

2019-2023 Business Plan

7th QUARTER PERFORMANCE REPORT - April 1, 2020 through June 30, 2020

sdewa.org/mission-vision-values-strategies

STATUS LEGEND

1

Objective was completed by the original target date.

2

Objective is on track to be completed by the original target date.

3

Objective is not on track to be completed by the original target date.

4

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

5

Objective is deleted or delayed due to factors outside of the Water Authority's control.

WATER SUPPLY - Imported Water						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Achieve final decision in 2010/2012 MWD rate litigation through final court action or settlement and secure award of damages.	Dec-2019	Dec-2020		Continued to provide strategic and technical support to the litigation team to ensure the prompt final resolution of the 2010 and 2012 cases following the Water Authority Board's direction to dismiss certain claims. The parties exchanged proposed language for a final judgement for the cases and had a telephone conference with the court in May 2020. A hearing is scheduled for July 30 on cross motions for final judgement.	H, I, J, K, L
2	Develop new and flexible water storage solutions, including an Intentionally Created Surplus account in Lake Mead for Water Authority Colorado River supplies, in coordination with local, state and federal stakeholders.	Dec-2019	Dec-2020		The Water Authority is continuing dialogue at the federal, state, and local level to obtain storage in Lake Mead to provide both basin-wide and regional benefits, including supporting the Drought Contingency Plan and providing operational flexibility in delivery of QSA supplies. The target date was previously revised to reflect the effort taking longer than originally anticipated.	C, D, F, G
3	Develop and implement strategies for Water Authority participation in Basin States policy discussions on the Drought Contingency Plan, binational issues, and renegotiation of the 2007 Interim Guidelines.	Dec-2019	Dec-2023		Reclamation is currently conducting an effectiveness review of the 2007 Interim Guidelines. Formal discussions for the renegotiation of the next set of operating guidelines have not been initiated. Staff will continue to remain engaged through forums such as Colorado River Board, MWD Board, binational workgroups, and discussions at the state and federal level. The target date was previously revised to reflect this schedule.	C, D, F, G
4	Support the Water Authority's MWD Delegates engagement in the review of MWD's Ethics Office to promote transparency and equity at MWD.	Dec-2019	Dec-2020		The Water Authority Delegates continue to participate in a review of the Ethics Office to promote transparency and equity at MWD. At its November 2019 meeting, the Audit & Ethics Committee discussed and moved forward several code changes related to the Ethics Office, which included several of the Delegates' recommendations related to lobbying and gift limits. These changes, among others, have entered the bargaining unit phase of review.	H, K)
5	Communicate the Board's conditional support of California WaterFix and updated Bay-Delta Policy Principles and WaterFix to secure the support of the San Diego legislative delegation, business community, civic leaders, opinion leaders, and media for the proper allocation of project costs on MWD's rates and charges.	Jun-2020			On numerous occasions over the past several months, Water Authority staff have communicated with the Newsom Administration, the San Diego legislative delegation, and a variety of external parties regarding the Water Authority Board's conditional support for the Delta fix alternative, along with a comprehensive explanation of the rates/charges conditions that would need to be satisfied to address the Water Authority's interests.	A, B
6	Continue to explore the viability of alternative conveyance of QSA supplies.	Jun-2023			March Colorado River Work Group and Special Imported Water Committee meetings, and a June CRWG meeting were held to discuss preliminary study results. Additionally, a virtual special meeting with Member Agency Managers Group, dedicated to the RCS, was held in April. A follow-up letter summarizing key points from the meeting and Colorado River Issues Briefing materials were subsequently sent to the MAM. The Draft Phase A Black & Veatch Study and independent cost review report were released on June 12. The Board decision on Phase B was postponed by a month, to July, due to COVID-19.	C, D, F
7	Work with QSA JPA parties to ensure all required environmental mitigation is implemented at the Salton Sea.	Jun-2023			The QSA JPA held its quarterly meetings in April and June. The status reports for progress on mitigation measures indicated all activities are on track and in compliance with requirements.	C, E, G

8	Engage with the state Salton Sea Management Program, Governor's Office, elected officials, and opinion leaders to ensure the state meets its obligations for restoration at the Salton Sea.	Jun-2023			Staff continued to monitor the State's progress on the Salton Sea Management Program. While COVID-19 led to delays of most meetings related to the Salton Sea, staff maintained dialogue with State representatives and other stakeholders to ensure the Water Authority's perspective on the sea, both the QSA mitigation and the State's phased approach to restoration, were understood.	D, E, G
9	Lead stakeholder briefings, annual tours, and additional outreach with Imperial Valley stakeholders to enhance relationships and exchange perspectives on efficiency-based water conservation, Salton Sea issues, and water diversification in the San Diego region.	Dec-2023			Due to COVID-19, it was not possible to carry out outreach efforts in person. Instead, staff participated in meetings virtually. For example, staff organized a conference call with the farming community to discuss the Regional Conveyance System Study, which included a discussion of the Salton Sea. Additionally, staff assisted Imperial County with outreach efforts in relation to COVID-19 to both help them in this uncertain time and also foster a stronger relationship and improved communication.	D, E, F, G
10	Actively engage in MWD's efforts to update and refine key programs and policies to support Water Authority's strategic goals, including but not limited to supply and facility reliability, demand management subsidies, and MWD fiscal sustainability.	Dec-2023			Staff and Delegates worked on rallying support for MWD to provide further rate relief to mitigate the economic downturn stemming from the COVID-19 pandemic. In concert with the Delegates, staff is actively engaged in the 2020 update of MWD's Integrated Water Resources Plan (IRP) through MWD Member Agency Managers Meetings and working groups to ensure the IRP is data-driven and factors in the affordability of water, the potential for stranded assets, and member agencies' differing reliability needs, and promotes MWD's ability to adapt nimbly to changed conditions.	H, I, K
11	Communicate the status of MWD's fiscal condition with key stakeholders to ensure MWD's long-term financial sustainability and viability, and ultimately obtain support from stakeholders for MWD to adopt a long-term finance plan.	Dec-2023			Staff provided the Board with information on MWD's adopted budget for fiscal years 2021 and 2022 and associated rates and charges in May. Staff continued to support the Delegates' efforts to encourage MWD to: consider cost-cutting measures during a budget and rates review in September to reduce rate impacts; conduct a long-range financial planning exercise; and conduct a 2020 IRP update that is consistent and supports MWD's long-term financial stability.	H, I, K

WATER SUPPLY - Local Water						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Lead a member agency workgroup to develop a strategy for permitting treatment plant residual discharges.	Mar-2019			Contract awarded to WQTS to facilitate a residual handling workgroup with participating member agencies. Objectives of this workgroup include researching regulatory precedence in the State and developing a course of action for potential positions taken by the San Diego Water Board. A final workshop to accept the Whitepaper's recommendations was held March 4, 2019 and accepted by all member agency participants. The project is now complete.	A, B
2	Support Poseidon in obtaining National Pollutant Discharge Elimination System permit from the San Diego Regional Water Quality Control Board required to initiate the phased implementation of the Lewis Carlsbad Desalination Plant Intake Modifications Project.	Jun-2019			The San Diego Regional Water Quality Control Board adopted Poseidon's NPDES permit on May 8, 2019.	G, H
3	Support Poseidon with development and implementation of the intake screen demonstration project to optimize the proposed intake technology.	Dec-2021			Poseidon has obtained all the necessary permits to conduct the intake screen demonstration project and is finalizing the design and performance monitoring plan for the study. Installation of the pilot project will begin July 2020 with the testing period commencing by August 2020.	G, H
4	In collaboration with member agencies, support the San Diego Regional Water Quality Control Board to develop a Basin Plan amendment or guidance that supports potable reuse and reservoir operations based on sound science.	Dec-2021	Dec-2022		Water Authority staff developed a proposal in coordination with the member agencies to update the basin plan to support reservoir operations and potable reuse. The work was on hold while the San Diego Water Board prioritized other Basin Plan amendment projects.	A, B, C
5	Advocate for state and federal funding opportunities applicable for the Lewis Carlsbad Desalination Plant Intake Modifications Project and apply as such programs are made available.	Dec-2021			Staff secured \$175,000 to support the Carlsbad Desal Intake Screen Demonstration Project through MWD's Future Supply Actions Funding Program and executed an agreement with MWD in December 2019. Staff intends to submit an application for additional funding of the Intake Screen Demonstration Project from the Department of Water Resources in July 2020 and is also working with Poseidon to secure low rate financing through the U.S. EPA's WIFIA Program for the final phase of intake improvements.	C, H
6	Complete Contract Administration Memoranda and any necessary Water Purchase Agreement contract amendments for each phase of the new intake and discharge facilities at the Lewis Carlsbad Desalination Plant.	Mar-2022			The Intake Modifications Project will be implemented in three phases to keep the Lewis Carlsbad Desalination Plant in service as a result of the closure of NRG's Encina Power Plant and ultimately comply with the statewide Ocean Plan Amendment adopted by the State Water Board in May 2015. A Contract Administration Memorandum (CAM) covering the first phase of temporary standalone operations was executed in June 2019 and a CAM for the second phase of interim intake operations was executed in December 2019. On May 28, 2020, the Board authorized three contracts to provide technical, financial and legal services in support of the remaining project activities. This work includes a CAM for the final phase of permanent operations, which will be developed in 2022.	G, H

7	Coordinate with member agencies and Water Research Foundation to evaluate the benefits of the Lewis Carlsbad Desalination Plant supply and new local supplies.	Jun-2022			The Water Research Foundation (WRF) and its consultant Arcadis issued the final report for the Lewis Carlsbad Desalination Plant 2016 Integration Study on January 8, 2019. Staff is working on a project to extend the Integration Study to analyze data from calendar years 2017 – 2019 and evaluate the economic benefits of reduced salinity in desalinated supplies in the region. On September 5, 2019, the Southern California Salinity Coalition Board of Directors approved funding up to \$75,000 to support the study. Staff completed the funding agreements in May 2020 and is working with Arcadis and WRF to kick off the project.	E
8	Complete all submittal reviews within the Water Purchase Agreement required time frame during oversight of the design, construction, and commissioning of the Lewis Carlsbad Desalination Plant's interim and permanent intake and discharge facilities in compliance with the Ocean Plan Amendment.	Jun-2023			The interim improvements include installation of fish-friendly dilution pumps and modifications to the intake and discharge channels to achieve stand-alone operations and allow NRG to begin demolition of the Encina Power Station. Poseidon successfully completed construction and performance testing of the interim improvements on May 31, 2020. Construction of the new intake screens to comply with the Ocean Plan Amendment and allow for the transition to the permanent operations phase is anticipated to begin in FY 2023.	G, H
9	Coordinate with member agencies to submit applications to MWD for LRP and other funding opportunities and advocate for criteria that are supportive of member agency projects.	Jun-2023			LRP Agreements for the City of Oceanside and the City of San Diego previously received board approval and are now in the process of being finalized for execution. The LRP agreement for Fallbrook was signed this quarter. Two additional LRP draft agreements received board approval in June. Both the East County AWP and City of Escondido LRP Draft Agreements were approved by the Water Authority Board at its June 25 Board meeting. They are scheduled for MWD Board approval in July prior to being finalized. Staff submitted a comment letter in June to the State Water Board on the Clean Water State Revolving Loan that advocated for increased funding for member agency recycled water projects.	C
10	Facilitate a member agency workgroup to engage with the State Water Resources Control Board to provide coordinated regional comments on the proposed statewide Mercury Reservoir Plan.	Jun-2023			The State Water Resources Control Board is expected to resume work on the Mercury Reservoir Program in late 2020. Their staff have stated that they are considering an incentive based program for encouraging pilot testing in reservoirs and fisheries management, rather than a mandated program.	D
11	Coordinate with the member agencies to provide comments to the State Water Resources Control Board on development of monitoring requirements and standards for constituents of emerging concern in potable and recycled water.	Jun-2023			Staff tracked regulatory developments and provided monthly updates to the member agencies on constituents of emerging concern, including PFAS, microplastics, and perchlorate. Staff participated in an ACWA workgroup on microplastics that developed a comment letter that was submitted to the State Water Board in April.	A, B

WATER SUPPLY - Resource Planning						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Prepare an annual water supply and demand assessment, in coordination with the member agencies, that complies with state requirements.	Jun-2019	Jun-2022		The target date was revised because DWR revised the date to begin annual reporting from 2019 to 2022. Staff is coordinating with other water agencies to potentially prepare a voluntarily annual assessment prior to 2022 to influence the final reporting format.	G
2	Develop a centralized database covering five water-use efficiency programs to improve data management and performance reporting.	Jul-2019			Four of five centralized database tables have been created for the WaterSmart Landscape Makeover, the WaterSmart Checkup, and the Sustainable Landscapes programs and the Water Authority's historical Turf Replacement Rebate Program data. A determination was made jointly with IT to no longer pursue the fifth database, historical data from the MWD SoCal WaterSmart since the data is housed and accessible in MWD's database. Additionally, significant technical issues with migrating the data would escalate the cost and staff time to the detriment of other, higher priority IT projects.	H, L
3	Obtain Board approval for the updated Integrated Regional Water Management Plan (Phases 1 and 2) to comply with state requirements and enhance plan content.	Jul-2019			The final draft of the 2019 Plan Update was presented to and adopted by the Board at its July 2019 meeting.	A, D
4	Secure \$2.5 million in external funding such as grant awards, utility funding, and in-kind contributions to support water-use efficiency programs.	Jun-2021			The Water Authority has secured more than \$3.6 million in external funding, exceeding the target by 46 percent three years ahead of schedule. Sources include SDG&E, Solana Center, Hans Doe, artificial turf discount program, plant fairs, Union Tribune Live WaterSmart partnership, the Plumbing Association, MWD MAAP funding, and federal grant funding awarded to a regional conservation program which was supported by the Water Authority's existing agriculture efficiency grant.	H, I, J, K
5	Secure the San Diego Region's allocated share of approximately \$38 million in Integrated Regional Water Management grant funding, from the Department of Water Resource's Proposition 1 program.	Jun-2022			The San Diego IRWM Program has received the first two of four anticipated grants from DWR's Proposition 1 IRWM grant program: a \$250,000 planning grant and a \$5.3 million Disadvantaged Community Involvement Grant. The San Diego IRWM program should receive two more grants totaling approximately \$32 million from the Prop 1 program. The third Prop 1 grant application, for \$15.3 million, received draft approval from DWR in May 2020. Notification of the final award is expected in July 2020.	A, B, D
6	Obtain Board approval for an updated Water Shortage Contingency Plan that complies with evolving state requirements.	Jul-2021			The updated Water Shortage Contingency Plan will be included as a section of the 2020 UWMP, which must be submitted by July 2021.	E, F
7	Obtain Board approval for a revised 2008 Model Drought Response Conservation Ordinance to achieve consistency with the Water Shortage Contingency Plan and evolving state requirements.	Jul-2021			Revisions to the Model Drought Ordinance will incorporate anticipated future regulations on permanent water waste prohibitions adopted by the State Water Board. The Model Ordinance will be prepared in conjunction with the updated WSCP and included in the 2020 UWMP.	E, F
8	Update the Urban Water Management Plan to identify supplies necessary to meet future demands and comply with the planned revision of the Urban Water Management Plan Act.	Jul-2021			Several activities related to preparation of the 2020 UWMP took place during this reporting period. They included a staff presentation in May at the Member Agency Managers' Meeting to provide an update on the development status of the 2020 UWMP. Also in May, the Water Authority collected local water supply projections from the member agencies. Those projections will be integrated into the 2020 UWMP and used to calculate the demand on the Water Authority.	C, D

WATER FACILITIES - Infrastructure/CIP						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Complete the Kearny Mesa Headquarters Roof Rehabilitation project to provide an additional 20 to 30 years of waterproofing system service life.	Apr-2019			Construction is complete. In March 2019, the Board authorized the General Manager to accept the project and file Notice of Completion.	A, E, F, H
2	Evaluate and utilize tools and innovative technology which can be used for robotic pipeline inspections to reduce water discharge, labor costs, and risk of pipeline failures.	Jun-2020			In January 2019 the team began testing an in-house developed camera system in the Olivenhain Pipeline. Measures are underway to secure intellectual property rights for the invention (Patent application has been filed). Further, a joint effort between the Water Authority and PICA has developed a unique LIDAR pipe scanning tool. A fully-functioning prototype is in hand and has been tested on the First Aqueduct tunnels. Finally, the Water Authority is now in possession of the MFL tool used on welded steel pipe between 2011 and 2016. This will be evaluated for future welded steel pipe assessment opportunities.	A,B
3	Complete the Vallecitos Water District 11/Vista Irrigation District 12 Flow Control Facility project to improve operations and reliability for the delivery of treated water to the Vallecitos Water District and the Vista Irrigation District.	Jun-2020			A construction contract was awarded in October 2018 to Kiewit Infrastructure West, Co., in the amount of \$4,977,000. The project is now substantially complete and the facility is delivering treated water to Vallecitos Water District and Vista Irrigation District. Final completion is anticipated at the end of summer.	A, C, E, F, G, H
4	Complete a pilot study for implementing the use of drone technology for assisting with Capital Improvement Program projects and management of the aqueduct right of way.	Dec-2020			Flights have been completed over all 25 areas to assess stormwater erosion of hillsides over our pipelines. This data will be used to help determine necessary actions such as adding erosion control measures. The results of these flights will be evaluated to determine the effectiveness of the program.	B, E, F
5	Complete the San Diego 28 Flow Control Facility Rehabilitation project to improve operations and delivery reliability of untreated water to the city of San Diego's Alvarado Water Treatment Plant.	Dec-2020			A construction contract was awarded at the July 2019 Board meeting to J. F. Shea Construction, Inc. in the amount of \$9,731,000. Work is progressing as scheduled at about 75 percent complete, and completion is anticipated in Fall 2020.	A, C, E, F, G, H
6	Complete the Fallbrook Public Utility District 7/Rainbow Municipal Water District 14 Flow Control Facility project to improve operations and reliability for the delivery of treated water to the Fallbrook Public Utility District and the Rainbow Municipal Water District.	Dec-2020	TBD		The Board deferred work for this project in August 2019 due to potential detachment of Fallbrook PUD and Rainbow MWD.	A, C, E, F, G, H
7	Determine the number of Member Agencies who are interested in a Member Agency Asset Management Support Network. The network would offer a method for information sharing and guidance on asset management, condition assessment evaluation, procurement, and implementation. If interest is sufficient, draft a plan to develop the network and formalize the procedures.	Dec-2020			Communication with agencies active in condition assessment and leak detection is increasing. A name and logo for the effort have been established. "Innovating Asset Management: A Regional Collaboration". Asset Management staff at 17 Member Agencies and 8 other municipalities within and neighboring San Diego County are part of the regional collaboration. A regional demonstration of a new pipeline inspection technology is being considered for the Fall of 2020.	A,B
8	Complete the Carlsbad 5 Flow Control Facility project to allow desalination water delivery directly from the Lewis Carlsbad Desalination Plant to the Carlsbad Municipal Water District.	Mar-2021	Oct-2024		The project schedule is based on Carlsbad City Council approval to move forward by January 2021. The schedule shifted due to Carlsbad project approval delays. The project is fully reimbursable by Carlsbad.	E, F, G, H
9	Complete the Hauck Mesa Storage Reservoir and Pipeline Surge Protection project to provide operational flexibility on the First Aqueduct and longterm surge protection for the Valley Center Pipeline.	Jun-2021	Dec-2022		The project shifted due to issues relating to the COVID-19 pandemic. Project is scheduled to advertise for bids in fall of 2020.	C, D, E, F, G, H

*See Appendix for detail

10	Complete the Northern First Aqueduct Structures and Lining Rehabilitation project to improve operations and the reliability of First Aqueduct treated water deliveries.	Jun-2021			A construction contract was awarded in December 2018 to Kiewit Infrastructure West, Co., in the amount of \$30,400,000. Work is progressing as scheduled and at about 75% complete and completion is anticipated in Winter 2020.	A, C, E, F, G, H
11	Complete the design for the Southern First Aqueduct Structures Rehabilitation project to improve operations and the reliability of First Aqueduct untreated water deliveries.	Jun-2021			Preliminary Design for this project completed in May 2020. Midpoint Design is scheduled to complete in the Fall of 2020.	A, C, E, F, G, H
12	Complete the Mission Trails Flow Regulatory Storage II and Flow Control Facility project to mitigate existing operational risks and meet future untreated water demands for the central and south county service areas.	Jun-2021	Nov-2021		Construction contract awarded in January 2020 to OHL USA, inc. in the amount of \$28,382,746. The construction schedule was extended by five months based on feedback from contractors during the bid period. Work is progressing as scheduled and is about 15% complete.	C, D, E, G, H
13	Complete a detailed study for the repair time estimates of the Water Authority's aqueduct and pipeline system based changes in seismic hazard evaluation and pipeline response to earthquakes.	Dec-2021			Consultant to begin performing geotechnical investigations. Draft recommendations due in December 2020.	A, C
14	Complete the Emergency and Carryover Storage Project – North County Pump Station project to provide treated water deliveries to portions of the North County service area during an emergency event.	Dec-2021	Feb-2023		The Board deferred work for Fallbrook PUD and Rainbow MWD in August 2019 due to potential detachment. VCMWD completed procuring a designer for the VCMWD/YMWD portion of the work. Design is anticipated to complete in the summer of 2021. The revised target date reflects construction completion of the VCMWD/YMWD work.	C, D, E, G, H
15	Using the latest proven and innovative pipeline assessment technologies, perform 25-miles of comprehensive condition assessment of the treated water portion of the First Aqueduct.	Jun-2022			The team has surpassed the objective and has now completed the inspection of the entire 27 miles of the treated portion of Pipelines 1 and 2 on the First Aqueduct. The Pipelines have been assessed using a combination of technologies and visual inspection.	A, B
16	Complete a Master Plan Update that incorporates revised demand projections from the 2020 Urban Water Management Plan and evaluates system optimization strategies to address lower flows and water quality.	Jun-2023			This effort is anticipated to begin in FY 2021 to align with the 2020 Urban Water Management Plan and associated Long Range Demand Forecast.	C, D, G
17	Complete an additional 6 miles of priority pipeline relining, extending the service life of the identified segments of the aqueduct system.	Dec-2023	Sep-2025		Construction of 2.3 miles of relining was completed in June 2019. The remaining projects have been shifted as part of the FY 2020/2021 CIP prioritization and are expected to be complete by Fall of 2025.	A, E, G, H

WATER FACILITIES - Sustainability						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Meet 2020 Climate Action Plan emission targets by using adaptive management strategies developed for further reduction of carbon emissions	Dec-2019			Staff's 2018 annual carbon emissions reporting indicated the Water Authority is on track to meet Assembly Bill 32's emission targets for 2020 identified in the Climate Action Plan. Emissions reporting for 2018 was completed on February 27, 2019 and was 15-percent lower than the 2020 target. No additional management strategies or actions are currently required and there are no major threats of increases in the near future.	A, B, C
2	Develop an environmental awareness training video on the California Environmental Quality Act and current environmental permitting requirements to be used for new hires and as a refresher course tailored for Engineering and Operations & Maintenance staff.	Dec-2019			WA Environmental staff received the Final version of the training video in November 2019. Staff has coordinated with Human Resources (HR) and this will be included as a part of the training platform managed and distributed through HR. Additionally, Water Resource's staff will be conducting a training video roll out for each applicable department in 2020.	E
3	Obtain Board approval for the updated Climate Action Plan to ensure conformity of greenhouse-gas inventory calculation with the Climate Registry's current General Reporting Protocol.	Jun-2020	Aug-2020		This objective has been delayed due to other competing agency priorities. An as-needed consultant has reviewed the draft document and provided comments to ensure alignment with any new emission regulations. Staff has incorporated the comments and is currently finalizing the document. Staff anticipates the final report will be brought to the Board in July or August of 2020.	B, C
4	Obtain partnerships on leading-edge climate science projects on adaptation, sustainability, and resiliency strategies, and evaluate opportunities to incorporate research findings into facility and supply planning processes.	Jun-2021			Participated in the Water Utility Climate Alliance annual coordination call on May 6, 2020, and provided input on WUCA's 2021 Work Plan priorities and Strategic Plan objectives for collaborative advancement of water utility climate adaptation.	B, C
5	Evaluate NCCP/HCP covered species list to determine if desirable to seek a major amendment to the NCCP/HCP, its implementing agreement, and State and Federal incidental take permits to revise the Covered Species list.	Jun-2021			This objective will begin in coordination with the Master Plan Update. Water Authority Staff anticipate the Master Plan update to begin June 2020. Environmental Staff will work closely with the Project Manager to ensure any environmental document updates or subsequent CEQA actions are incorporated to the update process.	D, F
6	Develop a minimum of three acres of wetland mitigation at the San Luis Rey Kendall site to mitigate impacts of near-term Capital Improvement Program projects.	Jun-2022			Staff advertised a Request for Proposals for a design consultant in April 2020. The consultant contract is anticipated to be recommended for award at the July 2020 Board meeting.	D, F

WATER FACILITIES - Water System Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Secure a bill crediting arrangement at the Lewis Carlsbad Desalination Plant for energy generated from the Rancho Peñasquitos Hydroelectric Facility to the desalination plant to offset the plant's energy costs.	Jun-2019	Apr-2020		In February 2020, staff completed the required agreements to transfer the energy scheduling responsibilities from a third-party energy scheduler to SDG&E. CAISO approved the request on March 6, 2020.	A, B, E
2	Complete update and obtain Board approval of updates to the 2013 Energy Management Policy.	Jun-2019			The board approved the 2019 Energy Management Policy at the June 2019 board meeting.	C
3	Develop a major maintenance and replacement plan for the Lake Hodges Hydroelectric Pumped Storage Facility.	Dec-2019			The Major Maintenance and Replacement Plan has been completed. The Plan will continue as a working document and will serve as a critical tool in budgeting for equipment replacement and major maintenance functions.	I, J
4	Negotiate a draft project development agreement with a developer for Board consideration for the proposed San Vicente Energy Storage Facility project.	Dec-2019	Dec-2020		Prior to negotiating a project development agreement, the developer will need a strong financial market signal that offtake agreement(s) or cost-of-service recovery model can be obtained. Due to the pandemic, legislative efforts are focused on economic stimulus bills. As a result, staff developed an economic stimulus summary for the San Vicente Energy Storage Project. Staff is monitoring opportunities for legislative options during the 2020 legislative session. Based on a successful legislative initiative, a schedule will be developed for project development agreement negotiations.	A, B
5	Complete an Escondido Facility Space Needs Assessment Study and utilize the Study results to develop a master plan for an efficient and secure operating facility.	Dec-2019	Aug-2020		The completed Escondido Facility Space Needs Assessment Study identified significant space deficiencies at the current Escondido Operations Yard. A real estate brokerage firm was selected and is searching properties and providing information on available properties and procurement strategies/processes for review. Initial property availability reports are planned for summer 2020.	I
6	Construct and place into operation the Mission Trails Chlorination facility to mitigate nitrification on the 2nd Aqueduct.	Mar-2020			Construction work, permitting, testing and commissioning of the facility were completed in September 2019 and the facility is operational.	I
7	Implement identified physical security assessment recommendations for critical facilities.	Jun-2020			Physical security improvements targeted for completion at various critical facilities by June 30, 2020 are complete.	F, G, H
8	Complete replacement of the instrumentation communication network at San Vicente Pump Station to increase operational reliability of these facilities.	Jun-2020	Dec-2020		Replacement of the instrumentation communication network associated with the pump trains has been completed and testing successfully performed. With the change in plans to operate the facility from May thru October to move stored QSA water out of San Vicente, the final ancillary system upgrades are currently scheduled to be completed in November to avoid operational conflicts.	I
9	Develop a communication system master plan for the Water Authority's Aqueduct Control System.	Jun-2020	Nov-2020		The System Communication Master Plan development is delayed due to changes in staff resources. The team has documented the current system layout and evaluated various communication methods. Staff held a deficiencies workshop in June 2020 and plans to submit a draft of the plan for team review in July 2020. The final report is planned to be available in September 2020 with the formal handoff process to Engineering completed by November 2020.	I
10	Evaluate alternatives for centralizing energy generation and usage data.	Dec-2020			Due to the pandemic, obtaining user-friendly data from SDG&E to integrate into a third-party dashboard system has been delayed. Staff anticipates receiving data in Summer 2020 to conduct a 30-day trial period in Fall 2020 to evaluate dashboard monitoring and energy usage tracking capabilities.	B

11	Identify innovative opportunities for energy procurement to reduce energy costs and identify schedules for economically viable alternatives.	Dec-2020			Multiple energy cost reduction alternatives were evaluated and presented to the Board at a June 11, 2020 Special Engineering and Operations Committee meeting. Staff is working to develop the stated alternatives.	D, E
12	Participate in Federal and State regulatory proceedings to move bulk energy storage forward in California.	Jun-2023			On February 21, 2020, the CPUC issued a proposed decision estimating 973 MW of pumped storage to be online by 2026. This decision requires load-serving entities include details to potentially procure pumped storage resources in their Integrated Resource Plans due September 1, 2020. CAISO will consider the details of this proposed decision in the 2020/2021 Transmission Planning Process.	E

BUSINESS SERVICES - Business Support						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Pilot implementation of enhancements to records management application that increase functionality, such as autoclassification of new records upon creation.	Jun-2019			Initial pilot was completed by June 30, 2019. Pilot included test migration of a sample of shared drive documents into SharePoint. The test SharePoint site was configured with sample content types and metadata. The second phase of the pilot is continuing during this budget period to allow AS staff time to structure a file plan and configure retention rules in the records management software.	D, E, J, K
2	Complete development of the Maximo computer maintenance management system for use in the field by Operations and Maintenance staff.	Sep-2020			IT staff are currently testing our ability to secure and manage mobile devices using a management service. Testing has been completed and we will continue to work with Operations staff to achieve the best outcome.	D, E, F
3	Implement all physical and policy improvements to enhance the security of the Kearny Mesa Headquarters that were identified in the 2018 Security Review.	Dec-2020			In FY 2019, staff installed shatterproof tinted window film along high-risk public facing windows; additional access card readers in the lobby area; upgraded surveillance camera software; additional surveillance cameras; and an emergency lobby door lock with intercom. Additionally, new building access policies and access cards with IDs went into use, effective July 1, 2019, and lobby doors were retrofitted to be ADA compliant. Staff has coordinated emergency response preparation with SDPD and is creating an active shooter response plan.	G
4	Migrate three primary shared drives to cloud-based platforms to maximize resilience against loss of service while reducing on-premise physical server hardware needs.	Dec-2021			Staff is examining the possibility of enabling an electronic records management system in concert with the cloud migration effort. If chosen, this option will add additional time and effort to this objective. Staff expects to present recommendations to GM's Office and make a decision by June 2020.	A, B
5	Upgrade existing phone technology to complete the "unified communication" system (combined messaging, presence, phone, video conferencing, voicemail, and email) to expand organization-wide communication capabilities.	Dec-2021	Dec-2023		In early 2019 Administrative Services and the General Manager's Office decided to defer proceeding with the unified communication system upgrade in favor of a less expensive and less disruptive phone system software upgrade, which was completed by the end of June 2019. Administrative Services will pilot and test a unified communication system during the fiscal 2020-2021 budget cycle for potential wider implementation after 2021.	D, E, F
6	Reduce energy use of the Kearny Mesa Headquarters from Fiscal Year 2018 baseline by 7 percent by the end of Fiscal Year 2023.	Sep-2023			Energy usage has been reduced by a total 9.86% in FY 2019 as compared to the baseline. The energy used in the first three quarters of FY 2020 totals 799,190 kWh.	H, K
7	Implement at least 50 additional information security measures based on Center for Internet Security's CIS-20 security framework.	Sep-2023			The Information Security team has made significant progress in implementing best practices for hardening the Authority's network infrastructure. Updates to incident response plans are underway. In November 2019, the GM approved an Information Security Program to guide overall efforts. As of June 2, 2020, 15 additional security measures have been implemented.	A, B, C
8	Adapt business insurance policies to cost-effectively meet the evolving needs of the Water Authority.	Sep-2023			Staff researched and presented on Inverse Condemnation coverage to the Board November 2019. Staff has evaluated insurance renewal options for the 2020-21 program year and made recommendations to the Board. The Board approved the insurance renewal at its June Board Meeting.	I
9	Migrate electronic document management system and Maximo to the cloud to improve systems resilience.	Sep-2023			Staff is examining the possibility of enabling an electronic records management system in concert with the cloud migration effort mentioned in Objective #4. Staff expects to present recommendations to GM's Office and make a decision by June 2020.	A, B, D, E, J, K

BUSINESS SERVICES - Communication and Messaging						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Conduct communications and outreach activities that result in at least 70 percent of stakeholders viewing municipal water service as a "good" or "excellent" value through the public opinion poll.	Jun-2019	Sep-2019		The biennial public opinion survey was conducted in August 2019 with results presented to the Board in September 2019. The survey showed 58 percent of respondents viewed municipal water service as a "good" or "excellent" value, a lower rating compared to previous year's surveys. This change is attributable to changes in the survey question and methodology to improve accuracy, which may require re-calibrating a new appropriate target for this objective.	D, E, F
2	Execute a minimum of three significant programs or events to commemorate the Water Authority's 75th Anniversary.	Jun-2019			Five programs were executed: A celebration at the June Board meeting, new history panels installed in the lobby, a mailer sent to regional influencers, a special section in the San Diego Union-Tribune issued, and a 75th anniversary special challenge coin was produced and will be distributed to member agencies.	A, D, E, F
3	Execute effective advocacy strategies to defeat all legislation that the Water Authority Board opposes each year.	Dec-2019			With amendments taken to the remaining measure on which the Water Authority held an Oppose position, there were no measures enacted during the 2019 legislative session which were opposed by the Water Authority.	B
4	Migrate sdcwa.org and microsites to an integrated, up-to-date operating system.	Jun-2020	Dec-2020		The project is on-track to meet the revised target date.	E, F
5	Grow total social media audience and engagement by 15 percent.	Sep-2020			The baseline for social media followers is 17,154 (October 2018) with a goal of at least 19,727 followers in September 2020. There were an average of 21,782 followers through November 2019, a 27% increase. The baseline for monthly social media engagements is 3,692, with a goal to increase that by 15% to 4,245 by end of FY 2020. There was an average of 38,433 engagements through May 2020, an increase of 941%.	F
6	Achieve passage of one or more Water Authority sponsored bills annually.	Dec-2020			AB 1588 - a Water Authority co-sponsored measure that would ensure appropriate crediting for education and experience gained during military service for individuals transitioning into civilian water and wastewater system operator occupations - was signed into law by the Governor and became effective on January 1, 2020.	A, B
7	Provide at least one briefing annually to each member of the San Diego state legislative delegation to enhance support for advancing and protecting the Water Authority's legislative interests.	Jun-2021			Extensive briefings with the entire legislative delegation involving Water Authority Board members and management staff have occurred throughout the Business Plan reporting cycle. Additionally, ongoing briefings for delegation members and legislative staff have occurred remotely during early 2020 and are continuing throughout the legislative session on a routine basis.	A, B
8	Increase awareness and understanding of the Water Authority's interests by providing at least one briefing annually to each member of the San Diego congressional delegation in Washington, D.C., and the San Diego district offices.	Jun-2021			Ongoing briefings with the congressional delegation have occurred and continue to occur periodically relative to southwestern portfolio strategy efforts, Colorado River issues, Lake Mead storage, and COVID-19 response and financial assistance needs within the region. Comprehensive briefings on additional Water Authority priorities have continued to occur into 2020, including remote briefings with Congressman Mike Levin and congressional staff.	A, B
9	Strengthen relationships with state and federal legislators by conducting at least two legislative roundtable events at the Water Authority headquarters during each calendar year.	Jun-2021			The Water Authority hosted Senator Brian Jones as the keynote speaker for a legislative roundtable event on July 15, 2019. The Water Authority hosted Congressman Mike Levin as the guest for a legislative roundtable event, which was held on November 6, 2019. A briefing for in-district state and federal staff was held on December 10, 2019. The COVID-19 pandemic has prevented activity on scheduling and executive additional Legislative Roundtable events in 2020.	A, B

10	Engage in outreach efforts that result in at least 50 percent of Citizens Water Academy alumni engaging in at least one alumni activity through Fiscal Year 2021.	Jun-2021		 2	Alumni engagement is currently at 42%. To meet the goal, staff is planning engagement opportunities through social media and other avenues that can be accomplished in light of the current ban on social gatherings.	E, F
11	Convene the Potable Reuse Coordinating Committee to advocate for direct potable reuse criteria that supports potable reuse in the San Diego region.	Jun-2023		 1	Staff worked with the Potable Reuse Coordinating Committee to develop comments on the Division of Drinking Water's (DDW) 2nd Edition of its Proposed Framework For Regulating Direct Potable Reuse In California. Staff submitted comments to DDW in October 2019.	H, I, J
12	Participate with water supply stakeholders to support water supply development and operations in EPA's rulemaking for Waters of the United States.	Jun-2023		 1	On January 23, 2020, the U.S. EPA and the Army finalized its Rule to define Waters of the United States, which establishes regulatory authority for waters under the Clean Water Act. Water Authority staff provided comments during the rulemaking in coordination with the member agencies. Although the new Rule will be effective 60 days after publication, litigation is expected, and uncertainty remains about which waters will no longer be regulated.	H, J

BUSINESS SERVICES - Financial Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Upgrade the Financial Rate Model Program for rate and charge reliability.	Mar-2019			A new Rate and Charges Model is now fully developed. Staff worked closely with its consultant to simplify and modernize the previous model that was originally developed in the early 2000's. The new Rate and Charges model is currently being used to determine the appropriate rate levels for Calendar Year 2020 rate setting process. As with the previous model, staff will continue to constantly update and modify the model to reflect changes in cost of service, demands, and rate designs.	A, B, I
2	Develop and obtain approval for a long-term pension funding strategy for future pension savings.	Jun-2019			At Board suggestion, staff researched developing a long-term pension plan funding framework to respond to the Water Authority's unfunded pension liability. Over multiple Board meetings, staff and the Board evaluated various options and then established a pension plan funding framework that set: (1) a target pension plan funded ratio range; (2) number of years to reach the target range; (3) established a funding source; and (4) selected the funding vehicle. The Board adopted the Pension Plan Funding Strategy at the October 2018 meeting and this objective is now complete.	C, G, K
3	Complete the full implementation of both short-term and long-term investment strategies to realize future investment earnings.	Jun-2019			Staff has implemented a contract amendment to address the outstanding investment strategy items. Majority of available funds have been sent to the investment manager for investing for the core portfolio. The investment strategy involves allocating all core funds to the external investment manager for investing.	E, F, K
4	Complete pipeline refunding transactions resulting in debt policy-driven savings.	Jun-2019			Staff obtained Board approval in December 2018 for approval of the refunding transactions. To optimize savings, documents for the transactions will be prepared in advance and the markets will be accessed as soon as the Board and California Pollution Control Financing Authority (CPCFA) approval processes are complete. Staff successfully refunded the pipeline bonds in February 2019 resulting in \$18 million in savings.	D, F, K
5	Restructure the Chart of Accounts for better measurement of the organization's performance and increase effectiveness of reporting.	Jul-2019			The Chart of Accounts changes have been implemented and are effective for FY2020. This will result in quicker processing of transactions and time savings for staff	A, C
6	Develop the Water Billing and Information Management System project (subsequently renamed the Data Archival and Invoicing System - DAIS) to replace the existing PRIMA and WBIS systems.	Mar-2020	Aug-2020		To facilitate member agency collaboration on testing of the DAIS system, on May 13 and May 14, 2020 Water Authority staff conducted a member agency training webinar. Agencies were provided background information on the DAIS project and instructions on how to use the member agency portal developed for web-based data entry. In June 2020, member agencies began uploading monthly billing related data into the DAIS system as part of the testing process.	A, C
7	Update budgeting processes to ensure efficiency and continued best practices in accordance with Government Finance Officers Association standards.	Jun-2020			Staff initially updated processes as a result of the FYs 2018/2019 budget development. Staff revised and documented budget processes after completion of the FYs 2020/2021 budget development. Staff obtained approval for and is also writing the new policy for equipment replacement budgeting.	A, C, H

8	Advocate Water Authority position through participation in two industry conferences per year via speaking engagements and achieve membership in industry committees and boards, such as California Society of Municipal Finance Officers, Government Finance Officers Association, Bond Buyer, and the California Municipal Treasurer's Association.	Jun-2023		2	This quarter the Director of Finance presented Diversity & Inclusion, and the Controller moderated a session on Inventorying and Accounting for Capital Assets at the January CSFMO conference. The Director of Finance presented at the Green Bonds California Conference in October, and participated in a panel at the Bond Buyer Conference in the prior quarter. The Director of Finance was a keynote speaker at the California Municipal Treasurer's Association Conference in April 2019 as well as a presenter at the Government Finance Officer's Association Conference May 2019.	E, K
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BUSINESS SERVICES - Workforce Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Develop communication plan and implement additional communication channels to address changing demographics of the workforce.	Jun-2019			Water Authority has instituted additional communication methods including mobile friendly job postings, redesigned social media branding for open positions, and more interactive communication at quarterly all-hands meeting. Human Resources also uses targeted newsletters to disseminate information on wellness programs, benefits, and other pertinent information.	C
2	Evaluate and implement a competency-based hiring model.	Jun-2019	Dec-2019		Staff has implemented a competency-based hiring model to meet the needs of the agency. This method involves using valid competency criterion and suggested behavioral episode interview questions to be used in the recruitment and selection process.	D, E
3	Evaluate a new performance review tool to address consistent, relevant feedback for leadership staff.	Jun-2019			Staff contracted for a multi-rater assessment tool (Qualtrics) and implemented a pilot mid-year review for leadership staff in July 2019; plan for expansion to additional raters delayed due to budget savings with the elimination of the Qualtrics contract.	E
4	Develop and produce job preview videos, showcasing our industry and what a hard to recruit for job looks like.	Jun-2019	Jun-2022		Project funds have been deferred in the current FY 2021 budget.	C
5	Develop a workforce management strategic plan that addresses diversity and inclusion.	Jun-2020			Meeting objective through fair and equitable recruitment processes; enhanced social media outreach; employee engagement efforts; outreach efforts through the Regional Workforce Initiative; and additional training opportunities.	B
6	Reassess the San Diego Regional Water/Wastewater Internship Program to address needs of the stakeholders and increase number of qualified applicants.	Mar-2021			2019-20 Internship Program placed 15 interns; 4 were hired by an agency prior to the completion of the program. The 2020-2021 San Diego Regional Water/Wastewater Internship Program is underway with five participating agencies. Additional internship program(s) and regional workforce development opportunities are being evaluated with the Member Agency Manager task force, including emphasis on transitioning military.	D
7	Develop a Water Authority Alumni Network and hold annual meetings with the Alumni group.	Jun-2021			Interest has been low in attending events. A plan to retool this objective will be presented to management by the next Business Plan reporting cycle.	D
8	Develop targeted quarterly leadership and ongoing skills-based training programs for employees to address any competency gaps in the workforce.	Jun-2023			Leadership Group meetings have been set for the rest of Fiscal Year 2020. Additional sessions topics and facilitators for FY 21 will be evaluated.	A
9	Develop organization-wide mentoring program designed to empower early and mid-career professionals, increase diversity, attract high performing employees, and foster a culture of continuous learning and knowledge transfer.	Jun-2023			Employee Growth and Development Program (rebranded Employee Development Growth and Empowerment - EDGE) selected its FY 2020 Chair with two sessions completed to date (Public Speaking/Toastmasters and Work Life Balance Panel). Aqueduct 101 and SDCWA Career Panel sessions planned for Spring 2020 were delayed due to COVID-19.	A, B, D
10	Achieve and maintain an employee turnover rate of six percent or less, factoring out retirements, for employees meeting or exceeding overall performance standards each fiscal year.	Jun-2023			The FY2020 turnover rate (excluding retirements) through 6/2/20 is 2.35%. The FY2019 turnover rate (excluding retirements) was 2.75%.	D

11	Develop and implement Wellness Initiatives to improve health and wellness of employees; develop employee satisfaction survey regarding wellness; and achieve 20 percent increase in satisfaction from baseline results.	Jun-2023			Wellness Lunch and Learns are scheduled once a month, or as available. Six-course financial wellness certification scheduled for FY 2020. Additional programs scheduled for remainder of FY 2020. Financial wellness and several other wellness workshops have transitioned to online format since March; fitness classes currently on hold due to COVID-19.	B
12	Enroll 75 Water Authority employees over a two-year fiscal period in the supervisory training provided by the Liebert Cassidy Whitmore Employee Relations Consortium. (Revised April 2019)	Jun-2023			FY 20 enrollment through ten sessions is 62 employees and on track to meet the two-fiscal (FY 20 & 21) year target. FY 2018 enrollment was 60; FY 19 enrollment was 46. Three sessions in FY 2019 were very HR-focused and not applicable to general staff.	B

Appendix

Program Focus Areas and Management Strategies

(Business Plan Document Excerpt)

The following Appendix provides detail for the letter references found in the **Management Strategies** column of the report.

Business Plan Structure



Appendix Table of Contents by Program

A-1	Imported Water
A-2	Local Water
A-3	Resource Planning
A-4	Infrastructure/CIP
A-5	Sustainability
A-6	Water System Management
A-7	Business Support
A-8	Communication and Messaging
A-9	Financial Management
A-10	Workforce Management

BAY-DELTA	COLORADO RIVER	METROPOLITAN WATER DISTRICT
<p>A. Advocate Board policies regarding Bay-Delta issues, funding initiatives, and the California WaterFix to federal, state, local, and other stakeholders.</p>	<p>C. Develop flexibility in Quantification Settlement Agreement implementation.</p>	<p>H. Support MWD Delegates in identifying, maintaining, and advancing Water Authority strategic goals at MWD.</p>
<p>B. Protect ratepayers from paying an inequitable share of California WaterFix costs by ensuring project costs are properly assigned in MWD’s rate and charges and are consistent with DWR’s historic practice of assigning similar projects as “conservation”, or supply charges.</p>	<p>D. Safeguard Water Authority investments from outside influences.</p>	<p>I. Influence policy decisions at MWD to ensure its long-term sustainability as a supplemental imported water supplier.</p>
	<p>E. Ensure completion of Quantification Settlement Agreement environmental mitigation milestones and Salton Sea activities.</p>	<p>J. Ensure the Water Authority receives its fair share of investments at MWD.</p>
	<p>F. Leverage opportunities to increase involvement in Colorado River Basin-wide programs, including storage opportunities in Lake Mead.</p>	<p>K. Advocate for equity and transparency in MWD’s decision making processes.</p>
	<p>G. Advance Water Authority Quantification Settlement Agreement policy through continuing dialogue with governing bodies, elected officials, and the public.</p>	<p>L. Resolve through litigation or settlement all outstanding issues in rate litigation with MWD.</p>

MEMBER AGENCY SUPPLY

- A. Improve regulatory flexibility and streamlining for local supplies.
- B. Protect and improve source water quality for water supply in the San Diego region.
- C. Support funding from outside the region for local water supply projects.

POTABLE REUSE

- D. Engage in regulatory and legislative processes to ensure regulatory pathways are available for approval of local potable reuse projects.
- E. Assess and recognize the benefits of water quality improvements associated with new local supplies.
- F. Encourage public support, implement public outreach, and offer technical assistance to support reuse and recycled water projects.

SEAWATER DESALINATION

- G. Ensure compliance with Lewis Carlsbad Desalination Plant Water Purchase Agreement.
- H. Ensure continued operation of Lewis Carlsbad Desalination Plant for stand-alone operation and compliance with Ocean Plan Amendment.

WATER MANAGEMENT PLANNING

- A. Implement an Integrated Regional Water Management Plan that reflects stakeholder consensus and complies with evolving state requirements.
- B. Pursue funding for implementation of projects that achieve San Diego Integrated Regional Water Management Program goals.
- C. Develop a regional Urban Water Management Plan that complies with evolving state requirements and ensures a reliable water supply for the San Diego region.
- D. Update water management plans to maintain eligibility for state funding.

WATER SHORTAGE AND DROUGHT RESPONSE MANAGEMENT

- E. Ensure planning documents are consistent and relevant to properly manage and respond to supply shortages.
- F. Ensure that proposed drought response actions are appropriate, progressive, and may be reasonably implemented by the Water Authority and its member agencies.
- G. Ensure the public, along with state agencies, are kept informed of regional supply conditions and likelihood of shortages through preparation of annual water supply and demand assessments.

WATER USE EFFICIENCY

- H. Implement best-practices to manage and deliver water-use efficiency programs and services in a timely, convenient, and courteous manner.
- I. Plan, develop, implement, or administer water efficiency programs and tools that meet the needs of member agencies and water users.
- J. Support policies and actions that advance long-term water-use efficiency best practices, behaviors, and market transformations.
- K. Leverage ratepayer investments by securing grants or other external funding sources and advocating for equitable benefits from MWD water-use efficiency programs.
- L. Advocate for long term water use efficiency policies that benefit the San Diego region.

ASSET MANAGEMENT

- A. Ensure prioritization, optimal maintenance, and rehabilitation of assets.
- B. Pioneer and utilize new and innovative technology to reduce risk and increase productivity and efficiency.

INFRASTRUCTURE PLANNING

- C. Coordinate and align project scope and schedules within the Master Plan Update and the Asset Management Program to achieve the optimal balance between regional water reliability and cost.
- D. Optimize use of existing treatment, storage, and conveyance facilities to meet projected member agency water demands.

NEW FACILITIES

- E. Employ pioneering technology, innovation, and best management practices for all Capital Improvement Program projects.
- F. Develop innovative business policies, practices, and procedures that are aligned with smaller contracts.
- G. Collaborate with member agencies and other external stakeholders on the Capital Improvement Program.
- H. Coordinate with internal functional groups and stakeholders to promote the most efficient and cost-effective delivery of projects.

CLIMATE CHANGE

- A. Implement cost-effective measures that reduce greenhouse-gas emissions in compliance with emission targets contained in the Climate Action Plan.
- B. Advance climate science research and mainstream adaptation strategies into business practices.
- C. Ensure resiliency of infrastructure and supplies in response to climate change impacts.

ENVIRONMENTAL MANAGEMENT

- D. Incorporate advanced planning to ensure Water Authority compliance with environmental regulations.
- E. Strengthen inter-departmental coordination of environmental compliance.
- F. Ensure sustainable mitigation is obtained in advance of project needs.

ENERGY INITIATIVES

- A. Leverage power market opportunities that maximize the value of existing energy facilities.
- B. Pursue new energy initiatives that reduce energy costs.
- C. Develop updates to the 2013 Board adopted Energy Management Policy.
- D. Coordinate with local, regional, state and federal agencies to best position Water Authority energy purchases.
- E. Influence energy rule-making by engaging in legislative and regulatory processes.

FACILITIES SECURITY AND EMERGENCY RESPONSE

- F. Provide necessary facilities, staffing, and funding to support security and emergency response requirements.
- G. Comply with applicable state and federal regulations regarding security.
- H. Engage in water related security and emergency response issues at the local and national levels.

OPERATIONS AND MAINTENANCE

- I. Maintain water system reliability and efficient operations through staff development and facility improvements.
- J. Enhance proactive maintenance practices.

CYBERSECURITY		IT SERVICES AND OPERATIONS		FACILITIES		ADMINISTRATIVE SUPPORT	
A.	Provide back-up and recovery capability to protect data and critical information systems for business continuity.	D.	Maintain and upgrade critical software and business applications and hardware to meet business needs.	G.	Implement measures that maintain or enhance a safe, secure and productive working environment.	I.	Obtain cost-effective business insurance policies that appropriately manage risk and support evolving business needs.
B.	Implement cybersecurity measures to provide a safe and secure computing environment.	E.	Continually improve business processes by increasing automation, flexibility, ease of use, and mobility.	H.	Improve the efficiency of water and energy use at the Kearny Mesa Headquarters to reduce long-term costs and conserve resources.	J.	Maintain and upgrade records management practices and electronic document management systems.
C.	Educate employees to be technically skilled, well informed, alert, and vigilant.	F.	Upgrade, enhance, and support critical software applications to leverage new functionality, maintain compliance and compatibility, improve productivity and promote timely and informed decision making.			K.	Support and improve tools and processes that enhance business efficiency and productivity.

GOVERNMENT RELATIONS OUTREACH

- A. Strengthen relationships with the San Diego local, state, and federal legislative delegations, other key legislators, legislative staff, and the state and federal administrations.
- B. Engage and influence relevant legislation, regulatory matters, and funding requests in the Legislature, Congress, and state and federal administrations.
- C. Sponsor and promote legislation that positively impacts the region and conveys San Diego’s role as a statewide water community leader.

PUBLIC OUTREACH

- D. Enhance public understanding and support for Water Authority and member agency strategies, policies, and programs.
- E. Implement innovative and effective public outreach programs and tools that deliver Water Authority messages to key stakeholders.
- F. Promote greater public awareness of local water issues and wise water use by building relationships and partnerships with compatible organizations and institutions.

REGULATORY POLICY SUPPORT

- G. Maximize flexibility and sustainability in water supply development and management, water-use efficiency, and water quality protection.
- H. Foster collaborative relationships with regulatory agencies.
- I. Engage in policy and regulatory development under local, state and federal water, energy, and environmental laws.
- J. Inform and obtain feedback from Water Authority departments and member agencies on regulatory and permitting issues.

ACCOUNTING

- A. Provide relevant, accessible, and usable financial data and other key information.
- B. Analyze revenue and expense trends proactively to anticipate early budget variances and formulate actions to ensure fiscal sustainability.
- C. Assess and recommend as appropriate industry best practices and new accounting standards for applicability to Water Authority financial operations for enhanced financial reporting.

DEBT AND INVESTMENT MANAGEMENT

- D. Ensure Water Authority credit ratings through sound financial management.
- E. Ensure strong financial industry presence for the Water Authority.
- F. Strategically optimize the resources of the debt and investment portfolio to execute future bond and investment transactions successfully.
- G. Optimize the capital financing mix to achieve the lowest cost of funds and minimize interest rate risk.

FINANCIAL PLANNING

- H. Develop detailed cost projections for Capital Improvement Program projects and operations to develop long-term rate projections.
- I. Analyze and recommend an updated rates and charges model resulting in the goals of cost efficiency, predictable rates, and intergenerational equity.
- J. Provide high level of service to member agencies while ensuring equitable rates and charges.
- K. Ensure financial policies are aligned with the long-term fiscal sustainability of the Water Authority.

LEADERSHIP

A. Strengthen leadership capabilities and capacity to encourage performance excellence and productivity.

CULTURE

B. Foster a positive culture by developing policies, programs and practices that support the employees' physical, social, and mental well-being; and facilitating learning through professional development, career agility, and knowledge transfer.

COMMUNICATION

C. Maintain open and effective communication that addresses the changing dynamic of the workforce.

TALENT

D. Creating an integrated systems approach to Talent Management better enables the organization to meet the evolving needs of the agency and the workforce of the future.

TECHNOLOGY

E. Evaluate and facilitate tools that will streamline processes and provide more relevant and effective information.