

2021-2025 Business Plan - Performance Report

1st QUARTER - July 1, 2020 through September 30, 2020

sdcwa.org/mission-vision-values-strategies



STATUS GUIDE

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.

4

Objective is deleted or delayed by the Water Authority Board.

5

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

WATER SUPPLY - Imported Water						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Develop new and flexible water storage opportunities for the Water Authority's Colorado River supplies, including Lake Mead storage.	Dec-2021			The Water Authority is continuing dialogue at the federal, state, and local level to obtain storage in Lake Mead to provide both regional and basin wide benefits, including providing operational flexibility in delivery of QSA supplies and supporting the Drought Contingency Plan.	C, D, F, G
2	As authorized by the Board, continue to explore the viability of alternative conveyance of QSA supplies, including partnership and funding opportunities, through completion of Regional Conveyance System Study Phase B to help inform the region's impending decision on future supply resource mix.	Dec-2021			Phase A study work is complete. In August, the Board approved staff's recommendation to conduct additional stakeholder outreach on Phase A results over the upcoming months and return to the Board in November with recommendation on whether or not to proceed with Phase B work.	C, D
3	Build awareness of and support for the Regional Conveyance System Study and solicit input through various stakeholder engagement opportunities.	Dec-2021			The Water Authority held virtual meetings with the Imperial Irrigation District and members of the farming community to update them on the RCSS. In August, several Imperial Valley stakeholders submitted letters of support for continuing onto Phase B of the RCSS. Staff will continue outreach efforts over the upcoming months.	C, D, G
4	Complete Canal Lining Post Construction Mitigation Projects.	Dec-2023			Staff continued to collaborate with the Coachella Valley Water District, Bureau of Reclamation, and regulatory agencies to implement the remaining post construction mitigation requirements. Staff led the development of an action plan for completion of the requirements in coordination with this group and will continue to use it as a tool to facilitate and track progress.	D, E
5	In tandem with the Water Authority's MWD Delegates, advocate key policy solutions at MWD and to key stakeholders to ensure MWD's long-term financial sustainability and viability, and ultimately obtain support for MWD to adopt a long-term finance plan.	Dec-2023			In concert with the Delegates, staff evaluated MWD's adopted budget for fiscal years 2021 and 2022 to identify cost-cutting measures to offer rate relief for Southern Californian ratepayers. Along with Public Affairs, staff also coordinated an outreach effort to secure support for achieving rate relief during MWD's September budget review.	H, I, J
6	Work in concert with the General Counsel's office to achieve resolution of all pending rate cases, including obtaining a final judgment for the 2010 and 2012 cases by Fall 2020, and attain court decisions on the offsetting benefits and returning of Water Stewardship Charge overcharge on the Exchange Agreement by 2025	Jun-2025			Continued to provide strategic and technical support to the litigation team to ensure the resolution of remaining rate cases. On August 13, 2020, the Superior Court awarded the Water Authority \$44,373,872.29 in a final judgment for the 2010 and 2012 rate cases. The court also issued a writ of mandate commanding MWD to enact only legal wheeling and transportation rates in the future. In addition, the court granted the Water Authority's motions to lift the stays on the 2014 and 2016 rate cases.	H, I, J
7	Participate in Basin States and intrastate policy discussions on renegotiation of the 2007 Interim Guidelines.	Jun-2025			The Bureau of 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 yet been initiated. Staff will continue to remain engaged through forums such as the Colorado River Board, the MWD Board, binational workgroups, and discussions at the state and federal level.	C, D, F, G
8	Increase involvement and strengthen relationships on binational water and related issues between the U.S. and Mexico through participation in workgroups and other forums, and collaboration on potential partnerships.	Jun-2025			The Water Authority participated in the Binational Desalination Workgroup created under Minute 323. Staff will analyze options for continued and additional binational opportunities and partnerships.	D, F

9	Advance policies, programs, and projects that are consistent with the Water Authority Board's Bay-Delta and Project Policy Principles, including the conditional support of a single-tunnel Bay-Delta project, contingent on the proper allocation of project costs on MWD's rates and charges.	Jun-2025			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
10	As authorized by the Board, continue to explore the viability of alternative conveyance of QSA supplies, including partnership and funding opportunities, through completion of subsequent phases of the Regional Conveyance System Study, to help inform the region's impending decision on its future supply resource mix.	Jun-2025			Subsequent study phases are dependent on whether Board authorizes Phase B in November, Phase B results, should it move forward, and whether or not the Board chooses to take the off-ramp at the end of Phase B or proceed with the study further.	C, D
11	Work with QSA JPA parties and Lower Colorado River Multi-Species Conservation Program stakeholders to ensure all required environmental mitigation is implemented.	Jun-2025			At its QSA JPA quarterly meeting in September, the status report on mitigation measures indicated all activities are on track and in compliance with requirements. The LCR MSCP is developing a process to better track annual flow reductions. Environmental coverage for the program is based on permitted volume changes to the amount of annual water flows in various stretches of the river from approved programs.	C, D, E
12	Engage with the state Salton Sea Management Program, state policymakers, and opinion leaders to ensure the state meets its obligations for restoration at the Salton Sea.	Jun-2025			Staff continues to participate in the Salton Sea Management Program (SSMP) Community Engagement Committee and On August 19, staff participated on a panel to discuss Salton Sea issues during a State Water Resources Control Board workshop. Staff will continue to work toward increased engagement with State officials to ensure a better awareness of the Water Authority's role on the Salton Sea.	D, E, G
13	Lead stakeholder briefings, annual tours, and manage the Imperial Valley Currents blog to enhance relationships and exchange perspectives on efficiency-based water conservation, Salton Sea issues, and water diversification in the San Diego region.	Jun-2025			In the wake of the COVID-19 pandemic, outreach efforts have continued through virtual meetings with and presentations to stakeholders on issues such as the QSA and Regional Conveyance System Study. Additionally, the IV-San Diego Currents website has continued to be a tool to share information on key water issues. Staff will continue with outreach efforts over the upcoming months.	D, E, F, G
14	Work in concert with the Water Authority's Board Officers and MWD Delegates to collaborate with MWD staff, Directors, member agencies, and stakeholders to ensure long-term supply and facility reliability and fiscal sustainability, through the 2020 Integrated Water Resources Plan update, evaluation of the Regional Recycled Water Program, and other efforts.	Jun-2025			In concert with the Delegates, staff continues to actively engage in the 2020 update of MWD's Integrated Water Resources Plan (IRP) through MWD Member Agency Managers Meetings, MWD's "technical" workgroup, and a member agency-led working group. In August, staff provided input on MWD's Drivers of Change matrix, which MWD intends to use in the development of "plausible futures" for the IRP's scenario analysis.	H, I, J
15	Work in concert with the Water Authority's Board Officers and MWD Delegates to ensure collaboration, equity, and transparency through various MWD processes, including but not limited to the Rate Refinement and General Manager Selection processes.	Jun-2025			Staff supported the Delegates in their roles on MWD's Organization, Personnel, and Technology Committee and Board in the General Manager Selection process. In July, staff supported the Delegates and the Water Authority in gaining approval of two Local Resources Program funding agreements totaling \$115M for Water Authority member agencies, as well as encouraged transparent procedures for the addition of important policy issues to MWD's agendas.	H, I, J

WATER SUPPLY - Local Water						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Serve on the Consultation Committee for the San Dieguito Water Quality Improvement Plan to protect water quality at Hodges Reservoir.	Jan-2021			Staff reviewed and provided on comments on the draft San Dieguito Water Quality Improvement Plan. Staff participated in a consultation committee meeting to review the draft plan in September.	B
2	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 project kickoff meeting occurred in September 2020 and staff is currently gathering water quality and operational data. Next steps include reviewing the data, modeling local salinity reduction and evaluating the associated economic benefits.	E
3	Complete Contract Administration Memoranda and any necessary Water Purchase Agreement contract amendments for the final phase of the new intake and discharge facilities at the Lewis Carlsbad Desalination Plant.	Sep-2022			This effort will begin in Fall 2021.	G, H
4	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-2022			Applied for state funding through the Department of Water Resources' Water Desalination Grant Program on Sept. 4 in support of the Carlsbad Desal Plant Wedge-Wire Screen Demonstration Project. The application seeks to secure up to \$600,000 in funding and would add to the \$175,000 previously awarded through Metropolitan's Future Supply Action Funding Program.	C, H
5	Participate on a national Water Reuse Action Plan workgroup to evaluate NPDES permitting to support reuse projects.	Jan-2023			Staff participated on the national NPDES workgroup and provided USEPA with recommendations to support local water supply projects. Staff coordinated comments with the member agency Reservoir Workgroup and with consultant Michael Welch, who provides technical regulatory support to the Water Authority.	A, D, F
6	Support Poseidon with development and implementation of the intake screen demonstration project to optimize the proposed intake technology.	Mar-2023			Poseidon is currently finalizing permits and fabrication of the intake screen demonstration skid. In December 2020, the skid will be lowered into the lagoon and data on the performance will be gathered monthly.	G, H
7	Coordinate with member agencies to submit applications to MWD for LRP and other funding opportunities and advocate for criteria which is supportive of member agency projects.	Jun-2023			Staff is working with MWD and member agencies on executing LRP agreements for the City of San Diego and ECAWP projects. The City of San Diego and ECAWP agreements were routed for signatures in September.	C
8	Complete all submittal reviews within the Water Purchase Agreement required timeframe during oversight of the design, construction, and commissioning of the Lewis Carlsbad Desalination Plant's permanent intake and discharge facilities in compliance with the Ocean Plan Amendment.	Dec-2023			This effort will begin in Fall 2022.	G, H
9	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-2025			The SWRCB was focused on other priorities over the first quarter. Actions addressing recycled and potable water will vary over time. Staff is tracking the development of monitoring requirements in drinking water for microplastics (which are CECs) by July 1, 2021. Staff will coordinate comments as part of this process.	A, B

*See Appendix for detail

WATER SUPPLY - Resource Planning						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Complete the 2020 Urban Water Management Plan update to identify supplies necessary to meet future demands and comply with the Urban Water Management Planning Act.	Jul-2021			Staff is working with the member agencies to review draft demand forecast information. Staff has also prepared draft sections of the plan for internal review. On track to meet target date.	C, D
2	Update the 2008 Model Drought Response Conservation Ordinance for inclusion in and consistency with the Water Shortage Contingency Plan.	Jul-2021			Updated ordinance being drafted as part of process to prepare 2020 UWMP. On track to meet target date.	F, G
3	Update the Water Shortage Contingency Plan to comply with state requirements and include the plan as part of the 2020 Urban Water Management Plan.	Jul-2021			Updated WSCP being drafted as part of process to prepare 2020 UWMP. On track to meet target date.	F, G
5	Secure the San Diego Region's allocated share of approximately \$36 million in Integrated Regional Water Management grant funding, from the Department of Water Resource's Proposition 1 program.	Jun-2022			No activity occurred during reporting period, on track to meet target date.	A, B, 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-2022			The Water Authority has secured \$1.7 million from a Prop 1 Round 1 grant award and additional Prop 84 Round 3 funds that were reallocated from another project to the conservation project.	J, K, L
6	Advocate with member agencies the equitable and reasonable development of statewide water use efficiency targets by the Department of Water Resources and State Water Resource Control Board.	Jul-2022			Staff is following the five active DWR workgroups and reported the status to the Board in September.	J, K, M
7	Engage in the San Diego LAFCO process on Fallbrook/Rainbow detachment to ensure all conditions outlined in Board Resolution 2020-06 are fully addressed.	Dec-2022			Water Authority Response being filed by September 18, and matter is on track.	E
8	Work with member agencies to maximize water use efficiency funding from MWD for Member Agency Administered Programs (MAAP).	Jul-2025			Staff is working with member agencies to develop the two-year budget for MAAP funding. Member agencies submitted project concepts by August 31, 2020. A final budget will be completed in January 2021.	I, J, K, L
9	Prepare an annual water supply and demand assessment beginning in 2022, in coordination with the member agencies, that complies with state requirements.	Jul-2025			DWR has not finalized the process or steps required to prepare the annual assessment. The Water Authority will start to prepare its initial annual assessment in 2022.	H

WATER FACILITIES - Infrastructure/CIP						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Complete the San Diego 5A/5B/5C Flow Control Facility Planning Study and identify a preferred rehabilitation approach with sufficient engineering analysis to initiate detailed design.	Mar-2021		2	The consultant has completed the draft planning report which includes three alternatives for rehabilitation of the flow control facility and turnout. Staff is reviewing the report and recommended approach. Next steps include finalizing the planning report and recommending a preferred alternative to Management for transition to detailed design.	A, C, D, G, H
2	Complete the Northern First Aqueduct Structures and Lining Rehabilitation project to improve operations and the reliability of First Aqueduct treated water deliveries.	Jun-2021		2	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 is about 85% complete. Completion is anticipated ahead of the target date.	A, C, E, F, G, H)
3	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		2	Geotechnical consultant has conducted one technical workshop with Water Authority staff and is continuing to perform field/drilling activities to collect soil samples needed for detailed analysis of specific sites.	A, C
4	Complete the Moosa Canyon Planning Study and related preliminary engineering analysis to develop long-term pipeline protection and repair alternatives for the Second Aqueduct pipelines crossing the canyon.	Dec-2021		2	A Request for Proposals for a planning study advertised on August 20, 2020. Staff plans to review proposals and recommend a consultant at the November 2020 Board meeting.	A, C, D, G, H
5	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.	Apr-2022		2	Construction contract awarded in January 2020 to OHL USA, inc. in the amount of \$28,382,746. Work is progressing as scheduled and is about 25% complete.	C, D, E, G, H)
6	Complete the design for the Southern First Aqueduct Structures Rehabilitation project to improve operations and the reliability of First Aqueduct untreated water deliveries.	Jun-2022		2	Midpoint design for this project is expected to be completed by the Fall of 2020. Valve procurement contract awards are scheduled to be recommended at the November 2020 Board meeting.	A, C, E, F, G, H
7	Complete the Hauck Mesa Storage Reservoir and Pipeline Surge Protection project to provide operational flexibility on the First Aqueduct and long-term surge protection for the Valley Center Pipeline	Dec-2022		2	This project is scheduled to advertise for construction bids in October 2020. Construction contract award is scheduled to be recommended at the January 2021 Board meeting.	C, D, E, F, G, H
8	Complete the Valley Center ESP Improvements project to provide treated water deliveries to VCMWD and YMWD during an emergency event	Jun-2023		2	Preliminary design for this project is anticipated to be completed by the Spring of 2021. Design is scheduled to be completed by the Winter of 2021.	C, D, E, G, H
9	Complete the Alvarado Hydroelectric Rehabilitation project to provide an estimated \$600k of annual revenue.	Jun-2023		2	Final design for this project is anticipated to be completed by the Spring of 2021. The project is scheduled to advertise for construction bids in Summer of 2021.	B, C, H
10	Complete a Master Plan Update that evaluates facility needs based on projections from the 2020 Urban Water Management Plan and other system strategies that address anticipated lower flows and associated water quality challenges.	Jun-2024		2	Staff is gathering stakeholder input and preparing the scope of work for the Water Facilities Master Plan Update. The scope of work will be included in a Request for Proposals which is planned to be advertised in July 2021.	C, D, G
11	Complete the design for 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	Jun-2025		2	Carlsbad MWD is currently evaluating its need for this project and is anticipated to provide feedback in the Winter of 2020.	E, F, G, H

12	Explore opportunities to strengthen the regional collaboration on asset management and implement strategies in support of our member agencies.	Jun-2025			This effort will commence in 2021.	A,B,G
13	Using the latest proven and innovative pipeline assessment technologies, perform comprehensive condition assessment of the untreated water portion of the First Aqueduct.	Jun-2025			Project is being proposed for inclusion in the FY 2022 / 2023 Budget and is contingent upon the execution of the Southern First Aqueduct Structures Rehabilitation project.	A, B
14	Formulate industry partnerships to determine cost effective solutions for re-evaluation (supplemental to initial baseline assessments) of large-diameter welded steel pipelines.	Jun-2025			Initial discussions with a pipeline inspection vendor suggest that a localized MFL tool could be designed using MFL components obtained in 2019. Work on tool design scheduled to begin in Fall of 2023 (pending budget approval), with field work scheduled in Fall/Winter of 2024.	A, B, E
15	Complete the rehabilitation and/or replacement of three priority flow control facility, extending the facilities' service life.	Dec-2025			Two priority flow control facilities are currently in design and anticipated for construction in the Summer of 2023 and the Summer of 2024. Additional priority flow control facilities will begin design in the Summer of 2022.	A, C, D, F, G, H
16	Complete an additional 4 miles of priority pipeline relining, extending the service life of the identified segments of the aqueduct system.	Dec-2025			Design began on 2.5-miles of priority relining in July 2020. Construction is expected in the Summer of 2023.	A, E, G, H

WATER FACILITIES - Sustainability						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Implement the environmental awareness training video on the California Environmental Quality Act and current environmental permitting requirements for relevant staff and include a process to track completion.	Jan-2021			The training video was completed in July 2020. Staff is currently partnering with HR to use Target Solutions employee training portal to assign and track. As of September 1, 2020, 71% of staff assigned training have completed.	E
2	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-2023			This objective will begin in coordination with the Master Plan Update. No activity occurred during reporting period, on track to meet target date.	D, F
3	Complete a minor amendment to the NCCP/HCP to add the Communications Master Plan as a covered activity. Develop and circulate, for public review, a Supplemental Environmental Impact Report/ Environmental Impact Statement for the Water Authority Subregional NCCP/HCP.	Mar-2022			This objective will begin following completion of the Aqueduct Control System (ACS) Communications Master Plan anticipated in November 2020.	D, F
4	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			Midpoint design for this project began in September 2020. Final design is expected to be completed by the Summer of 2021.	D, F
5	Evaluate the need for and, if applicable, request an extension of the Stream and Lakebed Alteration Agreement for the Programmatic Routine Operations and Maintenance project in accordance with Fish and Game Code 1605, subdivision (b).	Jun-2024			This objective will begin June 2023, unless determined to be necessary prior to that date. No activity occurred during reporting period, on track to meet target date.	D
6	Pursue partnerships on leading-edge climate science projects and evaluate opportunities to incorporate climate research into planning processes.	Jun-2025			In August 2020, the Water Authority became a founding member of the Center for Western Weather and Water Extremes (CW3E) —Water Affiliates Group. This partnership between seven California water agencies and the Scripps Institution of Oceanography at UC San Diego brings together cutting-edge science and hands-on water industry experience to better predict atmospheric rivers and improve water management before, during and after seasonal storms to enhance reservoir operations in light of the changing climate.	B, C
7	Update the Army Corps of Engineers Programmatic Master Plan Permit and review, and update as necessary, the PMPP to ensure the analysis is current.	Jun-2025			This objective is anticipated to begin in June 2024, unless determined to be necessary prior to that date. No activity occurred during reporting period, on track to meet target date.	D
8	Complete the 2024 Climate Action Plan Update to track progress toward meeting the 2023 and 2045 greenhouse-gas targets, which include the state's adopted greenhouse-gas target for carbon neutrality by 2045.	Jun-2025			This objective will begin in June 2023. No activity occurred during reporting period, on track to meet target date.	A, B

WATER FACILITIES - Water System Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Advocate for legislative or regulatory action allowing for cost of service, large-scale pumped energy storage model.	Dec-2021			The 2020 legislative session concluded without successful pumped storage legislation. Staff is evaluating options for the 2021 legislative session and developing a strategy for discussions with regulatory agencies.	A, B
2	Implement energy dashboard for tracking and centralizing energy generation and usage data.	Dec-2022			Staff is working with SDG&E and the software vendor on efficient data transmission strategies.	B
3	Identify potential properties for the new Operations and Maintenance Department Facility for Board consideration.	Jun-2023			Staff is currently evaluating 13 potential properties and is consulting with the City of Escondido and County of San Diego to determine the suitability of various sites for a new department facility. Staff is working on developing a short list of potential properties to review with the GM's office and potentially for Board consideration.	G
4	Implement identified physical security assessment recommendations for critical facilities.	Jun-2023			Physical security improvements at specific Water Authority facilities continue to be implemented. Costs and budget for upcoming fiscal years' physical security improvements will be evaluated during the FY22/23 budget buildout process.	E, F
5	Implement phased recommendations from the Aqueduct Communication System Master Plan to enhance security and control of the Water Authority's Aqueduct Control System.	Jun-2023			A draft Communication Master Plan has been developed and the team is currently reviewing the document with Senior Managers and Executive Staff. In November 2020, staff plans to prepare a memo documenting the next steps.	G, H
6	Evaluate the feasibility of improving electric system resiliency at Water Authority facilities.	Dec-2024			Staff is reviewing results of the Water Authority's America Water Infrastructure Act report and will be identifying and evaluating energy resiliency opportunities.	G
7	Evaluate and incorporate new technology in collaboration with water quality equipment manufacturers to enhance the online water quality monitoring capabilities within the aqueduct system including both untreated and treated pipelines.	Jun-2025			Discussions with manufacturers on new and innovative technologies have been initiated and are on-going.	G, H
8	Identify innovative opportunities for energy procurement to reduce energy costs and identify schedules for economically viable alternatives.	Jun-2025			Staff is actively meeting with SDG&E to discuss Open Access opportunities. In June 2020, staff applied to SDG&E's Direct Access lottery and in August received lottery numbers 306 (Water Authority) and 486 (Poseidon). Staff is monitoring the CCAs progress to determine potential participation opportunities.	A, C, D
9	Participate in Federal and State regulatory proceedings to reduce energy costs and comply with California energy goals.	Jun-2025			Staff is monitoring proceedings such as the CPUC's Integrated Resource Plan (IRP) Procurement track and will comment when appropriate. Staff is reviewing the IRPs submitted by load serving entities to determine potential pumped storage development opportunities.	D
10	Develop major maintenance and replacement plans for Escondido, Valley Center, Twin Oaks Area 10, Miramar, San Vicente and Olivenhain Pump Stations, and the Rancho Peñasquitos Pressure Control and Hydroelectric Facility.	Dec-2025			Development of a major equipment inventory list for the seven targeted facilities has commenced. The inventory lists will be used as the basis for the development of each facility's Major Maintenance and Replacement Plan. Once developed, the plans will continue as a working document and will serve as a critical tool in budgeting for equipment replacement and major maintenance functions.	G, H

BUSINESS SERVICES - Business Support						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Complete transition of all departments from the L drive to Sharepoint for primary reliance for file creation and maintenance.	Dec-2021			Currently working with Administrative Services department for first pilot migration. The pilot aims to be completed in fall of 2020.	A, B
2	Implement new mobile computing strategy that increases organizational flexibility, resiliency and mobility.	Jun-2022			Staff is researching computer replacement policy, practice and funding recommendations to reflect need to telework sparked by the Covid-19 pandemic, and the need for increased operational resiliency. Recommendations to be presented to departments/GM's Office next quarter.	A, B, C, D, E, F, K
3	Replace Kearny Mesa headquarters interior paint and carpeting.	Jun-2023			Replacements currently planned to be budgeted and occur during FY 2022-2023 budget cycle.	G
4	Conduct independent re-assessment of Water Authority's physical security measures at Kearny Mesa headquarters.	Jun-2023			Currently in the process of scheduling a building security assessment with the San Diego Police Department which will evaluate security controls which have been recently implemented, and give recommendations for further action.	G
5	Reduce energy use of the Kearny Mesa Headquarters from fiscal year 2018 baseline by 7 percent by the end of fiscal year 2023.	Jun-2023			Energy usage was reduced by a total 9.86% in FY 2019 as compared to the baseline, and reduced by an additional 2.5% in FY2020.	H, K
6	Implement at least 30 additional measures based on best practices from the Center for Internet Security (CIS), National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS) or other nationally recognized cybersecurity authorities.	Jun-2025			The annual cybersecurity assessment commenced in September 2020 and its goals include finding any new vulnerabilities created by the Water Authority's increased reliance on teleworking during COVID. Findings from the assessment will be used to help prioritize measures to implement in FY2021.	A, B, C
7	Adapt business insurance policies to cost-effectively meet the evolving needs of the Water Authority.	Sep-2025			The latest round of annual insurance renewals was completed on July 1, 2020. Excess liability coverage levels were reduced in FY2021 due to reduced availability of coverage at affordable rates that provide value.	I
8	Migrate electronic document management system to the cloud to improve systems resilience.	Sep-2025			A recommendation was presented to the GM's Office in June 2020. The pilot will begin in Administrative Services and is being coordinated in concert with the work being done on Business Support Program, Objective No. 1 to migrate files from L Drive to the cloud.	A, B, D, E, J, K
9	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-2025			The first phase of piloting in Administrative Services is complete. Unified organization continues on Microsoft Teams for messaging and Skype service has been discontinued. The unified communications will be funded in either the 2022-2023 or 2024-2025 budget cycle depending on budget conditions.	D, E, F

BUSINESS SERVICES - Communication and Messaging						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Redesign sdcwa.org and microsites on an integrated, up-to-date operating system.	Jun-2021			The redesigned website is anticipated to be launched at the end of 2020; staff is working with Water Resources to streamline and integrate conservation microsites.	E, F
2	Participate on a Southern California Water Coalition task force to provide input into development of a regional outreach video on recycled water.	Jun-2021			Staff from Water Resources and the MWD Program served jointly on the SCWC Recycled Water Task Force and Video Subcommittee. Staff participated in several meetings and provided input into the development of two videos about recycled water that will be publicly released before the end of the year. A third video is also under development for release in early 2021.	D, E, F
3	Execute effective advocacy strategies to defeat all legislation that the Water Authority Board opposes each year.	Jun-2021			With amendments taken to any measures on which the Water Authority held an Oppose position, there were no measures enacted during the 2020 legislative session which were opposed by the Water Authority.	B
4	Conduct communications and outreach activities that result in at least 80 percent of poll respondents agreeing that a reliable water supply are essential for a healthy economy and quality of life.	Jun-2023			These metrics (reliable water supply being essential to quality of life and a healthy economy) have been measured since 2014. The next survey is anticipated to be conducted in 2021 and will measure these metrics as well. In prior surveys, respondents were asked about a reliable water supply being essential for a healthy economy and quality of life as separate items, with 94% and 93% agreement in 2019, respectively. Given how closely these two items have tracked over the years, staff will consider combining these and measuring them as one metric in the next survey.	D, E, F
5	Grow total social media audience by 10 percent annually through Fiscal Year 2023.	Jun-2023			The baseline for social media followers is 22,745. During the reporting period, the Water Authority gained 668 followers, or an increase of 2.9%, for a total of 23,413 followers across its core social media platforms (Facebook, Twitter, Instagram, LinkedIn and YouTube).	F
6	Grow Water News Network page views by 10 percent annually through Fiscal Year 2023.	Jun-2023			Consistent and regular social media posts and engagement, and member agency stories, helped increase WNN pageviews and kept WNN on pace to meet or exceed page view goals for this fiscal year. For fiscal year ending June 30, 2020, WNN page views were 110,273. There were 20,136 page views as of 9/9/20, an increase of 18%.	D, E, F, G
7	Provide member agencies with at least two outreach toolkits for current issues or campaigns annually through Fiscal Year 2023.	Jun-2023			Staff is developing the first toolkit for member agencies this fall that will include materials such as social media, graphics, web copy, and newsletter copy.	G, F
8	Partner with five organizations serving disadvantaged communities to promote tap water as safe, convenient and affordable.	Jun-2023			The Water Authority partnered with the San Diego Food Bank and South Bay Community Services during this period.	G, F
9	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 2023.	Jun-2023			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
10	Convene the Potable Reuse Coordinating Committee to advocate for direct potable reuse criteria that supports potable reuse in the San Diego region.	Jun-2023			There was no activity during this period.	H, I, J, K

11	Identify opportunities to partner with at least one or more Water Authority member agencies annually to co-sponsor legislation, collaborate on an administrative or regulatory request, or pursue a funding initiative.	Jun-2025			Water Authority staff are in the process of working with member agencies to identify any potential legislative co-sponsorship opportunities for the 2021 legislative session.	A, B, C
12	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-2025			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 throughout 2020 and continued throughout the legislative session on a routine basis.	A, B
13	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 office.	Jun-2025			Extensive briefings with the San Diego congressional delegation involving Water Authority Board members and management staff have occurred throughout the Business Plan reporting cycle. Additionally, ongoing briefings for delegation members and staff have occurred remotely throughout 2020 and continued throughout the congressional session on a routine basis.	A, B
14	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-2025			The Water Authority hosted Senator Brian Jones and Congressman Mike Levin for legislative roundtable events during 2019. A briefing for in-district state and federal staff was also held during 2019. The COVID-19 pandemic has prevented activity on scheduling and executing additional Legislative Roundtable events in 2020. However, staff is in the planning stages for a virtual legislative "town hall" prior to the end of calendar year 2020 and also looking to schedule a virtual district office legislative staff briefing prior to the end of 2020.	A, B

BUSINESS SERVICES - Technology

No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
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BUSINESS SERVICES - Financial Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Complete updated Long-Range Financing Plan to support the long-term fiscal sustainability of the Water Authority.	Feb-2021			The Finance team has been meeting with departments to gather data for the Capital Improvement Program and the Demand Forecast. Objective is on track for completion in February 2021.	B, D, E, F, K
2	Coordinate with the Fiscal Sustainability Taskforce to review and provide input to planning and financial reports, including the Long-Range Financing Plan, the Asset Management Plan, and the Urban Water Management Plan.	Feb-2022			In August, the Fiscal Sustainability Task Force held its final meeting as a committee of the Chair of the Board. In October 2020, there may be a new task force appointed by the new Board Chair.	A, H, I, J, K
3	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			Participation in events (In-person and online) will occur as opportunities become available.	E, K
4	Evaluate and implement new budget and financial planning software.	Jun-2023			Staff is starting the process of evaluating different budgeting software. As part of the FYs 2022 and 2023 budget development, an initiative will be recommended for future budget software.	A, B
5	Develop a repository of the Water Authority's financial policies along with evaluating and republishing them as necessary to ensure they are current, understandable and reflect best practices.	Jun-2023			On track. Will have first meeting at January of 2021 to develop/update a comprehensive list of Water Authority's financial Policies.	A, C, K
6	Leverage PeopleSoft reporting to develop the Budget Status Report of the Controller's Report within the software thereby reducing dependence on manual steps.	Jun-2024			On track. Preliminary work has been started. Currently brain storming options to proceed. Time has been scheduled to work with IT at the end of January 2021.	A, B, C
7	Identify and implement electronic record keeping solutions for financial documents.	Jun-2024			This objective has not been started. Staff will begin identification later this fall and early winter, after the FY2020 Audit is complete.	A, C
8	Implement Debt Management Strategy to achieve net present value savings on outstanding short-term and long-term debt, including refunding of medium term for new 5-year note, bond issuance for the Capital Improvement Program, the Desalination Plant Refunding, and evaluation of future refunding on a current or advance basis.	Jun-2025			In December 2020 staff will be updating the offering documents for final closing of the 2021A Bonds. In spring 2021, staff will begin the process for refunding the 2016S-1 medium-term note, as outlined in the Board approved Debt Management Strategy.	D, E, F, G
9	Identify and implement budget development and forecasting efficiencies each year in support of long-term planning and fiscal sustainability.	Jun-2025			This objective has not been started for this quarter. Staff will begin evaluating development and processes this fall as part of the FYs 2022 and 2023 budget development and ongoing forecasting.	A, H, K

BUSINESS SERVICES - Workforce Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Gain agreement to future Memorandum(s) of Understanding with bargaining groups in accordance with Board direction.	Jun-2021			On track for current MOU that expires June 30, 2021.	A, C
2	Identify remote options for employee wellness initiatives.	Jun-2021			Human Resources Department has initiated several remote options for wellness including a fitness tracking challenge (Well Traveled), a series of mental health webinars through Kaiser, an upcoming mental health challenge, and additional promotions of resources available to employees (e.g. meditation apps available through Kaiser, EAP resources, etc.).	C
3	Survey employees regarding wellness initiatives to continue supporting the health and wellness of employees.	Dec-2021			Survey development planned for spring of 2021. On track to complete survey by target date.	C
4	Develop training resources to provide support, guidance, and training to managers to assist in building and maintaining effective working relationships with labor groups.	Jun-2022			Resources and materials are currently under development and expected to provide initial rollout in Spring 2021.	A, C
5	Survey member agencies regarding the Regional Water/Wastewater Internship program to ensure it continues to meet the needs of stakeholders, including local community colleges and member agencies.	Jun-2022			Survey under development for agencies participating in the FY 2020-2021 Internship Program.	D
6	Conduct a follow-up employment engagement survey to continue General Manager's culture change efforts.	Jun-2022			In-person focus groups for specific issues brought up during the Engagement Survey on hold while working remotely; General Manager's office continues to solicit input from employees to further cultural change efforts (e.g. Impacts of Racism Survey).	C
7	Ensure 100% compliance with required safety training.	Jun-2025			On track; As of September 30, 2020, required safety training is at 100% compliance. Training has been assigned through the web-based platform, Target Solutions, and training that requires class time has been completed virtually. Other in-person required safety training was extended by OSHA due to COVID 19.	B
8	Evaluate and recommend technology to streamline standardized human resources practices.	Jun-2025			Evaluation of new technologies are addressed on an individualized basis to ensure cost effectiveness and improved efficiencies.	E
9	Promote San Diego Water Works and SkillBridge resources to member agencies and potential candidate pools.	Jun-2025			Staff presented to the Board of Directors in September 2020 on the Workforce Development initiatives, with additional promotion of the San Diego Water Works website and SkillBridge Program planned for Fall 2020. The Water Authority has entered into an agreement to participate in the SkillBridge Program and currently evaluating candidates for two internship positions. The Water Authority is also partnering with Cuyamaca College on promotional videos for those interested in the water industry.	D

Appendix

Management Strategies

Water Supply Imported Water | Management Strategies

BAY-DELTA	COLORADO RIVER	METROPOLITAN WATER DISTRICT
<p>A Advocate Board policies regarding Bay-Delta issues, funding initiatives, and the single-tunnel Bay-Delta project to federal, state, local, and other stakeholders.</p> <p>B Protect ratepayers from paying an inequitable share of Bay-Delta fix costs by ensuring project costs are properly assigned in MWD’s rates and charges and are consistent with DWR’s historic practice of assigning similar projects as “conservation” or supply charges.</p>	<p>C Develop flexibility in implementation of the QSA and related agreements.</p> <p>D Strengthen relationships with QSA partners and Colorado River stakeholders.</p> <p>E Continue to ensure completion of QSA environmental mitigation milestones and support State Salton Sea restoration activities.</p> <p>F Leverage opportunities to increase involvement in Colorado River Basin-wide programs.</p> <p>G Advance Water Authority QSA policy through continuing dialogue with governing bodies, elected officials, the farming community and the public.</p>	<p>H Support MWD Delegates in identifying, maintaining, and advancing Water Authority strategic goals at MWD.</p> <p>I Influence policy decisions at MWD to ensure its long-term sustainability as a supplemental imported water supplier.</p> <p>J Advocate for equity, transparency, and collaboration in MWD’s decision making processes.</p>

Water Supply Local Water | Management Strategies

MEMBER AGENCY SUPPLY	POTABLE REUSE	SEAWATER DESALINATION
<p>A Improve regulatory flexibility and streamlining for local supplies.</p> <p>B Protect and improve source water quality for water supply in the San Diego region.</p> <p>C Support funding from outside the region for local water supply projects.</p>	<p>D Engage in regulatory and legislative processes to ensure regulatory pathways are available for approval of local potable reuse projects.</p> <p>E Assess and recognize the benefits of water quality improvements associated with new local supplies.</p> <p>F Encourage public support, implement public outreach, and offer technical assistance to support reuse and recycled water projects.</p>	<p>G Ensure compliance with the Carlsbad Desalination Plant Water Purchase Agreement.</p> <p>H Ensure continued operation of the Carlsbad Desalination Plant for stand-alone operation and compliance with Ocean Plan Amendment.</p>

Water Supply Resource Planning | Management Strategies

WATER MANAGEMENT PLANNING	WATER SHORTAGE AND DROUGHT RESPONSE MANAGEMENT	WATER USE EFFICIENCY
<p>A Implement an Integrated Regional Water Management Plan that reflects stakeholder consensus and complies with evolving state requirements.</p>	<p>F Ensure planning documents are consistent and relevant to properly manage and respond to supply shortages.</p>	<p>I Implement best-practices to manage and deliver water-use efficiency programs and services in a timely, convenient, and courteous manner.</p>
<p>B Pursue funding for implementation of projects that achieve San Diego Integrated Regional Water Management Program goals.</p>	<p>G Ensure that proposed drought response actions are appropriate, progressive, and may be reasonably implemented by the Water Authority and its member agencies.</p>	<p>J Plan, develop, implement, or administer water efficiency programs and tools that meet the needs of member agencies and water users.</p>
<p>C Develop a regional Urban Water Management Plan that complies with state requirements and ensures a reliable water supply for the San Diego region.</p>	<p>H 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.</p>	<p>K Support policies and actions that advance long-term water-use efficiency best practices, behaviors, and market transformations.</p>
<p>D Update water management plans to maintain eligibility for state funding.</p>		<p>L Leverage ratepayer investments by securing grants or other external funding sources and advocating for equitable benefits from MWD water-use efficiency programs.</p>
<p>E Engage in the San Diego Local Area Formation Commission (LAFCO) process on Fallbrook/Rainbow detachment.</p>		<p>M Advocate for long term water use efficiency policies that benefit the San Diego region.</p>

Water Facilities Infrastructure/CIP | Management Strategies

ASSET MANAGEMENT	INFRASTRUCTURE PLANNING	NEW FACILITIES
<p>A Ensure prioritization, optimal maintenance, and rehabilitation of assets.</p>	<p>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, safety, and cost.</p>	<p>E Employ pioneering technology, innovation, and best management practices for all Capital Improvement Program projects.</p>
<p>B Pioneer and utilize new and innovative technology to reduce risk and increase productivity and efficiency.</p>	<p>D Optimize use of existing treatment, storage, and conveyance facilities to meet projected member agency water demands.</p>	<p>F Develop innovative business policies, practices, and procedures that are aligned with smaller contracts.</p>
		<p>G Collaborate with member agencies and other external stakeholders on the Capital Improvement Program.</p>
		<p>H Coordinate with internal functional groups and stakeholders to promote the most efficient and cost-effective delivery of projects.</p>

Water Facilities Sustainability | Management Strategies

CLIMATE CHANGE	ENVIRONMENTAL PLANNING
<p>A Implement cost-effective opportunities that mitigate greenhouse-gas emissions in compliance with emission targets contained in the Climate Action Plan.</p>	<p>D Incorporate advanced planning to ensure Water Authority compliance with environmental regulations.</p>
<p>B Support climate science research and evaluate opportunities to mainstream adaptation strategies into business practices.</p>	<p>E Strengthen inter-departmental coordination of environmental compliance.</p>
<p>C Ensure resiliency of infrastructure and supplies to adapt to climate change impacts.</p>	<p>F Ensure sustainable mitigation is obtained in advance of project needs.</p>

Water Facilities Water System Management | Management Strategies

ENERGY INITIATIVES	FACILITIES SECURITY AND EMERGENCY RESPONSE	OPERATIONS AND MAINTENANCE
<p>A Leverage power market opportunities that maximize the value of new and existing energy facilities.</p>	<p>E Provide necessary facilities, staffing, and funding to support security and emergency response requirements.</p>	<p>G Maintain water system reliability and efficient operations through staff development and facility improvements.</p>
<p>B Pursue new energy initiatives that reduce energy costs.</p>	<p>F Comply with applicable state and federal regulations regarding security.</p>	<p>H Enhance proactive maintenance practices.</p>
<p>C Coordinate with local, regional, state and federal agencies to best position Water Authority energy exchanges.</p>		
<p>D Influence energy rule-making by engaging in legislative and regulatory processes.</p>		

Business Services Business Support | Management Strategies

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

Business Services Communication and Messaging | Management Strategies

GOVERNMENT RELATIONS OUTREACH	PUBLIC OUTREACH	REGULATORY POLICY SUPPORT
<p>A Strengthen relationships with the San Diego local, state, and federal legislative delegations, other key legislators, legislative staff, and the state and federal administrations.</p>	<p>D Enhance public understanding and support for Water Authority and member agency strategies, policies, and programs.</p>	<p>H Maximize flexibility and sustainability in water supply development and management, water use efficiency, and water quality protection.</p>
<p>B Engage and influence relevant legislation, regulatory matters, and funding requests in the Legislature, Congress, and state and federal administrations.</p>	<p>E Implement innovative and effective public outreach programs and tools that deliver Water Authority messages to key stakeholders.</p>	<p>I Foster collaborative relationships with regulatory agencies.</p>
<p>C Sponsor, co-sponsor, and promote legislation that positively impacts the region and conveys San Diego's role as a statewide water community leader.</p>	<p>F Promote greater public awareness of local water issues and wise water use by building relationships and partnerships with compatible organizations and institutions.</p>	<p>J Engage in regulatory requirements and standards development under local, state and federal water, energy, and environmental laws.</p>
	<p>G Support member agencies with shared outreach development, training and resources.</p>	<p>K Inform and obtain feedback from Water Authority departments and member agencies on regulatory and permitting issues.</p>

Business Services Financial Management | Management Strategies

ACCOUNTING	DEBT AND INVESTMENT MANAGEMENT	FINANCIAL PLANNING
<p>A Provide relevant, accessible, and useable financial data and other key information.</p> <p>B Analyze revenue and expense trends proactively to anticipate early budget variances and formulate actions to ensure fiscal sustainability.</p> <p>C Assess and recommend as appropriate industry best practices and new accounting standards for applicability to Water Authority financial operations for enhanced financial reporting.</p>	<p>D Ensure Water Authority credit ratings through sound financial management.</p> <p>E Ensure strong financial industry presence for the Water Authority.</p> <p>F Strategically optimize the resources of the debt and investment portfolio to execute future bond and investment transactions successfully.</p> <p>G Optimize the capital financing mix to achieve the lowest cost of funds and minimize interest rate risk.</p>	<p>H Develop detailed cost projections for Capital Improvement Program projects and operations to develop long-term rate projections.</p> <p>I Analyze and recommend an updated rates and charges model resulting in the goals of cost efficiency, predictable rates, and intergenerational equity.</p> <p>J Provide high level of service to member agencies while ensuring equitable rates and charges.</p> <p>K Ensure financial policies are aligned with the long-term fiscal sustainability of the Water Authority.</p>

Business Services Workforce Management | Management Strategies

LEADERSHIP	SAFETY	CULTURE
<p>A Provide targeted leadership development, skill-based training, and a flexible approach to employee development to ensure the workforce can demonstrate the competencies and leadership skills necessary for the immediate and long-term success of the agency.</p>	<p>B Continue to advance our primary workplace safety goal — to protect our most valuable assets – our employees through a variety of methods, including policies, procedures, and specific hazard control techniques.</p>	<p>C Foster a healthy organizational culture to facilitate improved professional development, career agility, and knowledge transfer through a commitment to open dialogue and consideration of innovative solutions and diverse points of view.</p>
TALENT MANAGEMENT	TECHNOLOGY	
<p>D Continue to adopt and promote innovative practices for attracting and retaining employees who possess the desired skillset and aptitude necessary fulfill evolving needs of the agency and its workforce.</p>	<p>E Evaluate and facilitate tools that will streamline processes and provide more relevant and effective information.</p>	