

2019-2023 Business Plan

3rd QUARTER PERFORMANCE REPORT - April 1, 2019 through June 30, 2019

sdcwa.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			Provided strategic and technical support to the Litigation Settlement Team to advance a negotiated settlement with MWD. The case management conference for 2010 and 2012 cases was rescheduled to August 21, 2019 to facilitate continued settlement discussion. The Settlement Team met with MWD on April 17, May 21, June 4, and June 25, 2019.	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			The Water Authority is continuing dialogue at the federal, state, and local level on the Water Authority's access to storage in Lake Mead to provide both regional and basin-wide benefits.	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			The Drought Contingency Plan was finalized in May 2019. Staff will remain engaged in Reclamation's integration of the DCP into Colorado River 2020 operations and other Basin States activities through the Colorado River Board, MWD Board, and binational Minute 323 meetings as well as follow updates and actions taken by other Lower Basin states' Boards and legislature.	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			In June 2019, the MWD Board continued with its effort to review the Ethics Office. Staff supported the Water Authority Delegates' participation in this effort to promote transparency and equity at MWD. Director Hogan participated on the sub-committee tasked with interviewing Ethics Officer candidates; MWD is expected to hire a new Ethics Officer, Abel Salinas, in July 2019.	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			Following Governor Newsom's executive order calling for a downsized Bay-Delta conveyance project and a portfolio approach to state water resource management, staff supported Chair Madaffer's effort to reach out to the Newsom Administration. Chair Madaffer wrote a letter to the administration expressing support for the executive order and subsequently invited Officials from the Newsom Administration to tour Water Authority facilities on July 18, 2019. The Water Authority Board is expected to update its Bay-Delta policy principles in July 2019.	A, B
6	Continue to explore the viability of alternative conveyance of QSA supplies.	Jun-2023			A new CIP was included in the adopted FY 2020/2021 budget for a two-phase study of a Regional Conveyance System. This new study will build upon past studies and also take a regional approach by exploring potential multi-use, partnerships, and funding opportunities. Phases A and B are anticipated to be complete by the end of FY 2021 with Board approval being required to proceed to Phase B. This study will be a discussion topic, along with other regional water issues, at the July 18, 2019 event hosted by the Water Authority and attended by key staff from Governor Newsom's administration.	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 meeting in June. The status report 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 held meetings with state legislators on April 1 and 2, 2019 to discuss Colorado River and Salton Sea issues. The Chair sent a letter to the Governor's Administration expressing support following Governor Newsom's executive order calling for a portfolio approach to state water resource management.	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		 2	Staff hosted a tour April 4, 2019 for Imperial Valley representatives to see critical water infrastructure projects in San Diego. Staff also held meetings with farmers and IID staff and board members in April and May to discuss the regional conveyance system study. IID's Board President attended the Water Authority's 75th anniversary celebration and provided comments of support for the study to the Water Authority Board.	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		 2	Actively participated in various MWD member agency managers and special workgroup meetings to advocate the Water Authority's interests, including discussions about MWD's emergency storage objective and use of MWD's system to deliver water during emergencies.	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		 2	Continued to track MWD finances and understand the implications of MWD's decisions to participate in programs and projects, such as a Bay-Delta conveyance project, on its long-term financial implications. Supported the Delegates' and Board Officers' efforts to communicate fiscal concerns including the need for MWD to ensure its directors understand their fiduciary duty and to provide comments on MWD's draft Appendix A. Supported the Delegates in their participation in the MWD Board's demand management cost allocation discussion.	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 this fall with the testing period commencing by the end of 2019. Staff is also soliciting grant funding for this project and has already been awarded \$175,000 through MWD's Future Supply Action program.	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			Water Authority staff developed a proposal in coordination with the member agencies to update the basin plan to support reservoir operations. The San Diego Water Board has prioritized development of a basin plan amendment over the current triennial review period, and is working with staff on refining the proposal.	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 is actively pursuing the following funding opportunities for the Intake Modifications Project: U.S. EPA's WIFIA Program (formal loan application submitted); MWD Future Supply Actions Funding Program (awarded full funding request of \$175,000 on January 31, 2018 and actively working with MWD on agreement terms); Desalination and Water Purification Research Program (application submitted on December 13, 2018); and DWR's Desalination Grant Program (continuous application process).	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 staff is working on a subsequent CAM for the next phase of interim intake operations. This CAM is anticipated to be brought to the August Board meeting for approval.	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, and its consultant Arcadis, issued the final report for the Lewis Carlsbad Desalination Plant 2016 Integration Study on January 8, 2019. Staff is working with Arcadis and WRF to solicit partners to extend the study and analysis covering calendar years 2017 and 2018.	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		 2	Staff has reviewed and commented on Poseidon's Design-Build Request for Proposals and DB Contract soliciting contractors to complete the initial intake and discharge facility improvements to support interim operations. This includes the installation of fish-friendly dilution pumps and other intake modifications to achieve stand-alone operations and allow NRG to begin demolition of the Encina Power Station. Contract award anticipated in Fall 2019 with construction completed by June 2020.	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		 2	Fallbrook PUD received a final draft agreement from MWD for their LRP Project and anticipate bringing it before their Board for consideration in July 2019. The City of San Diego received a revised draft agreement in May 2019 from MWD for review. Water Authority staff submitted the City of Oceanside's and the City of Escondido's LRP applications on May 2, 2019. On June 3, 2019, staff coordinated a conference call with member agency staff and staff from the State Water Board's Division of Financial Assistance to develop a path forward to expedite execution and funding of member agency project agreements under the Clean Water State Revolving Fund.	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		 2	The Mercury Reservoir Plan is still on hold by the State Water Board. Work is expected to resume in late-2019.	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		 2	Staff is participating in an ACWA PFAS workgroup that was convened in June. The purpose of the workgroup is to track state and federal PFAS related activities impacting drinking water, and recommend actions to the Safe Drinking Water Subcommittee and the ACWA Water Quality Committee. Staff is coordinating with member agencies on regulatory PFAS developments.	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 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			To date 4 of 5 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			Phase 1 of the IRWM Plan Update went through the public review process and was finalized in December 2018. Phase 2, which will incorporate the Stormwater Capture Feasibility Study and update descriptions of the water-related needs of disadvantaged communities, underwent public review in May 2019. The final draft of the 2019 Plan Update, combining Phases 1 and 2, is scheduled to be presented to the Board for consideration and adoption at its July 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-2021			The San Diego IRWM Program has received the first two of four anticipated grants from DWR's Proposition 1 IRWM grant program: a planning grant in the amount of \$250,000 and a Disadvantaged Community Involvement Grant in the amount of \$5.3 million. The San Diego IRWM program should receive two more grants totaling approximately \$33 million from the Prop 1 program. The program has begun development of its third Prop. 1 grant application, which will be submitted to DWR by the end of 2019.	A, B, D
6	Obtain Board approval for an updated Water Shortage Contingency Plan that complies with evolving state requirements.	Jul-2021			Governor Brown signed SB 606 and AB 1668 in May 2018. The details related to implementation are currently being developed and should allow some activities to begin by July 2019.	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 water shortage contingency plan update to ensure response levels are consistent in both documents.	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			To complete work on updating the statistical modeling database for the long-range demand forecast effort, staff contacted the San Diego Association of Governments to request demographic and economic data by individual Water Authority member agency's service area. A scope of work was developed and on May 1, 2019, the Water Authority and SANDAG entered into an agreement for services for the requested data.	C, D
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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. The results of the inspection were shared with a technology vendor that was able to create a static 3D model of the pipeline. Commercial interest has been received, and measures are underway to secure intellectual property rights for the invention.	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, Inc., in the amount of \$4,977,000. Work is progressing as scheduled and about 30 percent complete.	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 fifteen 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. Flights are being planned for the other 10 inaccessible areas of the aqueducts to identify any property management issues and to support construction projects. 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			Final design completed and the project advertised for bids in May 2019. Recommendation for award of the construction contract is expected at the July 2019 Board meeting.	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	Jun-2023		This project shifted as part of the FY 2020/2021 CIP prioritization. Final design is expected to be complete in June 2021.	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			Work is on schedule. In collaboration with Otay Water District, outreach efforts have commenced, beginning with a presentation at the May General Managers meeting, followed by the Operating Heads meeting in June. Outreach will continue with a presentation at the Regional Member Agency Engineering Forum in July. Outreach to vendors is ongoing.	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	Dec-2022		The project schedule is based on Carlsbad City Council approval to move forward. The schedule shifted due to Carlsbad project approval delays. The new schedule is based on Carlsbad City Council approving by August 2019. 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	Jun-2022		This project shifted as a result of the FY 2020/2021 CIP prioritization. Final design is expected to be complete in May 2020.	C, D, E, F, G, H

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, Inc., in the amount of \$30,400,000. Work is progressing as scheduled.	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			Design for this project will begin in Summer of 2019.	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			Final Design is anticipated to be complete in August 2019.	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			A detailed scope of work and budget was developed as part of the adopted FY 2020/2021 budget. Work is expected to begin in early 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			The member agency agreements for both Valley Center and Yuima Municipal Water Districts have been executed. The environmental studies in support of the CEQA Addendum for the project were completed in April 2019. Board approval for the member agency agreements with Fallbrook PUD and Rainbow MWD are expected in September 2019.	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			A leak detection ball was sent through various reaches of the First Aqueduct while the pipelines were in service. The team successfully launched and retrieved the ball through four reaches. In addition, the team is currently performing inspections of various welded steel pipeline sections and reinforced concrete cylinder pipe sections using three different technologies. Overall, this effort is approximately 24% complete.	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 following completion of the 2020 Urban Water Management Plan.	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 threats of increases between now and 2020.	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			Field videography has been completed and the final script has been approved. Additional production activities will follow and include studio videography, narration/voice-over, and editing.	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			Staff is working on the Water Authority's 2019 Climate Action Plan Update and plans to complete the document by December 2019. Consultant services will be secured in FY2020 to incorporate any new procedural guidelines and new greenhouse-gas emission targets linked to Climate Action Plan reporting into the draft document.	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			On March 26, 2019, staff attended the 2019 San Diego Climate Summit, hosted at the Scripps Institution of Oceanography, and participated in a panel discussion regarding local public agencies' adaption measures in response to a changing climate and long-term planning uncertainties.	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 2020 Master Plan Update, since subsequent environmental documentation may be linked.	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			Planning efforts are complete and the project is being transitioned to the design phase at the beginning of FY2020.	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	Dec-2019		A recommendation for approval of the Desalination Plant bill crediting Advice Letter submitted to the CPUC is anticipated at the CPUC's August 15th meeting. Once received, staff can apply to the RES-BCT program.	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			In general, the Plan for the Hodges Facility will summarize all significant equipment within the facility and will identify risks and consequences of failure, condition of the asset, remaining useful life, estimated replacement/major maintenance costs and the resulting schedule for planning and funding purposes. The Plan will provide a roadmap to ensure funding and resources are programmed to properly operate, maintain and sustain the Facility's long term operation. Scope and framework of the Major Maintenance and Replacement Plan has been developed. All the Facility's significant equipment and related maintenance and replacement costs have been identified and included. Required information for condition assessment and the risk/consequence of failure are being researched and populated.	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			Negotiations are on-hold while Staff focuses on legislative and regulatory efforts to identify a viable cost of service financial model.	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			The Escondido Facility Space Needs Assessment Study was completed by Miller Hull Consultants in December 2018. The Study's results identified space deficiencies at the current Escondido Operations Yard. A Board Subcommittee was formed to review the Study's results and O&M's needs. The Subcommittee provided an update to the Engineering and Operations Committee on April 25th, agreeing with the Study's results. The Board approved the FY 2020/2021 budget, which included a new Operations and Maintenance Facility project. The project has been transferred to the Water Resources Department to initiate a study to evaluate sites and building/property delivery options.	I
6	Construct and place into operation the Mission Trails Chlorination facility to mitigate nitrification on the 2nd Aqueduct.	Mar-2020			Construction work is progressing and is targeted for completion in August 2019.	I
7	Implement identified physical security assessment recommendations for critical facilities.	Jun-2020			Scope and costs have been developed for the documented recommended improvements. Costs for the more significant improvement items are included in the FY 2020/2021 budget. Implementation of the more minor improvements has begun.	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			Work progress continues at the San Vicente site. Pump Train 1 has been completed and work on Pump Trains 2 & 3 is ongoing. Required components to modify/convert the existing actuators to the new communication system have been ordered.	I

9	Develop a communication system master plan for the Water Authority's Aqueduct Control System.	Jun-2020		 2	The System Communication Master Plan development is progressing on schedule with drafting the plan and holding various coordination meetings. The team has documented the current system layout and evaluated various communication methods. Staff is currently identifying deficiencies in the current system and developing the prioritization process for potential improvements. The next steps include defining an implementation strategy and recommendations.	I
10	Evaluate alternatives for centralizing energy generation and usage data.	Dec-2020		 2	Staff has evaluated current energy usage data tracking mechanisms used by the private sector and other local agencies. Staff is working to develop a prototype using in-house resources.	B
11	Identify innovative opportunities for energy procurement to reduce energy costs and identify schedules for economically viable alternatives.	Dec-2020		 2	On June 10, 2019, staff applied to SDG&E's Direct Access Program lottery to receive lower cost energy. SDG&E randomly selects non-residential customers for reduced energy rates, which would significantly lower energy costs at selected Water Authority facilities. Lottery position is expected to be revealed August 12, 2019 with eligibility determined around October.	D, E
12	Participate in Federal and State regulatory proceedings to move bulk energy storage forward in California.	Jun-2023		 2	Staff continues to coordinate and comment on pertinent Federal and State regulatory proceedings, such as the California Public Utilities Commission's Integrated Resource Plan and the California Independent System Operator's 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 autotclassification 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 will continue into the next 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. Preliminary testing looks promising 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			Work on improvements has begun. 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. A feasibility study was performed, and implementation of further physical security measures will be reviewed and completed in FY 2020. Among the first of these will be new building access policies and access cards with IDs, effective July 1, 2019.	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.	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 8.29% in the first ten months of FY 2019 as compared to the baseline.	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.	A, B, C
8	Adapt business insurance policies to cost-effectively meet the evolving needs of the Water Authority.	Sep-2023			Business insurance policies were renewed in June 2019. Staff is currently researching Product Liability coverage to insure tools developed in-house by Operations & Maintenance.	I
9	Migrate electronic document management system and Maximo to the cloud to improve systems resilience.	Sep-2023			Initial research has begun. More activity expected in upcoming budget cycles.	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		In April 2019, a firm was hired to conduct a biennial public opinion poll. The Board Officers opted to change the timing of the poll, so results are expected to be reported to the Board in September 2019.	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 challenge coin was produced and will be distributed to member agencies. An employee celebration is being planned for the summer/fall.	A, D, E, F
3	Execute effective advocacy strategies to defeat all legislation that the Water Authority Board opposes each year.	Dec-2019			At the half-way point of the state legislative session, there remains only one bill on which the Water Authority Board has adopted an Oppose position. Staff and legislative advocates are employing a variety of legislative strategies to defeat that measure.	B
4	Migrate sdcwa.org and microsites to an integrated, up-to-date operating system.	Jun-2020			Funding for the Water Authority website CMS modernization is included in the adopted FY 2020/2021 budget.	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 18,663 followers through May 2019, a 9% 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 5,073 engagements through January 2019, an increase of 37%.	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 - has passed entirely through the State Assembly, and will next begin the process of consideration in the State Senate.	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 occurred during April 1-2, 2019. Additionally, ongoing briefings for delegation members are occurring continually 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 routinely relative to Colorado River issues and Carlsbad desalination intake project funding. Comprehensive briefings on additional Water Authority priorities will be scheduled to occur throughout 2019.	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			Staff has secured the commitment of Senator Brian Jones as the keynote speaker for the first legislative roundtable event of 2019 - scheduled to occur on July 15, 2019	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			Alumni engagement is currently at 47%. Additional events are planned for 2019. Total alumni is 643.	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		 2	In June 2019, staff convened the Potable Reuse Coordinating Committee to provide input into development of a California Water Reuse Action Plan by WaterReuse California. The draft Action Plan prioritizes development of regulations and research needed to advance direct potable reuse in the state.	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		 2	The Water Authority submitted written comments to the EPA and Department of the Army on their proposed rule revising the definition of Waters of the United State on April 15, 2019. The comments were developed in coordination with the member agency reservoir workgroup.	H, J

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	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			Staff is coordinating with department analysts as well as I.T. to ensure all impacts are considered when implementing the changes to the chart of accounts. The objective is on track to meet the target date of 7/31/2019.	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			Design and development work continued on the DAIS project with efforts focused on constructing standardized reports, developing sample data entry templates and query screens and configuring the cloud-based system architecture. The Application Design Task is anticipated to be completed during the next reporting cycle and the project will transition into the implementation phase at that time.	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 will be revising and documenting the budget processes now that the FYs 2020/2021 budget development is complete. Staff is also writing the new policies and practices for equipment replacement and overhead budgeting. This objective is on track for completion by June 2020.	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 was a key note speaker at the California Municipal Treasurer's Association Conference as well as a presenter at the Government Finance Officer's Association Conference. In October and November staff presented at the Women in Public Finance forums, Municipal Bond Women's Forum, and the Bond Buyer Conference.	E, K
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*See Appendix for detail

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 begun researching a competency-based hiring model to meet the needs of the agency. Project delayed due to other priorities of HR Division.	D, E
3	Evaluate a new performance review tool to address consistent, relevant feedback for leadership staff.	Jun-2019			Staff has contracted for a new multi-rater assessment tool and will implement a mid-year review for leadership staff by the target date. Feedback on assessment questions received and tool currently in development. Testing multi-rater tool in progress.	E
4	Develop and produce job preview videos, showcasing our industry and what a hard to recruit for job looks like.	Jun-2019	Jun-2020		Project has been funded as part of the FY2020/2021 Budget and expected to be complete by June 2020.	C
5	Develop a workforce management strategic plan that addresses diversity and inclusion.	Jun-2020			HR Strategic Plan developed, Diversity and Inclusion Plan development to begin Summer 2019.	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			2018-19 Internship Program has significantly higher number of interns at 17. Staff has met with various stakeholders to identify needs of the Water/Wastewater Internship Program. Further meetings will be conducted with the stakeholders prior to the advertisement of the 2019-20 Program.	D
7	Develop a Water Authority Alumni Network and hold annual meetings with the Alumni group.	Jun-2021			Alumni will be invited to the employee event for the 75th anniversary to be held in September 2019.	D
8	Develop targeted quarterly leadership and ongoing skills-based training programs for employees to address any competency gaps in the workforce.	Jun-2023			Competency gaps will be assessed following the results of the multi-rater assessment tool. Trainings beginning in Summer 2019 will reflect those identified skills and areas for training.	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			The Employee Development and Growth Plan was developed in February 2017. A new program coordinator was identified in May 2018. The program will continue each year holding quarterly lunch and learn meetings, in addition to EGDP "Book of the Quarter" meetings. Budget and Finance, Career Management, Time Management, Public Speaking, and "The Rumble" are recent lunch and learn presented topics. FY 19 Program Coordinator will present status of the program at July Board meeting, FY 20 Program Coordinator selection anticipated by late July 2019.	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			FY 19 Turnover rate (excluding retirements) through 5/30/19 is 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 fitness classes are currently being held in both KM and ESC. Lunch and Learns are scheduled once a month, or as available. The first monthly Wellness newsletter was distributed in May 2019. Wellness survey will be distributed before Fiscal Year End 2019. Chair Massages (KM) and Jamba Juice Day (ESC) were held in June 2019.	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 2018 & 2019 enrollment was 106 attendees and met the target for the two year fiscal goal (FY 18: 60; FY 19: 46). Attendance by supervisors at Employee Relations Training is important to prioritize among staff training. Three sessions in FY 2019 were very HR-focused and not applicable to general staff.	B
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*See Appendix for detail

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.