.
6	Complete the Fiscal Sustainability Workgroup review and implement recommendations for calendar year 2015 rates and charges.	2013-Dec		100	100	95	25	% complete	In March, the Board sunset the Fiscal Sustainability Task Force and directed the Administrative and Finance (A&F) Committee to continue the process. In addition, all recommendations of the Task Force were deferred for further discussion. The A&F Committee meetings on fiscal sustainability are set to commence in August.
7	Conduct a comprehensive cost of service study and review of the Water Authority's financial policies.	2014-Dec		100	100	100	100	% complete	Phase I of the Cost of Service Study was completed and presented at the May Board meeting. Phase II, which is focused on integrating the cost of desalination into the rate structure began in late summer.
8	Complete phase II of the cost of service study: Integrate the Carlsbad desalination project costs into the Water Authority's rates and charges and make any rate and charge modifications recommended by the Fiscal Sustainability Workgroup.	2014-Jun		100	100	100		% complete	Phase II of the Cost of Service Study, integrating desalination costs into existing rates and charges, has been completed and is under Board review. In June, the Board is expected to accept and file the report. At this time, no changes to the rate and charge structure have been recommended. The A&F Committee will continue the discussion on rate and charge structure in the upcoming year.
9	Address expiring liquidity facilities for the Water Authority's Series 5 and 6 Commercial Paper (e.g. renegotiate, replace, etc.).	2014-Dec		100	100	100		% complete	In February, the Board approved an updated Variable Rate Debt Management Strategy which included the following actions: Renew the Wells Fargo liquidity facility for TECP Series 5; Replace TECP Series 1 with TECP Series 8 supported by the Bank of Tokyo and maintain service providers (i.e. dealers) and; Replace TECP Series 6 with Series 1 Extendable Commercial Paper (ECP). These actions have been completed realizing an estimated \$755,000 in annual savings on fees.




Core Business - Financial Planning | David Shank - Lisa Marie Harris (continued)

#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
10	Obtain Board approval of the updated Long-Range Financing Plan.	2014-Dec		100	0	0		% complete	Goal is on schedule.
11	Achieve the Rate Stabilization Fund target fund balance.	2016-Jun		100	100	109	100	% complete	For the fiscal year ending June 30, 2013, the Rate Stabilization Fund Balance was 109% of its minimum target amount and still well below the maximum amount. It is important to note that the target level will change over time to reflect changes in Water Authority costs.
12	Address the maturing Series 2011S-1 subordinate lien water revenue bonds.	2016-Jul		100	0	0		% complete	Goal is on schedule.
13	Maintain an 80 percent customer satisfaction score on the annual Member Agency Finance Officer Customer Service Survey.	2017-Jan		80	80	90	95.6	% customer satisfaction	The results from the 2013 survey show the Water Authority continues to meet the member agency customer service needs fully.
14	Secure a “one notch” credit rating upgrade by one of the three credit rating agencies.	2017-Jan		100	0	0		% complete	Goal is on schedule.
15	Achieve and maintain 50 percent of the top 20 municipal bond investors in our investor base.	2017-Jan		50	50	75	70	% of investors	Eight of the top 20 institution investors participated in the Series 2013A bond sale keeping the number of the top 20 institutional investors holding the Water Authority’s debt well over the goal of 50%.
16	Achieve 1-½ times investor subscription on negotiated long-term debt issues.	2017-Jun		1.5	1.5	1.45	1.32	times investor subscription	Difficult market conditions and aggressive pricing left some of the Series 2013A issuance maturities under subscribed. The deal still achieved a 15% or \$51M in present value savings for the Water Authority.
17	Expand investor base by a minimum of five new investors for each new long-term debt issue.	2017-Jun		5	5	24		new investors	Several new investors were added to the list of investors holding Water Authority debt including some of the larger institutional investors highlighting the success of the investor outreach program.
18	Issue debt as necessary to fund the Capital Improvement Program.	2017-Jun		100	0	0		% complete	Goal is on schedule.




Core Business - Government Relations Outreach | Glenn Farrel - Dennis Cushman





#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Work for the passage of one or more Water Authority sponsored bill in the 2013 legislative session.	2013-Oct (rev.) <del>2013-Sep</del>		1	1	1		sponsored bill	On October 8, 2013, the Governor signed the Water Authority sponsored legislation, SB 322 (Hueso), into law.
2	Obtain Board approval for updated Legislative Policy Guidelines for 2013.	2013-Nov (rev.) <del>2012-Dec</del>		100	100	100		% complete	The Board adopted the updated Legislative Policy Guidelines for 2014 at its November meeting. The target date has been revised to reflect the ongoing nature of the LPG update process on an annual basis.
3	Provide speakers to at least 75 percent of the region's local government policy makers to ensure they understand the importance of connecting development with good water policy, support the Water Authority's long-term direction, and endorse water conservation.	2014-Jan (rev.) <del>2013-Jan</del>		75	75	75	75	% of policy makers	Water Authority staff continues to provide outreach to the region's local government policy makers on a routine basis to support the Water Authority's long-term direction. This is an ongoing goal, and the target date has been revised merely to reflect the ongoing and continuous nature of efforts to implement and achieve the goal.
4	Provide at least one briefing for each: San Diego, state, and federal legislators, on the Water Authority Capital Improvement Program projects, its efforts to ensure water supply reliability and deal with drought conditions and regulatory restrictions, and the need to diversify the region's water supply portfolio.	2014-Jan (rev.) <del>2013-Jan</del>		3	3	3	3	briefings (one each: local, state & federal legislators)	Water Authority staff, directors, and legislative advocates have briefed the members of the San Diego legislative and congressional delegations. This is an ongoing goal, and the target date has been revised merely to reflect the ongoing and continuous nature of efforts to implement and achieve the goal.
5	Secure \$100 million in water bond funding for the San Vicente Dam Raise project that is made available by the Safe, Clean and Reliable Water Supply Act of 2014 upon its passage by the voters.	2014-Dec		100	100	0	0	millions of \$	The funding is in the water bond measure, but the water bond measure has been postponed to November 2014. Water Authority staff and legislative advocates continue to advocate for inclusion of this funding if earmarks are going to remain in any water bond that will eventually get placed on the ballot.

Core Business - Government Relations Outreach | Glenn Farrel - Dennis Cushman (continued)



#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
6	Pursue and secure \$115 million in state funding, including water bond funding, to support regional and local projects and programs; including water recycling, conservation, and seawater desalination.	2015-Jan		115	45	10.5	34	millions of \$	State funding continues to be aggressively pursued, particularly within the context of the integrated regional water management program funded by Propositions 50 and 84, and included in the current water bond that is scheduled for the November 2014 ballot. In the 2014 Drought Solicitation round, the San Diego funding area will request \$15 million to support seven projects. Award notifications should be available in late 2014.
7	Pursue and secure federal Water Resources Development Act authorizations for Water Authority and member agency projects.	2015-Jun		100	0	100		% complete	WRDA is due to be reauthorized in 2014. Staff is working with the Water Authority's federal legislative advocates to ensure that any new Water Resources Development Act that emerges from the House-Senate conference committee in 2014 contains appropriate opportunities for the Water Authority and its member agencies to pursue federal funding authorizations for important regional and local water supply projects. WRDA was reauthorized in June 2014. The measure provides a new five-year "Water Infrastructure Finance and Innovation Act" that provides eligibility for funding assistance through EPA for brackish or seawater desalination or water recycling projects.
8	Pursue and secure a federal appropriation of \$1.5 million for a desalination facility at Camp Pendleton, \$5 million per year for member agency recycling projects under Title XVI, and appropriations for other Water Authority projects.	2015-Oct		1.5	0	0		millions of \$	The Camp Pendleton desalination project is presently in the conceptual stage. The Water Authority's federal legislative advocates are aggressively pursuing federal appropriations through Title XVI and other appropriations vehicles, to ensure that the desalination and other water recycling and reuse projects can advance with federal financial assistance.





Core Business - Grants Administration   Mark Stadler - Ken Weinberg									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Finalize policy and procedure for acquisition, implementation, and management of grants.	2014-Dec (rev.) <del>2013-Mar</del>		100	100	95		% complete	The Grant Resource Manual has been finalized. Staff is working to ensure it is consistent with the recommendations in the organizational study which will be completed by December 2014.
2	Obtain grant funding to support Water Authority mission, and minimize financial impacts to customers.	2017-Dec		27	6	6.5		million \$ of funding	Includes only grant amounts invoiced to funding agencies to date. Delays in grant invoicing have occurred due to pending project amendments and slow IRWM invoice and amendment processing by DWR. Note: The amount invoiced is only 90% of the cost incurred because of DWR's 10% retention requirement.
3	Administer San Diego Integrated Regional Water Management grants, including the requirements for quarterly project reports and invoices.	2017-Dec		100	40	40		% complete	Currently administering Prop 50 implementation and Prop 84 Implementation Round 1 grants. All required quarterly reports and invoices have been submitted to date. Expect to begin reporting and invoicing for Prop 84 Implementation Round 2 grant in second quarter FY 15.








Core Business - Information Technology   Ali Bagherian - Matt Brown									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Go live on aqueduct protection program web application.	2012-Aug		100	100	100		% complete	The application is operational and being used by O&M personnel. The application stores, manages, and supports queries and reports of the condition assessment data of over 61,000 pipe segments.
2	Complete telephone and voicemail system upgrade or replacement.	2012-Oct		100	100	100		% complete	The telephone and voicemail system was successfully upgraded. The warranty on the upgraded system lasts until 2017.
3	Complete migration of purchasing contract files from paper into digital files in our OnBase electronic document management system.	2013-Feb		100	100	100		% complete	All new contracts are being scanned and entered into our OnBase electronic document management system. All existing active contracts will also be migrated into the OnBase system which provides more efficient tools for entering and searching contract documents.
4	Implement E-discovery software solution.	2013-Oct		100	100	100		% complete	The software has been implemented. Going forward, this software will be used, as needed, for public records requests, litigation discoveries, and specific document searches.

**Core Business - Information Technology | Ali Bagherian - Matt Brown (continued)**










#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
5	Go live on asset management web application.	2014-Oct (rev.) <del>2014-Jan</del>		50	0	20		% complete	The development of this application (Asset Management of facilities) had been postponed in order to focus on three higher priorities: implementing some programming changes into the Asset Management for pipelines web application which were completed in November 2013, developing the Water Authority dashboard which is scheduled to launch in August 2014, and completing the Maximo upgrade which was completed in April 2014. In May 2014, Operations & Maintenance and Information Technology staff began development on this new application. We are scheduled to launch the application by October 2014.
6	Go live on an upgraded Maximo computerized maintenance management system.	2014-Jul		100	100	100		% complete	Project was completed in April 2014 ahead of schedule. The Operations and Maintenance department are using the updated software and on a daily basis and have made several efficiency improvements to their work order processing based on the software's new features.

**Core Business - Public Outreach | Denise Vedder - Jason Foster**

#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Based on survey results, complete assessment and enhancement of the Water Authority website.	2013-Jul (rev.) <del>2012-Dec</del>		100	100	100		% complete	Website enhancements completed at the end of July; goal completed.
2	Work with member agencies to develop and execute a communications plan to educate key stakeholders and the general public about the value of water, and enhance understanding of water rates and how they fund investments in current and future water reliability.	2014-Dec (rev.) <del>2012-Dec</del>		100	80	60		% complete	Formed Value of Water Task Force with Member Agencies. Executed first phase of campaign in 2013 including template articles/fact sheet, bill stuffer, videos for summer movie advertising campaign, and social media activities. "Value" messages now being incorporated into drought response campaign platform and enhanced civic engagement program approved by Board in May 2014. LCO Committee extended campaign goal to December 2014.

Core Business - Public Outreach   Denise Vedder - Jason Foster (continued)									
#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
3	Achieve or exceed small business participation percentage, based on total procurement dollars as established by the Board of Directors for two-year budget period.	2013-Jun		25	25	32		% participation	Goal completed; the Board has set the new SCOOP goal at 30% for fiscal years 2014-2015.
4	Increase total audience of electronic and social media communications platforms by 25 percent.	2013-Dec		58,619	58,619	72,011		# participants	Exceeded goal with 54% increase in total audience with 72,011 users.
5	Conduct facility tours and community forums that educate 1000 regional stakeholders on regional water issues and/or the importance and benefits of Water Authority infrastructure projects.	2014-Jun		1,000	1,000	3,674		stakeholders	Completed goal June 2013. Exceeded target; 2,083 participants in community forums, CIP tours and events, open houses. New total as of June 2014 is 3,674 attendees.
6	Support achievement of long-term regional water use efficiency goals by conducting efficiency-themed education programs that reach 3,000 teachers and 100,000 students in the San Diego County region.	2014-Jun		103,000	103,000	116,750		teachers/students	Goal met and completed: 4,244 teachers; 112,506 students reached.
7	Conduct public outreach that achieves or sustains more than 80 percent support for the Water Authority's long-term, overall water supply diversification strategy.	2017-Jun		80	80	79	57	% support	The 2012 support level was 57%. The 2014 support level was 79%, a 22% increase. The 79% support level was 1% less than the 80% target.
8	Support water use efficiency programs and policies with communications and community relations initiatives that help sustain 90 percent or greater public acceptance of water use efficiency as an important civic duty.	2017-Jun		90	90	82	95	% public acceptance	The April 2014 poll showed 82% support for water conservation as a civic duty. This is a reduction from 95% public acceptance in 2012.
9	Plan and execute public outreach strategies, plans, and tactics that sustain a 67 percent or greater awareness among residents that indirect potable reuse is a safe and acceptable part of the region's drinking water supply.	2017-Jun		67	67	71		% awareness	Baseline = 2011 poll; Quarterly performance based on July 2012 poll. Next poll date to be determined.

Core Business - Workforce Management | Gretchen Crowson - Matt Brown

#	Goal	Target date	Long-term status	Long-term target	Fiscal Year target	Fiscal Year actual	Prior Year actual	Qualifier	Comments
1	Gain agreement to Memoranda of Understanding with bargaining groups in accordance with Board direction.	2012-Jul		100	100	100	100	% complete	Board approved three year MOU in July 2012.
2	Graduate five employees from the Water Authority's Professional Development Mentoring Program.	2012-Dec		5	5	7	0	graduates	Seven employees graduated in December 2012 for the Pilot Mentoring Program. Currently the Management Analyst series of the Mentorship Program has six participants.
3	Complete cross-departmental workforce forecast for fiscal years 2012 and 2013.	2013-Jun		100	100	100	50	% complete	Integrated with budget process.
4	Complete and adopt an integrated workforce succession plan.	2014-Jun (rev.) <del>2013-Jun</del>		100	100	100	50	% complete	Initial plan developed and framework for on-going program identified. Initial assessments completed in November 2013. Individual feedback on assessments is underway. HR is currently developing agency-wide program and training initiatives to strengthen competencies.
5	Achieve employee turnover less than 6 percent after factoring out retirements, for fiscal years 2012 and 2013.	2013-Dec		6	6	3.2	3	% turnover	Goal has been met for CY 2012, 2013. Turnover for FY 14 is 3.2%
6	Fill 50 percent of vacancies for positions above the entry level with internal candidates for fiscal years 2012 and 2013.	2013-Dec		50	50	47.8	81	% vacancies	The need for new and very specialized skill sets required external recruiting efforts for high level positions.
7	Achieve 'acceptable/meets expectations' or above ratings for training and development program delivery.	2013-Dec		3	3	4.5	4.5	ratings	Post-training evaluation ratings exceed expectations.
8	Achieve 'acceptable/meets expectations' or better ratings from participating agencies and other stakeholders of the San Diego Regional Water/Wastewater Internship Program.	2015-Jun		3	3	4.2	4	ratings	Annual Member Agency evaluation ratings exceed expectations. Currently recruiting candidates for the FY 15 Regional Water/Wastewater Internship Program.
9	Graduate five employees from The Center for Organization Effectiveness' Academies.	2015-Aug		5	2	5	3	employees	Five employees graduated from the academies this past fiscal year.