



2017-2021 Business Plan

FINAL PERFORMANCE REPORT - October 1, 2016 through September 30, 2018

sdcwa.org/mission-vision-values-strategies

STATUS LEGEND



Objective was completed by the original target date.



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



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



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



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	Develop demonstration projects, through coordination with Imperial Irrigation District and other stakeholders that provide enhanced flexibility of annual transfer volumes and efficiency-based conservation targets.	Jun-2017	Jun-2019		Staff continues to explore supply flexibility opportunities with local, state, and federal stakeholders. On track to meet revised target date.	D, H
2	Prepare a comprehensive financial analysis of the California WaterFix project cost allocation data to assess the project's cost-benefit to Water Authority ratepayers as compared to other water supply alternatives.	Dec-2017	Sep-2018		In April 2018, cost analysis of how MWD's participation in WaterFix, specifically where it recovers the costs on rates, would impact the Water Authority's ratepayers was presented to the Board.	A, B, C
3	Perform a comprehensive, long-term analysis of the Exchange and Transfer Agreements to recommend extension or early termination options to the Water Authority Board.	Dec-2017			Staff presented to the board throughout 2017 and completed alternatives analysis. The Board approved extension of the exchange agreement in December 2017.	G
4	Communicate the Water Authority's perspectives on developing responsible mitigation and restoration plans for the Salton Sea to secure the support of the QSA parties, the Governor's Office, elected officials, and opinion leaders.	Dec-2017			In November 2017, the State Water Resources Control Board adopted the Stipulated Order that the Water Authority participated in negotiating.	G, H, J
5	Lead quarterly stakeholder briefings with the farming community and other Imperial Valley stakeholders to enhance relationships and exchange perspectives on efficiency-based water conservation and Salton Sea issues.	Dec-2017			Staff held an outreach tour on San Diego water diversification efforts for Imperial Valley representatives in October 2017. Staff gave presentations to agricultural advisory groups on the QSA and related issues. Staff continued to attend Imperial County Farm Bureau meetings and Water Conservation Advisory Board meetings.	E, F, H
6	Achieve final decision in MWD rate litigation through legal avenues and secure award of damages.	Dec-2017	Mar-2019		In July 2018, the 1st District Court of Appeal ruled in favor of the Water Authority on 9 out of 10 significant issues in the 2010 and 2012 SDCWA v. Metropolitan litigation. The one issue that the Court of Appeal ruled against the Water Authority related to MWD's allocation of State Water Project costs. The Supreme Court subsequently declined the Water Authority's petition for review. The cases are remanded to Trial court for limited decisions. The 2014 and 2016 cases remained stayed.	I, J, K, L
7	Establish a Water Authority Intentionally Created Surplus account for temporary storage of Colorado River supplies in Lake Mead.	Jun-2019			Meetings and discussions with the Bureau of Reclamation and others regarding establishment of a Water Authority Intentionally Created Surplus account are ongoing.	D, H
8	Communicate the Water Authority's perspectives on any project intended to serve as a Delta fix to secure the support of the San Diego business community, civic leaders, opinion leaders, and media for a Water Authority supported Bay-Delta solution.	Dec-2019			In July 2017, staff presented to the Otay WD on Water Authority's WaterFix cost impact analysis on Water Authority ratepayers and the Board's desire to adopt a policy position on the project. In August 2018, the Board adopted a conditional support position on WaterFix to focus the Water Authority's advocacy position on key cost allocation issue. Chair Muir wrote to Senate Pro Tem Atkins regarding the Water Authority's position on the project and urging the deferral of the Joint Legislative Budget Committee hearing on State Water Contract extensions; the hearing was postponed twice. Staff subsequently participated in public hearings regarding WaterFix and the State Water Contract extensions to convey the Water Authority's position on the project.	A, B
9	Obtain support from key stakeholders to encourage MWD to adopt a long-term finance plan.	Dec-2019			Staff continues to engage with stakeholders on the need for MWD to adopt a long-term finance plan.	I, J, L

10	Obtain San Diego business community, civic leaders, opinion leaders, and media opposition to a Bay-Delta solution that would require urban water ratepayers to underwrite or subsidize a new conveyance facility, including costs shifted from agricultural to urban water users.	Dec-2020			<p>In August 2018, the Board adopted a conditional support position on WaterFix and focused the Water Authority's advocacy position on ensuring WaterFix costs are properly allocated as supply costs. Subsequently, Chair Muir wrote to Senate Pro Tem Atkins regarding the Water Authority's position on the project and urging the deferral of the Joint Legislative Budget Committee hearing on State Water Contract extensions. Additionally, Water Authority staff has broadly communicated the Board's conditional support for the WaterFix project among the state and congressional delegations and within the San Diego region.</p>	A, C
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WATER SUPPLY - Local Water						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Facilitate a member agency workgroup to develop tailored outreach assistance in support of member agency potable reuse projects.	Dec-2017			Staff convened Potable Reuse Coordinating Committee meetings and Outreach Subcommittee meetings which were integral in helping Water Authority staff develop a regional potable reuse microsite and update to the promotional video. Both updates were completed. Water Authority will continue to add relevant information to the microsite.	E
2	Facilitate a member agency workgroup to engage with the State Water Resources Control Board to provide coordinated regional comments on the proposed statewide Mercury Plan and the proposed state beneficial use categories.	Dec-2017			A member agency workgroup was convened, and the Water Authority submitted comments on the draft Mercury Plan released by the State Water Board in January 2017. The final Mercury Plan was adopted in May 2017. Staff continues to meet with the workgroup and is participating on a statewide ACWA workgroup to engage in the mercury reservoir program that the State is in the process of developing.	A, D
3	Lead a member agency workgroup to develop a strategy for permitting treatment plant residual discharges.	Dec-2017	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. Project has been delayed to engage San Diego Water Board staff in informal discussions and to solicit recommendations from an expert panel on the issues related to the potential regulation of filtered backwash. WQTS has completed a draft White Paper and the workgroup met with the San Diego Water Board on September 20, 2018 to solicit feedback.	A, B
4	Lead the member agency supported Potable Reuse Coordination Committee to develop and provide comments on (1) the State Water Resources Control Board's report to the legislature on the feasibility of adopting regulations for direct potable reuse and (2) proposed Surface Water Augmentation Regulations.	Mar-2018			Comments on the State Board's feasibility report for direct potable reuse were completed last reporting period. The Water Authority coordinated with the Potable Reuse Coordinating Committee and provided comments on Surface Water Augmentation Regulations on September 12, 2017. Final regulations have been adopted and are in effect.	B, C, E
5	Facilitate a member agency workgroup to provide coordinated regional comments on an update to the State Water Resources Control Board's Recycled Water Policy.	Jun-2018	Jun-2019		Water Authority staff convened a member agency workgroup, and submitted regional comments to the State Water Board on the policy in June 2018. Water Authority staff will continue to coordinate with the member agencies and WaterReuse California to engage with the State Water Board through adoption of the final policy, anticipated in early 2019.	A
6	Develop technical data comparing subsurface and open-ocean intake facility performance through the Camp Pendleton Desalination Intake Testing Program, and share results with stakeholders.	Sep-2018	Jul-2020		Due to continued permitting delays, decreased demands, and advancement of member agency local supply projects, staff has initiated the cessation of all activities associated with the Camp Pendleton Intake Testing Program.	D, H
7	Support Otay Water District efforts to authorize the construction, connection, operation, and maintenance of a United States and Mexico cross-border pipeline facility to import desalinated water from the proposed Rosarito desalination facility.	Oct-2018			Otay secured its Presidential Permit on May 16, 2017 to construct conveyance facilities necessary to receive desalinated water from Mexico. However, Otay has since suspended its efforts on the cross-border pipeline facility and will reconsider this project once further progress is made on the development of the Rosarito desalination facility.	A, H
8	Complete all submittal reviews within the Water Purchase Agreement required timeframe during oversight of the design, construction, and commissioning of the Claude "Bud" Lewis Carlsbad Desalination Plant's new intake and discharge facilities.	Dec-2018	Dec-2022		Poseidon has hired a 30 percent design consultant to advance the design for the interim, stand-alone intake modifications. The design is being developed to accommodate the permanent facilities accepted by the San Diego Water Board as determined through the permitting process. A final permitting decision by the San Diego Water Board is anticipated by Spring 2019, which represents over a two-year delay in order to resolve interpretation issues regarding application of the recently adopted Ocean Plan Amendment for desalination intakes and discharges.	F, G

9	Develop a Basin Plan amendment that supports potable reuse and reservoir operations in collaboration with member agencies and the San Diego Regional Water Quality Control Board.	Jul-2021		 <p>In collaboration with the member agencies, staff developed a draft proposal in 2016 for a Basin Plan amendment that supports potable reuse and reservoir operations. The development of an amendment has moved slowly due to limited Water Board staff resources. In June 2018, the Water Board did add this item to their list of Basin Plan priority projects under Climate Change Readiness: Sustainable Local Water Supply. The Water Authority met with the Water Board on September 24, 2018 to discuss leveraging resources to advance the project.</p>	A, B
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WATER SUPPLY - Resource Planning						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Obtain Board approval for the updated Water Shortage and Drought Response Plan reflecting lessons learned from previous shortage periods.	Apr-2017	Jul-2017		Document renamed to Water Shortage Contingency Plan and approved by the Board in August 2017.	E, F
2	Obtain Board approval for the revised 2008 Model Drought Response Conservation Ordinance to achieve consistency with the Water Shortage and Drought Response Plan update.	Apr-2017	Jul-2021		Revisions to the Model Drought Ordinance were delayed waiting for the SWRCB to potentially adopt regulations pertaining to permanent water waste prohibitions. Legislation may also be pursued in regards to establishing the potential regulations. The Model Ordinance will also need to be prepared in conjunction with the water shortage contingency plan update to ensure the response levels are consistent in both documents.	E, F
3	Amend the Shortage Contingency Analysis contained in the 2015 Urban Water Management Plan to comply with updated state requirements and ensure consistency with the Water Shortage and Drought Response Plan update.	Dec-2018	Jul-2021		The Governor signed SB 606 and AB 1668 in May 2018. Implementation of the new laws related to drought planning will take place in the coming years. The details related to implementation are currently being developed and should allow some activities to begin by July 2019.	E, D
4	Develop a centralized database covering five water-use efficiency programs to improve data management and performance reporting.	Dec-2018			To date, three database modules have been developed for the WaterSmart Landscape Makeover Program, the Sustainable Landscapes Program, and the WaterSmart Checkup program (Field Services). The next components to be developed are the Turf Replacement Rebate program (historical) and MWD So Cal WaterSmart incentives modules. These components are on track to be completed by December 2018.	G, J
5	Obtain Board approval for the updated Integrated Regional Water Management Plan to comply with state requirements.	Jun-2019			Water Authority received a \$250,000 planning grant from the Department of Water Resources to support the IRWM plan update. Work on the update began in September 2017 and a draft plan was released for public comment in August 2018.	A, D
6	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 over \$3.6 million in external funding, exceeding the target by 46 percent three years ahead of schedule.	G, H, I, J
7	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.	Jun-2021			Water Authority staff developed scope of work for the Long Range Demand Forecast Update project and released a RFP on July 12, 2018. The contract was awarded to Hazen and Sawyer at the September 27, 2018 Board meeting.	C, D
8	Secure the San Diego Region's allocated share of approximately \$38 million in IRWM grant funding from Proposition 1 funds, administered by the Department of Water Resources.	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. San Diego expects to receive two more grants totaling approximately \$33 million from the Prop 1 program.	A, B, D

WATER FACILITIES - Infrastructure/CIP

No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Complete the Nob Hill Improvements project to avoid excessive hydraulic transient pressures within Pipelines 3 and 4, under certain operational flow scenarios involving the Rancho Peñasquitos Pressure Control/ Hydroelectric Facility and San Vicente Pump Station.	Apr-2017			Project complete.	E, G, H
2	Complete the planning process and development of preliminary member agency agreements for the ESP – North County Pump Station project to allow treated water deliveries to portions of the North County service area during an emergency event.	Jun-2017	Sep-2017		The planning process is complete and Principles of Understanding documents have been finalized for the member agencies involved (Valley Center Municipal Water District, Yuima Municipal Water District, Fallbrook Public Utilities District, and Rainbow Municipal Water District). These documents outline the development and financial terms for the recommended project. The design effort for the Fallbrook and Rainbow components will commence once an agreement with MWD is reached on the proposed connection to Pipeline 4.	C, D
3	Complete the Miramar Pump Station Rehabilitation project to improve operations and reliability, and ensure the pump station remains fully operational after an emergency event.	Jun-2017			Project complete.	E, F, G, H
4	Obtain Board approval of contract amendments to the 2006 East County Regional Treated Water Improvement Program agreements, in cooperation with member agencies, which reflect the projected demand for treated water, provide water system flexibility and ensure full reimbursement of capital costs.	Jun-2017	Apr-2018		Board approved replacement East County Agreements for Padre Dam MWD and Otay WD and an amendment to Lakeside WD's East County Agreement on April 26, 2018.	D, G
5	Obtain Board approval for Administrative Code additions for decommissioning of Service Connections to reduce risk and maintenance costs.	Dec-2017			The intent of this objective is complete. After further analysis, it has been determined that no changes are needed to the Administrative Code. Staff will continue to notify impacted Member Agencies and work on decommissioning Service Connections based on each specific situation. In the future, new Service Connection agreements will include decommissioning for the old Service Connection(s).	A
6	Develop a plan to evolve from standard preventative maintenance to agile predictive maintenance, using Asset Management data to revise maintenance schedules and practices in order to increase productivity and efficiency.	Jun-2018			Due to staff retirement and other priorities, progress has been delayed. Staff will re-evaluate following the completion of the classification/compensation study and reallocation of resources.	A
7	Complete the San Diego 12 Flow Control Facility Rehabilitation project to improve operations and the reliable delivery of untreated water to the city of San Diego's Alvarado Water Treatment Plant.	Sep-2019	Dec-2020		In September 2018, bids for a construction contract were rejected due to high costs received. Staff is rescheduling the project to allow for a longer construction duration and reviewing options to address material and equipment costs. The project will be re-advertised with an anticipated award date in Spring 2019.	A, C, E, F, G, H
8	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-2019	Jun-2021		The project design is being revised to incorporate cost savings measures. The construction schedule has been revised to include these design revisions. Final design is expected to be completed in April 2019.	C, D, E, F, G, H
9	Complete the Carlsbad 5 Flow Control Facility project to allow desalinated water delivery directly from the Carlsbad Desalination Plant to the Carlsbad Municipal Water District.	Dec-2019	Mar-2021		The project schedule is being finalized pending approval by the Carlsbad City Council to move forward with the project. This project is fully reimbursable by Carlsbad.	E, F, G, H
10	Evaluate and utilize tools and technology which can be used for robotic pipeline inspections to reduce water discharge, labor costs, and risk of pipeline failures.	Jun-2020			The Water Authority is exploring in-house tools as well as tools used in other industries (oil, gas, nuclear). The team has successfully tested an in-house built tool to inspect Pipeline 3 in the dry and is planning to use the tool underwater to inspect the Olivenhain pipeline in January 2019.	B

*See Appendix for detail

11	Complete the Mission Trails Flow Regulatory Storage II/Lake Murray Control Valve project to mitigate existing operational risks and meet future untreated water demands for the central and south county service areas.	Jun-2021			Design is underway with Mid-point Design anticipated to be completed in October 2018.	C, D, E, G, H
12	Complete the ESP – North County Pump Station project to provide treated water deliveries to portions of the North County service area during an emergency event.	Jun-2021	Dec-2021		This project involves separate agreements with a number of member agencies; including, Valley Center Municipal Water District, Yuima Municipal Water District, Fallbrook Public Utilities District, and Rainbow Municipal Water District. Negotiations are underway to develop funding agreements for the design and construction of the facilities within each respective district. Once negotiations are completed and approved by the member agency's Board of Directors, they will be presented to the Water Authority's Board for final approval. Work on the facilities within the Fallbrook and Rainbow districts is contingent upon approval from MWD for a new water connection to Pipeline 4; the design effort for these components will commence once an agreement on the proposed Pipeline 4 is obtained. See Objective 2 above.	C, D, E, G, H
13	Complete an additional 8 miles of priority pipeline relining, extending the service life of the identified segments of the aqueduct system.	Jun-2021			As of September 2018, 5.3 miles of pipeline relining has been completed. A construction contract for an additional 2.2 miles of pipeline relining is underway and is expected to be completed by July 2019.	A, E, G, H

WATER FACILITIES - Sustainability

No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Develop a database and management plan to proactively track mitigation credit inventory at Water Authority sites in support of anticipated Water Authority needs, and allow for potential marketing of excess credits.	Jun-2017	Sep-2017		IT staff has completed the Natural Community Conservation Plan/Habitat Conservation Plan mitigation credit tracking database.	D, F
2	Facilitate development of the Water Utility Climate Alliance 2017-2021 Strategic Plan and participate in resulting work plan initiatives to evaluate where climate change information is being used in member utility business decisions.	Dec-2017			WUCA 2017-2021 Strategic Plan and 2017 Work Plan adopted in October 2016. Water Authority staff continues to participate on the Best Practices in Climate Adaptation and Business Process Mapping projects.	B, C
3	Develop an environmental awareness training program on current California Environmental Quality Act and permitting requirements, in collaboration with regulatory agency staff, and present it to 90 percent of targeted Engineering and Operations & Maintenance staff.	Mar-2018			The 90 percent goal was met based on the targeted audience that included key staff from Engineering, O&M, WR, CRP, GMs Office, & MWD Program.	E
4	Meet 2020 Climate Action Plan emission targets by using adaptive management strategies developed for further reduction of carbon emissions.	Dec-2019			Water Authority is on track to meet its 2020 and 2035 emission targets. Staff completed the 2017 annual report, showing progress towards the 2020 target.	A, B, C
5	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.	Dec-2019			Work on this objective began in July 2018 and is on track.	B, C
6	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			Water Authority staff participated in the Scripps Institution of Oceanography workgroup to develop California's Fourth Climate Change Assessment -San Diego Region Report. and is currently participating on two WUCA projects: Business Practice Mapping on Climate Change and Best Practices in Climate Adaptation.	B, C
7	Develop a minimum of three acres of wetland mitigation at the San Luis Rey Kendall site for ability to mitigate impacts of near-term Capital Improvement Program projects.	Jun-2021			Staff initiated a habitat restoration planning study in November 2016 and was completed in 2017. Based on recommendation from this study, staff secured wildlife agencies consensus on the habitat types and desired species to be restored on site. CEQA was completed in August 2018. Staff will work with Army Corps staff to develop an advance permit responsible mitigation plan provided for in the Programmatic Master Plan Permit issued by the Army Corps to document the use of mitigation credits. The project is anticipated to transition to Engineering for design and construction management in Fiscal Year 2020.	D, F

WATER FACILITIES - Water System Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Secure a business arrangement for the Rancho Peñasquitos Hydroelectric Facility to maximize the value of the energy generated at the facility.	Jan-2017			This objective is complete. A business arrangement was secured to sell the energy generated to the California Independent System Operator wholesale market.	A, B
2	Perform physical security assessments and develop improvement plans for critical facilities for continued water system protection against potential threats.	Jun-2017			This objective is complete. In-house physical security assessments were completed for critical facilities and appurtenances. An improvement plan was developed based on assessment inspection results.	E, F, G
3	Complete installation of battery systems at Twin Oaks Valley Water Treatment Plant to reduce energy demand charges (1 megawatt).	Jun-2017	Dec-2018		Battery installation is complete, awaiting ability to energize system. Contractor is making modifications to meet additional SDG&E requirements. Target date is revised to December 2018.	B
4	Implement the most effective option for future operations and maintenance of the Hodges Pump Storage facility.	Oct-2017			The objective is complete. The Board approved the budget request to change from contract Operations & Maintenance to self-performing O&M in June 2017. The service contract expired on 10/31/17 and O&M staff took over the facility operations and maintenance.	I
5	Acquire a distribution tariff from local electrical utility to allow delivery of wholesale energy to the Water Authority.	Oct-2017	Jun-2019		Coordination with SDG&E on this issue has been ongoing. An Advice Letter to the CPUC has been submitted and is anticipated to be ruled upon in October 2018. After the ruling, staff will work with SDG&E on an agreement.	A, B, C, D
6	Obtain Board approval and finalize a partnership agreement with the City of San Diego for the San Vicente Energy Storage Facility, Phase 3 work.	Dec-2017			This objective is complete. The request for letters of interest process was completed in April 2017, on schedule. The partnership agreement with the City was approved at the June 2017 Board meeting.	B
7	Develop a new hire and refresher training program for emergency response staff to support emergency response requirements.	Dec-2017			The objective is complete. The online video has been released to emergency response staff. In addition, a reference tool is available for on-demand training.	E, F
8	Obtain Board approval of an updated energy management policy that addresses both procuring wholesale renewable energy and supplying self-generated energy to member agencies.	Jun-2018	Jun-2019		Staff presented an overview of the Energy Program in September 2018. Staff is reviewing the 2013 Energy Management Policy and will provide recommendations by June 2019.	A, B, C
9	Complete installation of 6 megawatts of floating solar at Olivenhain Reservoir to generate renewable energy and reduce energy costs.	Dec-2018			Project canceled due to no longer being economically viable. Contractor increased the cost of energy to the Water Authority. The increased price was higher than the Water Authority could sell the energy to another party.	B
10	Perform an Escondido Facility Needs Assessment Study to determine if any changes to existing facilities are required for efficient function and operations.	Dec-2018			A white paper, summarizing needs, options and recommendations for yard/facility improvements, was completed. A third-party review will be conducted to identify current and future space needs.	I
11	Formalize a field employee training program designed for new hires including training for common procedures.	Dec-2018			Work on this objective has started. Existing training has been reviewed and an outline for the more comprehensive program has been developed and the draft program is being written. On track for the objective target date.	H, I, J
12	Complete replacement of the instrumentation communication network at Rancho Peñasquitos and San Vicente Pump Station to increase operational reliability of these facilities.	Dec-2019			The instrumentation communication network replacement/upgrade has been completed at Rancho Penasquitos. A scope of work and schedule has been developed for the San Vicente Pump Station instrumentation communication network replacement/upgrade. Replacement of the first pump train is underway.	I

BUSINESS SERVICES - Communication and Messaging						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Complete a social media marketing assessment and optimization plan to enhance outreach efforts.	Dec-2017			A plan developed in December 2016 identified strategies to improve and build on current efforts. The strategies to optimize social media efforts were implemented in 2017 and included a new content plan for Facebook and Twitter, and the launch of Instagram. The plan is currently under review for updates in 2018.	D, E
2	Develop a long-term strategy, in conjunction with statewide stakeholders through the Association of California Water Agencies and WateReuse, for advancing a flexible approach to approving direct potable reuse projects in California.	Jun-2018			In October 2016, in conjunction with seven member agencies, staff provided comments to the State Board on their draft Report on the Feasibility of Adopting Regulations for Direct Potable Reuse. Staff coordinated with ACWA, CUWA, and WateReuse on a comment letter. The final report was submitted to the legislature in December 2016. The Water Authority worked with WateReuse to develop legislation to move direct potable reuse forward in California Assembly Bill 574 Quirk was signed by the Governor on October 6, 2017. AB 574, sponsored by WateReuse California and supported by the Water Authority, lays out a long term strategy which establishes a time frame for the State Board to develop a potable reuse regulatory framework and adopt regulations. Potable reuse projects may continue to be approved as regulations are developed.	H, I, J
3	Execute communications and outreach activities that result in at least 70 percent of the public viewing municipal water service as a "good" or "excellent" value through the public opinion poll.	Jun-2019			Based on the Spring 2017 public opinion poll, performance was at 67 percent. When presented with the actual cost of retail tap water, that amount increased to 76%. Staff will continue to implement communications outreach activities to maintain poll numbers. Staff is currently conducting a public opinion research assessment of Water Authority polling practices as well as industry best practices and trends, which will be completed by late October 2018.	D, E, F
4	Execute communications and outreach that result in 3,000 customers participating in the WaterSmart Landscape Makeover Program via classes, workshops, and videos.	Jun-2019			The WaterSmart Landscape Makeover Program had 4,689 participants in the program through this quarter. The San Diego Union Tribune has published nine articles to raise awareness of program.	A, D, E
5	Create a new Water Authority branding platform.	Jun-2019			The Water Authority branding platform Brought to You by Water was deployed in June 2018, along with a new logo. The platform will continue into 2019, and possibly beyond.	D, E
6	Execute a minimum of three significant programs or events to commemorate the Water Authority's 75th Anniversary.	Dec-2019			Staff has flushed out a plan and is identifying costs for review and approval by the GM's office.	A, D, E, F
7	Execute effective advocacy strategies to defeat all legislation that the Water Authority Board opposes each year.	Jun-2020			Since July 1, 2017, the Water Authority Board has adopted Oppose or Oppose Unless Amended positions on 15 bills. Of those 15 measures, nine failed passage, two have been satisfactorily amended to remove opposition, and six were signed into law.	B, K
8	Achieve passage of one or more Water Authority sponsored bills annually.	Jun-2021			Neither of the two Water Authority sponsored bills were successfully passed by the Legislature during 2017. However, the sponsored bills - SB 701 relating to Salton Sea funding and AB 1323 relating to long-term water use efficiency – had demonstrable effect on the Water Authority's ability to successfully negotiate favorable outcomes in different bills. The Water Authority Board approved sponsorship of three bills during the 2018 legislative session. During the 2018 legislative session, two of the three Water Authority sponsored measures were successfully navigated through the Legislature and are currently pending consideration on the Governor's desk.	A, B
9	Participate with water supply stakeholders to support development of an amicus brief on the court proceedings for Waters of the United States.	Jun-2021			Participated in Amicus Brief on the U.S. Environmental Protection Agency's Waters of the U.S. Rule, filed in 6th Circuit Court of Appeals on November 4, 2016. Brief was filed in conjunction with Eastern MWD, Santa Fe ID, Helix WD, and Santa Margarita WD. On September 27, 2017 the Water Authority provided comments on EPA proposal to rescind and replace 2015 rule.	H, J

10	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			On multiple occasions during 2017 and 2018, Board members and staff conducted briefings with members of the San Diego legislative delegation, legislative leadership, and the Administration relating to issues of interest to the Water Authority, its member agencies, and the San Diego region. Additionally, staff engages in regular briefings with representatives of the San Diego legislative delegation throughout 2017 and 2018.	A, B
11	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-2021			In February 2017 and in February 2018, Water Authority Board members traveled to Washington, D.C. to attend the ACWA Washington, D.C. conference. During that conference, Board members had opportunities for briefings with members of the San Diego congressional delegation. In June 2017, Water Authority Board members and staff traveled to Washington, D.C. to provide a series of briefings to representatives of the San Diego congressional delegation and Administration officials regarding Colorado River and Salton Sea restoration issues, Carlsbad desalination facility intake funding opportunities, and San Diego regional infrastructure investment. In September 2017 and September 2018, Board members and staff traveled to Washington, D.C. in conjunction with the San Diego Regional Chamber of Commerce, and participated in briefings with key legislative and Administration officials during that visit.	A, B
12	Strengthen relationships with state and federal legislators by conducting at least two legislative roundtable events at the Water Authority headquarters during each calendar year.	Jun-2021			The Water Authority hosted a successful legislative roundtable event on August 7, 2017 with Assemblymember Lorena Gonzalez Fletcher, and also on December 12, 2017 with Assemblymember Todd Gloria. During 2018, the Water Authority hosted a legislative roundtable event with Senator Ben Hueso on August 1, 2018, and staff is in the process of scheduling a second legislative roundtable event for the 2018 calendar year during the Fall.	A, B
13	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			For the 2014-2018 classes, the alumni engagement rate is 47%. Alumni from the Fall 2017 and Spring 2018 classes were added as part of this update. Alumni from the Summer 2018 class will be added to the engagement rate in the next update. The jump in engagement from the previous update (40%) is due to the implementation of an enhanced alumni engagement program.	E, F

BUSINESS SERVICES - Financial Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Develop a long-term strategic plan for the execution of anticipated bond transactions, including pipeline and the Claude "Bud" Lewis Carlsbad Desalination Plant bonds.	Jan-2017			A Refunding Alternative and Risk Analysis for financing options for the pipeline, intake, and plant bonds was completed in October 2016. In November 2016, a strategic plan of execution was determined for the financing of the intake and pipeline bonds. Staff is also evaluating the consideration of future refunding or Early Buy Out of plant bonds.	D, F, K
2	Complete the "Agreed upon Procedures" document for Desalination Billing & Invoicing.	Mar-2017			The Desalination Billing and Invoicing agreed upon procedures report has been finalized. The billing models are also accompanied by a step-by-step procedural guide as well as a flowcharting visual of the various processes.	A, B, C
3	Complete a Cost of Service Study and obtain Board approval of updated annexation fees and capacity charges.	Jun-2017			Carollo Engineers, an independent Cost of Service Consultant, has completed their analysis and report. The report was included as an attachment to the Board action setting the CY 2018 rates and charges.	I, J, K
4	Compile a comprehensive listing of all Water Authority capital assets and establish procedures for year-end reconciliation.	Jun-2017			Review of capital assets with primary departments has been completed and changes to the capital assets have been updated in the General Ledger. Also a written procedure for capital asset annual review and reconciliation has been completed.	A
5	Develop a training program for the Financial Rate Model Program to increase staff knowledge of the rate and charge model.	Dec-2017	Apr-2018		The scope of the objective was updated to a broader scope to include an upgrade to the Rate Model and a Cost of Service validation to be completed along with Rates and Charges in Spring 2018.	A, J, K
6	Implement a new or upgraded Water Billing software module that syncs with historical data.	Dec-2017	Jun-2020		The original December 2017 target date encompassed only activities associated with evaluation of potential billing software. This task was completed on time. Revised target date reflects full implementation of new billing system and deployment of new database. The Board authorized to award a professional services contract to DCSE Inc. for a not-to-exceed contract amount of \$788,440 for the DAIS project on May 16, 2018. DCSE Inc. has started working on the DAIS project and is in the process of completing the Project Task 1.	A, C
7	Update budgeting processes to ensure efficiency and continued best practices in accordance with Government Finance Officers Association standards.	Jan-2018			Finance gathered input and feedback regarding current budget processes. Lessons Learned meetings were held with department analysts, project controls, and department heads in July and August 2017. Lessons learned are being incorporated into an all inclusive budget manual for budget development and quarterly monitoring.	A, C, H
8	Implement Other Post-Employment Benefits (OPEB), Government Accounting Standards Board (GASB) 74 and GASB 75 pronouncements, and develop a funding policy to ensure adequate resources exist to pay current and future retiree health benefits.	Jun-2018			The Finance Department early adopted GASB Other Post-Employment Benefits (OPEB) 74 & 75 pronouncements effective for FY 2016-17 (one year earlier than required). As reported in our FY2018 financial statements, the Water Authority's OPEB plan is 119.5% funded per the actuarial report. Eligibility criteria to receive benefits include five years of service with the Water Authority, attainment of age 55 when retiring, and formally filing for retirement with CalPERS to receive the limited monthly medical stipend benefit (\$200 for retiree; \$320 for retiree and spouse; or \$160 for spouse in cases of retiree death) that lasts until age 65 when Medicare benefits start.	C
9	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, and Bond Buyer.	Jun-2021			Finance industry committee participation for 2016 includes the Government Finance Officers Association Debt and Nomination Committees, and the American Water Works Association Rates and Charges Committee. Finance industry speaking engagements include the Women in Public Finance, California Society of Municipal Finance Officers, Bond Buyer, and the California Municipal Treasurer's Association.	E, K

BUSINESS SERVICES - Technology

No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Transition email, office applications, and the sdcwa.org website to cloud based platforms to maximize resilience against loss of service.	Aug-2017			Email, office applications, and the sdcwa.org website are now housed in the cloud. This objective was completed in November 2016.	A, B, E, F, G, H, I, J
2	Develop an Operational IT Resource Deployment Plan based on stakeholder input that provides a comprehensive view of long-term IT objectives.	Oct-2017	Jun-2018		Original target date revised in part due to accommodate leadership change in Administrative Services Department. The Operational IT Resource Deployment plan was completed and approved by management in June 2018. Staff gave an informational presentation to the Board on the plan in August 2018, and resource and staffing changes included in the plan are scheduled to roll out through FY 2019.	D, G, H
3	Automate three organization-wide business processes to increase ease of use and staff productivity.	Nov-2018			Completed. The three organization-wide business processes that were automated are the Business Plan tracking and reporting, the Innovation tracking and reporting, and the Human Resources training request process. The Information Technology program leveraged the ServiceNow software to complete each of these automations.	B, G, H, I, J
4	Implement Microsoft SharePoint content management system to provide next-generation intranet solution that enhances information sharing across the organization.	Mar-2019			This project is complete. SharePoint Intranet went online in March 2018.	A, B, C, E, F, G, I, J, K
5	Complete major upgrades to PeopleSoft Enterprise Resource Planning software, the Prima water billing system, and Asset Management applications to ensure future compatibility with changing regulations and requirements.	Oct-2019	Jun-2020		The PeopleSoft and Asset Management portions of this objective have been completed. The competitive bidding process to select the Prima development contractor concluded in June 2018, and during that process staff revised the project schedule beyond the original completion date. The Information Systems division continues to support the Water Resources department as it works with its contractor to develop the new water billing system, known as DAIS.	B, C, D, E, F, H, I, K
6	Conduct an organization-wide cybersecurity review and complete the recommended technical enhancements to optimize the cybersecurity defense model (organizational team, strategies, policies, and funding).	Oct-2019			A comprehensive cyber security assessment was completed by a consultant in March 2017. IT Staff have completed several of the recommended technical enhancements and will continue to do so in the coming budget period as part of a new Information Technology Initiative that was adopted in the Fiscal Years 2018 and 2019 budget. O&M and IT continue to coordinate on optimizing the cyber security defense model which is coordinated around meeting industry standard critical security controls.	A, B, C, D, E, H, I, K
7	Implement wireless communication in the Escondido office, enhance the Maximo computer maintenance management system for use in the field, and implement a "unified communication" system (combined messaging, presence, phone, video conferencing, voicemail, and email) to expand organization-wide mobile computing capabilities.	Sep-2020			The installation of wireless communication in Escondido was not approved by the IT Policy Group. The enhancement of Maximo for use in the field is under way and hardware testing has begun. Assessment of a unified communication system has also begun and upgrade/replacement options are being considered.	C, E, F, G, H, I, J, K
8	Develop comprehensive dashboard reporting systems for the Capital Improvement Program and the Business Plan, and Technology Initiatives to enhance transparency of organization-wide efforts.	Dec-2020			A Business Plan dashboard was completed December 2016. The dashboard is embedded in the ServiceNow application and is currently being used for tracking and reporting. Development for a dashboard to track IT Initiatives and was completed in April 2018. Engineering submitted an Information Technology Initiative for a CIP dashboard that was funded as part of the Fiscal Years 2018 and 2019 budget. The CIP Dashboard is now being created by the Information Services division of the Administrative Services department. It is expected to be completed this year.	C, D, F, G, J, K

*See Appendix for detail

BUSINESS SERVICES - Workforce Management						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Management Strategies*
1	Achieve and maintain an employee turnover rate of 6 percent or less annually (factoring out retirements) for employees meeting or exceeding overall performance standards.	Jun-2017			The employee turnover rate for Fiscal Year 2018 is 6.29% FY 2017: 2.14% FY 2016: 6.07% FY 2015: 3.3% This objective is ongoing and will be tracked through 2021.	E, G, H
2	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-2017			The "Employee Development & Growth Plan" program guide was released in Feb, 2017. A Program Coordinator was named in May 2017.	E, H
3	Reduce the number of days lost due to workplace injury to 10 percent below industry standards by achieving 100 percent hazard identification and remediation.	Jun-2017			Hazard identification and remediation for Fiscal Year 2018 to date is 100 percent; For FY 18, 1 workers compensation claim resulted in worker taking days off job. FY 18 (to date) Rate of Days Away=1.13 (State Target is Incident Rate of 2 Days Away). This objective is ongoing, and will be tracked through 2021.	A, B
4	Achieve 90 percent "meets expectations" or better rating from participating member agencies and other stakeholders of the San Diego Regional Water/Wastewater and Drought Internship Programs.	Aug-2017			Through completion of the 2017-2018 Regional Water/Wastewater Internship program (August 2017 to June 2018), 100 percent of the host agencies returned evaluations of the interns at the "meets expectations" or better level. The 2018-2019 Internship is in its first quarter rotation.	F
5	Complete Water Authority training needs analysis model including a training and development web portal for employees.	Sep-2017			Staff compiled all training requirements and options for Water Authority positions for inclusion in the web portal. The training and development web portal was completed and presented to employees at the Quarterly in February, 2017, as well as in each Department staff meeting in March and April 2017.	E, H
6	Develop comprehensive quality-of-hire metrics such as new hire attrition, job performance, and employee engagement to ensure alignment with the Water Authority's mission and values.	Dec-2017			Staff is still developing the metrics.	E
7	Develop metrics evaluating employee engagement to ensure employees are connected to the Water Authority's mission, vision and values.	Jun-2018			Research and development of metrics and programs is underway. Staff is on track to complete by the target deadline.	D
8	Produce a minimum of 15 communication videos per year providing updates on current projects, staff initiatives, and Water Authority updates.	Jun-2018			17 videos have been produced in FY 2018: Three Maureen Minute videos were produced from Aug. 2017 - June 2018; 4 annual report videos, a video on the science fair winners, a recycled water video; and 8 Brought to You by Water videos were completed. 15 communication videos were produced in FY 2017.	C, D
9	Achieve 56 percent internal promotions for qualified vacant positions meeting the Western Region American Water Works Association standard.	Sep-2018			The internal promotion rate target is per fiscal year. The internal promotion rate for FY18 (through 1/22) is 18.8%. Fiscal Year 2017 was 37.14 percent. Interviewing 101 and Career Management training sessions (Summer 2016) had 115 attendees. Additional career training and management is planned for 2018.	C, E, G
10	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-2019			The Wellness program is underway and classes will resume in the fall 2018. An interest survey was sent to staff in early 2017 and fitness classes and lunch and learn topics were scheduled based on survey results. Another survey will be conducted in winter 2018.	B
11	Enroll over 150 Water Authority employees over a two-year fiscal period in the supervisory training provided by the Liebert Cassidy Whitmore Employee Relations Consortium.	Jun-2019			FY 18 (to date): 60 FY 16 & 17: 125 FY 14 & 15: 52 Due to the offerings provided by LCW for FY 18 to date (HR specific) and other training opportunities provided, the attendance has been low for FY 18. Staff will review the offerings for the future and reasses target goal.	G, H
12	Ensure proper administration and documentation of the Affordable Care Act's excise tax on certain employer-sponsored health plans.	Jun-2020			The Excise Tax is currentl delayed until 2022.	E

13	Develop a Water Authority Alumni Network and hold annual meetings with the Alumni group.	Jun-2021			Staff is identifying dates in October for a tour of the desal facility for the alumni group.	D
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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	Communication and Messaging
A-8	Financial Management
A-9	Technology
A-10	Workforce Management

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Program Focus Areas Management Strategies

BAY-DELTA

- A. Advocate Board policies regarding Bay-Delta issues, funding initiatives, and the California WaterFix to federal, state, local, and other stakeholders.
- B. Influence the selection of a right-sized Bay-Delta conveyance project based on firm financial commitments by water contractors.
- C. Ensure ratepayers are not burdened with California WaterFix costs without real, commensurate, and demonstrable water supply reliability benefits.

COLORADO RIVER

- D. Develop alternative Quantification Settlement Agreement implementation strategies.
- E. Safeguard Water Authority investments from outside influences.
- F. Ensure completion of Quantification Settlement Agreement environmental mitigation milestones and Salton Sea activities.
- G. Analyze and recommend options related to reducing the duration of the IID water transfer or extending the duration of the MWD exchange agreement.
- H. Advance Water Authority Quantification Settlement Agreement policy through continuing dialogue with governing bodies, elected officials, and the public.

METROPOLITAN WATER DISTRICT

- I. Support MWD Delegates in identifying and maintaining Water Authority strategic goals at MWD.
- J. Influence policy decisions at MWD to ensure its long-term sustainability as an imported water supplier.
- K. Ensure the Water Authority receives its fair share of investments at MWD.
- L. Advocate for equity and transparency in MWD's decision making process.

Program Focus Areas Management Strategies

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.

POTABLE REUSE

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

SEAWATER DESALINATION

- F. Ensure compliance with Claude "Bud" Lewis Carlsbad Desalination Plant Water Purchase Agreement.
- G. Ensure continued operation of Claude "Bud" Lewis Carlsbad Desalination Plant and compliance with Ocean Plan Amendment.
- H. Implement an adaptive management approach for future seawater desalination supplies.

Program Focus Areas Management Strategies

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.

WATER USE EFFICIENCY

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

Water Facilities INFRASTRUCTURE/CAPITAL IMPROVEMENT PROGRAM

Program Focus Areas Management Strategies

ASSET MANAGEMENT

- A. Ensure the prioritization, optimum maintenance, and rehabilitation of assets.
- B. Pioneer 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 optimum 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 and best management practices for all CIP projects.
- F. Develop 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 efficient and most cost-effective delivery of projects.

Program Focus Areas Management Strategies

CLIMATE CHANGE

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

ENVIRONMENTAL MANAGEMENT

- D. Incorporate advance 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.

Program Focus Areas Management Strategies

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 energy policies that support member agency needs.
- D. Influence energy rule-making by engaging in legislative and regulatory processes.

FACILITIES SECURITY AND EMERGENCY RESPONSE

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

OPERATIONS AND MAINTENANCE

- H. Continue development of well-trained and highly skilled staff.
- I. Maintain water system reliability and efficient operations through staff development and facility improvements.
- J. Enhance proactive maintenance practices.

Program Focus Areas Management Strategies

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 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.

Program Focus Areas Management Strategies

ACCOUNTING

- A. Provide relevant, accessible, and useable 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 industry best practices and new accounting standards for applicability to Water Authority financial operations.

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 full bond team to execute future bond transactions successfully – resulting in good pricing, new investors including retail, and maintenance of strong ratings.
- 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, as appropriate, the rate and charge 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.

Program Focus Areas Management Strategies

CYBERSECURITY

- A. Provide backup and recovery capability to protect critical records for business continuity.
- B. Provide a safe and secure computing environment.
- C. Educate employees to be technically skilled, well informed, alert, and vigilant.

IT INFRASTRUCTURE AND OPERATIONS

- D. Engage in comprehensive strategic planning and governance to align with business needs.
- E. Maintain and replace critical hardware and network infrastructure to meet changing computing requirements.
- F. Continually improve business processes by increasing automation, flexibility, ease of use, and mobility.
- G. Promote a culture of innovation and continuous improvement and professional development.

IT SERVICES AND APPLICATIONS

- H. Coordinate and prioritize projects to balance resources and manage interdependencies.
- I. Upgrade, enhance, and support critical software applications to leverage new functionality, maintain compliance and compatibility, and improve productivity.
- J. Provide a high level of customer service to increase day-to-day efficiency.
- K. Promote timely and informed decision making through analytic, knowledge based technology.

Program Focus Areas Management Strategies

INJURY AND ILLNESS PREVENTION	INTERNAL COMMUNICATION	RECRUITMENT AND RETENTION	TRAINING AND DEVELOPMENT
<p>A. Preserve employee safety and reduce work-related injuries through employee participation, hazard identification and remediation, training, and program evaluation.</p> <p>B. Improve employee health and wellness through wellness initiatives.</p>	<p>C. Foster a workplace culture in which employee engagement and efficiency is optimized.</p> <p>D. Maintain open and effective communication with current and former employees.</p>	<p>E. Implement a comprehensive approach to workforce recruitment, hiring, retention, and planning, resulting in an effective workforce to meet the Water Authority’s current and future needs.</p> <p>F. Provide member agencies with support for recruitment and selection to address industry needs (e.g. Water/Wastewater and Drought Internship).</p>	<p>G. Strengthen leadership capability and capacity to encourage performance excellence and productivity.</p> <p>H. Provide staff training and development to increase knowledge and expertise.</p>