



2017-2021 Business Plan

PERFORMANCE REPORT - October 1, 2016 through September 30, 2017

sdewa.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 IID based on need. The target date for this item has been updated to June-2019 to allow for additional time to engage other interested parties.	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			Staff was anticipating additional information relating to cost allocation for the California WaterFix project to emerge in Summer 2017, which would allow further analysis by the Water Authority to determine a recommended policy position for Board's consideration. MWD's white papers released in late summer did not provide sufficient new data upon which to undertake a substantive financial analysis. Staff had previously presented potential book-ends financial analysis of the WaterFix project. MWD Board is expected to support WaterFix and authorize funding of up to 26% share of the project cost on October 10, 2017 without confirmation of other participants.	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 in July, August, and September of 2017. Analysis is complete and a board decision is scheduled for December 7, 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			Staff worked with key stakeholders and the Governor's office on proposed stipulated order which was presented to the State Water Resources Control Board in September 2017. The SWRCB is expected to take action by the end of 2017. Staff met with federal agencies in Washington, D.C. in September 2017.	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 presented on the QSA to a civic group in the Valley; Attended and participated in Imperial Valley Farm Bureau, Vegetable Grower, and Water Conservation Advisory Board meetings; Met with the Salton Sea Task Force Outreach Committee; Helped organize and attended the State's SSMP outreach presentations throughout Imperial and Riverside Counties; And is planning an Imperial Valley Outreach Tour for October 19.	E, F, H
6	Achieve final decision in MWD rate litigation through legal avenues and secure award of damages.	Dec-2017	Jun-2018		On June 21, 2017, the 1st District Court of Appeal ruled in favor of the Water Authority on nine 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 SWP costs. On July 31, 2017, the Water Authority filed a petition for review to the State Supreme Court. The Supreme Court declined the review on September 27, 2017.	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			Staff reviewed and provided analysis to the Water Authority Board in late Summer and Fall relative to the information provided by MWD within the three white papers it released during Summer 2017. With new information regarding cost allocation and willingness (or lack thereof) of parties to participate in cost-sharing for the WaterFix project continually emerging, the Water Authority staff has been communicating regularly with San Diego business leaders, civic leaders, and opinion leaders regarding the lack of sufficient information available upon which the Water Authority Board could base a sound public policy position.	A, B










9	Obtain support from key stakeholders to encourage MWD to adopt a long-term finance plan.	Dec-2019		2	Staff participated in MWD's Treatment Charge Workgroup, which concluded in February 2017. While staff provided detailed input, MWD did not provide the group with MWD's rate model. Ultimately MWD staff recommended the adoption of a fixed treatment charge similar to the existing Capacity Charge and the Board adopted the recommended Policy Principles only (keeping treatment rate status quo). Board leadership has begun an extensive outreach effort, and together with MWD delegates and staff's continued efforts, will continue to advocate for MWD to adopt policies and programs that are prudent and fiscally sustainable.	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		2	Staff has undertaken analysis of information available through the three MWD white papers regarding WaterFix released during Summer 2017. Staff is also communicating with the Water Authority Board regarding new information that continues to emerge regarding cost allocation and willingness of parties to engage in a cost-sharing arrangement for the WaterFix project. The Water Authority staff has been communicating regularly with San Diego business leaders, civic leaders, and opinion leaders regarding the lack of sufficient information available upon which the Water Authority Board could base a sound public policy position relative to the proposed Bay-Delta solution.	A, C





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 will continue to meet with the 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			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. All costs will be split between the participating agencies.	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 9/12/2017.	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			Water Authority staff met in March 2017 with staff from the State Water Board to provide early feedback on revisions to the policy. Water Authority staff is part of a stakeholder advisory group and made a presentation in July 2017 to the state's science advisory panel on constituents of emerging concern in recycled water. The panel is developing recommendations for the state to consider in updating its policy. Staff anticipates a draft policy will be released in March 2018 and will work with the Recycled Water workgroup to develop coordinated regional comments.	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		Staff resolved permitting issues with the San Diego Water Board and is now working to resolve permit environmental compliance issues with the State Land Commission. Due to continued permitting delays, the project has slipped another year and will look to initiate construction during the next available window, beginning October 2018.	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			Water Authority staff has been supportive of Otay's efforts to secure desalinated water. Otay has received its Presidential Permit for constructing a conveyance pipeline and has circulated a draft Environmental Impact Report for the pipeline project. Earliest delivery to Otay would be in 2024, which represents Phase II of the Rosarito Desalination Facility development.	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-2019		Poseidon has hired a 30 percent design consultant to develop bridging documents for the design build of the intake modifications. The bridging documents will be based on the alternative accepted by the San Diego Water Board as determined through the permitting process. A final decision by the San Diego Water Board is anticipated by Spring 2018, which represents a year-long 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			In collaboration with the member agencies, staff developed a draft proposal for a Basin Plan amendment that supports potable reuse and reservoir operations and presented it to the San Diego Regional Water Quality Control Board for feedback on December 9, 2016. Staff at the San Diego Water Board reviewed the proposal and provided preliminary feedback to the Water Authority. Additional discussion on the proposal and a plan to move forward is pending Regional Board staff availability.	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-2019		The State plans to initiate work in 2018 on regulations pertaining to water use restrictions, so revisions to the Model Drought Ordinance were postponed until the regulatory process is complete and state requirements are finalized.	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			Staff is monitoring legislative activity that would establish updated State requirements and will amend the Shortage Contingency Analysis as warranted.	E, D
4	Develop a centralized database covering five water-use efficiency programs to improve data management and performance reporting.	Dec-2018			Design and programming are complete for the third database module (for Field Services), launched in June 2017 and is in use by participating agencies for billing purposes. Other active database modules include the WaterSmart Landscape Makeover Series and the Sustainable Landscapes Program Incentives. Next up are the Turf Replacement Rebates (historical) and MWD So Cal WaterSmart incentives modules.	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.	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			To date, the Water Authority has secured \$356,210 from SDG&E, Solana Center, Hans Doe, artificial turf discount program, plant fairs, Union Tribune Live WaterSmart partnership, and the Plumbing Association. Staff applied for a \$30,000 Hans Doe grant in September for the Landscape Makeover Program to deploy on-line classes; and used existing agriculture efficiency grant funding to help secure for our member agencies an \$800,000 federal grant to support a regional conservation program.	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			Work on this objective will begin in Fiscal Year 2019.	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		Final Planning Study was completed March 2017 and the project was transferred to Engineering in September 2017 once all member agency Principles of Understanding documents were completed (Fallbrook PUD, Rainbow MWD and Valley Center MWD/Yuima MWD). 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 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	Mar-2018		Work group, consisting of Water Authority and participating member agencies, has agreed upon the terms for concluding the East County Agreements. Staff has drafted replacement agreements that ensure financial resolution by 2028 and presented recommendations at the July 2017 Manager's Meeting. Draft agreements will be sent to participating member agencies in October 2017 for review and completion is anticipated by the revised target date of March 2018.	D, G
5	Obtain Board approval for Administrative Code additions for decommissioning of Service Connections to reduce risk and maintenance costs.	Dec-2017			Staff is currently evaluating alternative approaches to decommissioning service connections based on discussions with impacted member agencies. If necessary, staff plans to present proposed methodology at the October or November Member Agency General Managers Meeting and December Board meeting to obtain Board approval.	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	Jan-2019		Due to staff retirement, staff resources have been reallocated and progress has been delayed 7 months. In April 2018, the team will identify and start to collect data from various sources in one central location. After the data has been collected the team will begin to analyze the data to support revised maintenance schedules.	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			Mid-point design is scheduled to be completed by the end of October 2017.	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			Property acquisition is scheduled to be finalized in October 2017. Final design is expected to be completed in January 2018.	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	Dec-2020		Schedule is delayed due to conflicts with proposed land development and the need to identify a new location for the proposed flow control facility. Staff prepared an analysis of two alternate site locations requested by Carlsbad Municipal Water District and is awaiting a response. If Carlsbad decides to move forward, a new design and construction agreement will need to be approved by both the Carlsbad City Council and the Water Authority Board. 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 team is exploring options used in other industries (oil, gas, nuclear), which could be modified to meet the Water Authority's needs. In addition, the team is planning to test an in-house built tool consisting of a frame, cameras, and lights to inspect Pipeline 3 near the Sweetwater Reservoir. Long term, the team is reviewing the option to issue a Request for Proposals in June 2018 and test commercial options in the Winter of 2019.	B
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			Staff conducted interviews for design services in September 2017. A professional services contract is expected to be recommended for award at the October 2017 Board meeting.	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	Sep-2021		The project transitioned to Engineering in September 2017. Negotiations with the member agencies involved (Valley Center Municipal Water District, Yuima Municipal Water District, Fallbrook Public Utilities District, and Rainbow Municipal Water District) to develop funding agreements for the design and construction of the facilities in their respective districts will begin in October 2017. Work on the facilities within the Fallbrook and Rainbow districts is contingent upon approval of 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			One mile of pipeline relining was completed in May 2017. A construction contract for an additional 4.3 miles of pipeline relining was awarded at the July 2017 Board meeting. The remaining segments are in the design phase.	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 emission targets. Staff completed the 2016 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 will begin in Fiscal Year 2019.	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 assigned to participate on the AWWA Climate Change Committee to stay abreast of climate change partnership opportunities on adaptation projects.	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 planning study in November 2016 under a new AECOM task order. Completion of the preliminary study is anticipated in early Fiscal Year 2018.	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 treats.	Jun-2017			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	Nov-2017		The California Public Utilities Commission (CPUC) delayed the opening of the 2017 Self Generation Incentive Program (SGIP) funds from January 2017 to May 2017. The Water Authority applied for and received \$1 million in SGIP funds to allow the project to move forward. The target date for this objective was revised to accommodate the CPUC's 5-month delay. The objective is on track to meet the revised target date.	B
4	Implement the most effective option for future operations and maintenance of the Hodges Pump Storage facility.	Oct-2017			The plan for implementation is complete. The changeover is on schedule to be complete on 10/31/17.	I
5	Acquire a distribution tariff from local electrical utility to allow delivery of wholesale energy to the Water Authority and member agency facilities.	Oct-2017	Jun-2018		Coordination with SDG&E on this issue has been on-going over the past year two years. Discussions on the terms and conditions of a special contract for a transmission arrangement continue. Based on the progress thus far, the target date has been revised to the end of the fiscal year. Meanwhile, staff has negotiated alternative business arrangements for various energy initiatives in the interim.	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 program outline has been completed and the program elements are on track to be completed on schedule.	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			Staff prepared the first draft of the revisions to the existing Energy Management Policy and plans to provide to the Engineering and Operations Committee for their input by late Spring 2018. Finalization of the policy is on track for completion by the target date.	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			Grid interconnection studies, environmental process, and design are in progress. The objective is on track to meet the target date.	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 outlining the recommended facility improvements has been drafted and is currently under Departmental review. The white paper will be submitted to the General Managers office for review and consideration.	I
11	Formalize a field employee training program designed for new hires including training for common procedures.	Dec-2018			Work on this objective is scheduled to begin in fall of 2017.	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 is being developed for the San Vicente Pump Station instrumentation communication network replacement/upgrade.	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 draft plan was developed in December 2016 that identified strategies to improve and build on current efforts. The strategies to optimize social media efforts are currently being implemented (for example, new content plan for Facebook and Twitter, launching Instagram), and the draft plan will be updated and revised this fall to reflect the results of the initial effort.	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, 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.	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 2,811 participants in the program through this quarter. The San Diego Union Tribune has published six articles to raise awareness of the program.	A, D, E
5	Create a new Water Authority branding platform.	Jun-2019			A draft of the plan is being developed, and is under review. Funding for a larger effort was not included in the two-year budget, so efforts will be scaled appropriately.	D, E
6	Execute a minimum of three significant programs or events to commemorate the Water Authority's 75th Anniversary.	Dec-2019			Staff has begun the planning process and will begin identifying programs and event concepts in the coming year.	A, D, E, F
7	Execute effective advocacy strategies to defeat all legislation that the Water Authority Board opposes each year.	Jun-2020			At the end of the 2017 legislative session, the Water Authority Board has adopted Oppose or Oppose Unless Amended positions on seven bills during 2017. Of those seven measures, five have become two-year bills, one has been satisfactorily amended to remove opposition, and one remains active pending action on the Governor's desk. Staff is executing advocacy strategies to influence the legislative outcome, consistent with the Board's policy direction.	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. While the sponsored bills - particularly SB 701 relating to Salton Sea funding - had demonstrable effect on the Water Authority's ability to successfully negotiate a favorable outcome in a different bill, the specific measures sponsored by the Water Authority were not passed during the 2017 legislative session.	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 with the Pre-2015 rule (Step 1) and will engage in Step 2 which will make broader changes to the 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 four occasions in 2017, Board members and staff have scheduled dedicated briefings with members of the San Diego legislative delegation and the Administration (January 18, February 13-14, March 1, and June 8) relating to issues of interest to the Water Authority, its member agencies, and the San Diego region. Additionally, staff has briefed representatives of the San Diego legislative delegation on numerous occasions on a variety of issues during 2017.	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, 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, 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 staff is exploring opportunities for a congressional or state legislative roundtable prior to the conclusion of 2017.	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 2014-2017 classes the alumni engagement rate is 40%. Alumni from the Spring 2017 classes were added as part of this update. Alumni from the Summer 2017 class will be added to the engagement rate in the next update.	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		A consultant has been hired to begin updates to the Financial Rate Model Program. The updates and the training program for staff will 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		Original target date based just on completion of software evaluation for new billing system. Revised date reflects full implementation of new billing system and deployment of new database. Scope of work development commenced in September 2017 through an inter-departmental effort between Finance, I.T. and Water Resources staff. Project RFP is scheduled for release in November 2017.	A, C
7	Update budgeting processes to ensure efficiency and continued best practices in accordance with Government Finance Officers Association standards.	Jan-2018			Working with the departments to gather 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 will be incorporated into updated processes.	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 is geared up to early adopt GASB Other Post Employment Benefits 74 & 75 pronouncements effective for FY 2016-17 (one year earlier than required). There has been several meetings with the external auditor and actuary, and the WA has supplied requisite plan participant information, as well as developed required benefit Funding Policy points to ensure payment of this benefit. Eligibility requirements 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 last until age 65 when Medicare benefits start. This objective will be complete in December 2017.	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			Development of this plan will begin in July 2017. Completion set for October 17, 2017. A draft Operational IT Resource Deployment plan is in development and will be completed on time. The Administrative Services and Operations and Maintenance departments are working jointly on this plan to provide a consistent representation of all information systems resources.	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			Project is on track. The SharePoint Intranet team kicked off the process by attending an all day SharePoint training on April 24th. The team has met weekly since that time and they remain on track. IT staff members are working with department representatives to transition current content to SharePoint.	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 Asset Management application update was completed in Summer 2016. The PeopleSoft upgrade was completed on schedule in June 2017. An outside consultant completed a Cost-Benefit and SWOT Analysis of the Prima Water Billing system in May 2017. Water Resources is currently reviewing the findings and determining the next steps on the Prima Water Billing System. IT is assisting the project manager with the necessary SOW language for an RFP.	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 will begin in fiscal year 2017. Implementation of the unified communication system will begin in fiscal year 2019 as we replace our phone and voicemail system.	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 will be completed by 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 scheduled to be completed in June 2018.	C, D, F, G, J, K

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 (through 10/5) is 2.5%. 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 to date, 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 2016 - 2017 Regional Water/Wastewater Internship program (August 2016 to June 2017), 100 percent of the host agencies returned evaluations of the program at the "meets expectations" or better level. The 2017-2018 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 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			One Maureen Minute was produced in July 2017. Fifteen communication videos were produced in FY 2017: 9 Maureen Minutes, revised Vision Video for new employee orientation, 3 Live WaterSmart social media videos, and 2 potable reuse videos.	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 9/28) is 16.6%. 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 Fall 2017.	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. An interest survey was sent to staff in early 2017 and fitness classes and lunch and learn topics were scheduled for the remainder of the Calendar Year. Staff will send another survey out toward the end of CY 2017 for any adjustments to classes/time/frequency.	B
11	Enroll over 150 Water Authority employees each fiscal year in the supervisory training provided by the Liebert Cassidy Whitmore Employee Relations Consortium. (Enrollment over the two-year fiscal period.)	Jun-2019			For FY 18 (to date), LCW trainings begin in October 2017. In Fiscal Year 2017, 65 employees attended supervisory training provided by Liebert Cassidy Whitmore. In Fiscal Years 2015 and 2016, 110 employees attended the supervisory training.	G, H
12	Ensure proper administration and documentation of the Affordable Care Act's excise tax on certain employer-sponsored health plans.	Jun-2020			Currently there is no update on the implementation date of the Affordable Care Act excise tax. Staff is kept current on any excise tax updates from the Federal government.	E
13	Develop a Water Authority Alumni Network and hold annual meetings with the Alumni group.	Jun-2021			Several members of the alumni have volunteered to participate in the mentorship program, and staff is currently planning for an event on November 15.	D

*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>