Communications Committee Meeting - January 30, 2019

1. Agenda Packet
   
   Documents:

   190125 AGENDA PACKET.PDF

2. Related Agenda Items
   
   Documents:

   A YEAR IN REVIEW.PDF
CALL MEETING TO ORDER AND ROLL CALL

ITEMS TO BE ADDED, WITHDRAWN, OR REORDERED IN THE AGENDA

PUBLIC COMMENT
Opportunity for members of the public to address the Committee. (Government Code Section 54954.3)

ACTION AGENDA
The following items on the Action Agenda call for discussion and action by the Committee. All items are placed on the Agenda so that the Committee may discuss and take action on the item if the Committee is so inclined, including items listed for information.

A. 2018 Year in Review Presentation (Information Item) (No enclosure)
B. Hydrostation Memorandum of Understanding Between Sweetwater Authority and Chula Vista Elementary School District
C. Board Policy 511, Training, Education, and Community Outreach (Information Only)
D. Naming of Sweetwater Authority Facilities (No Enclosure)
E. Sweetwater Authority Five-year Strategic Communications Plan – Request for Proposal

CLOSED SESSION
At any time during the regular session, the Committee may adjourn to closed session to consider litigation, personnel matters, or to discuss with legal counsel matters within the attorney-client privilege. Authority: Government Code Section 54954.5.

ADJOURNMENT.

This agenda was posted at least seventy-two (72) hours before the meeting in a location freely accessible to the Public on the exterior bulletin board at the main entrance to the Authority’s office and it is also posted on the Authority’s website at www.sweetwater.org. No action may be taken on any item not appearing on the posted agenda, except as provided by California Government Code Section 54954.2. Any writings or documents provided to a majority of the members of the Sweetwater Authority Governing Board regarding any item on this agenda will be made available for public inspection at the Authority Administration Office, located at 505 Garrett Avenue, Chula Vista, CA 91910, during normal business hours. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to the Board Secretary at (619) 409-6703 at least forty-eight (48) hours before the meeting, if possible.

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A Public Water Agency
Serving National City, Chula Vista and Surrounding Areas
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TO: Governing Board (Communications Committee)
FROM: Management
DATE: January 25, 2019
SUBJECT: Hydrostation Memorandum of Understanding between Sweetwater Authority and Chula Vista Elementary School District

SUMMARY
Sweetwater Authority (Authority) is in the process of launching the Hydrostation, which is a partnership between the Chula Vista Elementary School District, the Authority, and Otay Water District, in service to the children and families of our community. Annually, approximately 4,500 children will participate in the Hydrostation and will be hosted at the award winning Richard A. Reynolds Groundwater Desalination Facility. A Memorandum of Understanding (MOU) between the Authority and the Chula Vista Elementary School District has been drafted to address the sharing of resources while operating the Hydrostation. This MOU has been reviewed by the Authority’s legal counsel, Best Best & Krieger, and legal counsel for the Chula Vista Elementary School District.

FISCAL IMPACT
The initial cost for the Hydrostation was approved by the Board in the FY 2018-19 Budget and will be included in subsequent budgets proposed by staff.

POLICY/STRATEGIC PLAN OBJECTIVE
The Authority’s vision states that “We partner with public and private sectors to maximize value for our rate payers.”

Strategic Plan Goal 4, Customer Service: Provide high-quality customer service
- Objective CS1: Develop a customer outreach program
  - 003.00 Create alliances with school districts to develop educational opportunities that leverage existing programs.

ALTERNATIVES
1. Direct staff and legal counsel to enter into the Hydrostation MOU with Chula Vista Elementary School District as proposed.

2. Provide comments and direction to staff on revisions to the MOU, subject to negotiations with the Chula Vista Elementary School District.
3. Other direction as provided.

**RECOMMENDATION**

Staff recommends that the Governing Board direct staff to enter into the Hydrostation Memorandum of Understanding with Chula Vista Elementary School District as proposed.

Attachment: Agreement between the Sweetwater Authority and the Chula Vista Elementary School District
AGREEMENT
BETWEEN THE SWEETWATER AUTHORITY
AND
THE CHULA VISTA ELEMENTARY SCHOOL DISTRICT
FOR USE OF THE ASSEMBLY ROOM AT THE
RICHARD A. REYNOLDS GROUNDWATER DESALINATION FACILITY

This AGREEMENT ("Agreement") is made and entered into effective as of ______________, 201__ ("Effective Date") by and between the Sweetwater Authority ("Authority"), a California joint powers authority, and the Chula Vista Elementary School District ("District"), a school district organized and existing under the laws of the State of California. Individually, the Authority and the District each may be referred to in this Agreement as a "Party" and, collectively, as the "Parties." This Agreement is made with reference to the following facts:

RECITALS

A. The Richard A. Reynolds Groundwater Desalination Facility is located at 3066 N. Second Avenue in Chula Vista, California (the "Property").

B. In the interest of workforce investment, and paving the way for school success and high-paying jobs for Chula Vista residents, the Authority and the District wish to cooperate to provide a versatile access point for Science, Technology, Engineering and Math ("STEM") activities.

C. The Authority has an assembly room located on the Property ("Assembly Room").

D. The District desires to use the Assembly Room to operate a science lab commonly known as the Hydro Station Science Lab ("Hydro Station").

E. The District is willing to provide the certified teachers to provide classes for students in the Assembly Room.

F. The Parties desire to enter into this Agreement to set forth the terms and conditions by which the District may utilize the Assembly Room for operating the Hydro Station.

NOW, THEREFORE, in consideration for the mutual covenants contained herein, the Parties agree as follows:

1. TERM OF AGREEMENT. The term of this Agreement shall begin on the Effective Date, and shall expire on June 30, 2020 (the "Term").

1.1. Extensions. The Term may be extended with up to two (2) one-year renewal options, upon mutual written consent of the Parties. Such extension shall only be effective if signed by both Parties. Any such extension shall be subject to the terms and conditions of this Agreement.

1.2. Early Termination. This Agreement may be terminated earlier by: (i) mutual agreement of the Parties: such early termination must be memorialized in writing, signed by both Parties and shall be effective on the date agreed to by the Parties: or (ii) any Party by providing the other Party with thirty (30) days’ written notice: such termination shall be effective on the date specified by the terminating Party, but not earlier than thirty (30) days from the date such notice is delivered to the other Party. In the event that the District ceases to operate the Hydro Station for any reason prior to the expiration of the Term, or any Term extension, this Agreement shall terminate and the District shall immediately cease use of the Facilities.
2. **FACILITIES.** The “Facilities” consists of the following:

2.1. **Assembly Room.** The Authority shall provide, at its own cost and expense, the Assembly Room and chairs, tables, and other items reasonably related to the operation of the Hydro Station. The District shall be entitled to exclusive use of the Assembly Room, as depicted on Exhibit A, attached and incorporated into this Agreement by this reference (“Exhibit A”), during the agreed-upon Schedule of School Classes, as further explained below.

2.2. **Shared Use Areas.** The District shall be entitled to shared use of the restrooms, as depicted on Exhibit A, and the parking spaces depicted on Exhibit B, attached and incorporated by this reference, during the Schedule of School Classes.

3. **USE.**

3.1. **District Use.** The District shall use the Facilities for the sole purpose of operating the Hydro Station, and for no other purpose absent written consent of the Authority. Use and access to the Facilities under this Agreement shall be limited to District administrators, teachers, chaperones, instructional assistants, volunteers, student transportation providers (i.e. the bus, bus driver, bus attendants, and student attendants), students and parents/guardians of students utilizing the Hydro Station (collectively, the “Program Participants”). The District and Program Participants shall comply with all applicable laws and all Authority policies and practices regarding the use, operation and maintenance of the Facilities, while using the Facilities. District’s use shall be subject to such additional rules and regulations imposed by Authority from time-to-time to assure continued safe operations of the Facilities so long as Authority provides the District with advance written notice of those additional rules and regulations. The District shall not be entitled to make any alterations or improvements to the Facilities absent written consent of the Authority. District shall notify the Authority within twenty-four (24) hours of their knowledge of any accident causing property damage or injury to persons at the Facilities during District’s use of the Facilities. The report shall include the names and addresses of the persons involved, a statement of the circumstances, the date and hour the incident occurred, the names and addresses of any witnesses, and other pertinent information.

3.2. **Authority Use.** The Authority shall have full use of the Facilities outside of the Scheduled School Class Hours.

4. **SCHEDULE.**

4.1. **Approval Required.** The District shall provide the Authority with its proposed schedule for each month during which it intends to use the Facilities. The proposed schedule shall be submitted to the Authority’s Public Affairs Manager or his or her designee for review and approval by the 1st of the month which is three (3) months prior to the month of use (e.g. submittal by January 1 for the month of April). The Public Affairs Manager shall, within five (5) working days of receipt of the proposed schedule, notify the District of any necessary changes to the proposed schedule.

5. **STAFFING AND SUPPLIES.**
5.1. **District Staff.** District shall provide, at its own cost and expense, all appropriate staff including certified teachers necessary for on-site instruction and supervision of all classes and programs. District will provide, at its own cost and expense, custodial services and supplies necessary for keeping the Assembly Room clean, safe and sanitary condition during its school class use of the Assembly Room. District shall be responsible for providing all equipment and materials it deems necessary for any supplies, materials or other property left or stored at the Hydro Station and shall not be responsible for loss or damage thereto.

5.2. **Authority Staff.** Authority shall provide custodial services and supplies for the Assembly Room and restrooms. Five (5) hours of services will be provided each week the District’s schools are in session and the District actually operates the Hydro Station. The scope of services provided will be at the direction and discretion of the Public Affairs Manager. District shall pay Authority for these services at the rate of $37.00/hour. This rate shall be for the initial Term. The hourly rate to be paid for services to be provided during any Term extension shall be determined by the Public Affairs Manager, with written notice to District prior to commencement of the Term extension.

6. **INDEMNITY.**

6.1. **Indemnity.** To the maximum extent allowed by law, each Party (the “Indemnifying Party”) agrees to defend, indemnify, and hold the other Party, its directors, officers, employees, and agents, harmless from and against any and all liability, loss, damage, expense, costs (including, without limitation, costs and fees of litigation), of every kind or nature arising out of or in connection with the use of the Facilities under this Agreement or the Indemnifying Party’s failure to comply with any of its obligations contained in this Agreement, except such loss or damage which was caused by the sole negligence or willful misconduct of the other Party, or its directors, officers, employees, or authorized volunteers.

6.2. **Insurance Proceeds.** District’s obligation to indemnify shall not be restricted to insurance proceeds, if any, received by the Authority, its directors, officials, officers, employees, agents, and/or volunteers. In the event District maintains broader coverage and/or higher limits than the minimums shown below, the Authority requires and shall be entitled to the broader coverage and/or higher limits maintained by the District. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Authority.

7. **INSURANCE.** District shall procure and maintain, at all times during the term of this Agreement, the following insurance, and shall maintain the minimum limits set forth below, at its sole expense:

7.1. **General Liability Insurance.** Commercial General Liability covering liability of the District with respect to all operations to be performed and all obligations assumed by the District under the terms of this Agreement. Coverage for commercial general liability shall be at least as broad as Insurance Services Office Commercial General Liability Coverage (Occurrence Form CG 0001). Limits shall be no less than two million dollars ($2,000,000) per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply to the Facility (with the ISO CG 2503, or ISO CG 2504, or insurer’s equivalent endorsement provided to Authority) or the general aggregate limit shall be twice the required occurrence limit.
7.2. **Automobile Liability:** Insurance Services Office (ISO) Business Auto Coverage (Form CA 00 01) or equivalent, covering Symbol 1 (any auto), with a limit of one million dollars ($1,000,000) for bodily injury and property damage for each accident.

7.3. **Workers' Compensation Insurance:** The District shall provide workers’ compensation coverage as required by the State of California and Employer’s Liability Insurance with a limit of no less than one million dollars ($1,000,000) per accident for bodily injury or disease, which may be provided through a permissibly self-insured certificate. Waiver of Subrogation: The insurer(s) named above agree to waive all rights of subrogation against the Authority, its directors, officers, employees, and authorized volunteers for losses paid under the terms of this policy which arise from work performed by the District, but this provision applies regardless of whether or not the Authority has received a waiver of subrogation from the insurer.

7.4. **Additional Insureds.** All insurance companies affording coverage to the District shall be required to add the Authority, its officials, officers, employees, and agents as “additional insured(s)” under the insurance policy(ies) required in accordance with this Agreement at least as broad as ISO CG 2012. District shall furnish (or cause to be furnished) a certificate of insurance countersigned by an authorized agent of the insurance carrier on a form of the insurance carrier setting forth the general provisions of the insurance coverage. This countersigned certificate (and separate endorsement page) shall name the Authority, their officers, agents, employees, and authorized volunteers as additional insureds under the policy. Coverage provided hereunder to the Authority and Authority officials, officers, employees, and agents as additional insureds by District shall be primary insurance (at least as broad as ISO CG 2001 0413) and other insurance maintained by Authority, its officials, officers, agents, and/or employees, shall be excess only and not contributing with insurance provided pursuant to this section, and shall contain such provision in the policy(ies), certificate(s) and/or endorsement(s). This insurance policy or the certificate of insurance shall contain a waiver of subrogation for the benefit of the Authority, its officials, officers, employees, and agents.

7.5. **Insurance Company Requirements.** All insurance companies affording coverage to the District shall be insurance organizations acceptable to the Authority, and authorized by the Insurance Commissioner of the state Department of Insurance to transact business of insurance in the State of California. Insurance is to be placed with insurers having a current A.M. Best rating of no less than A-, VII or equivalent or as otherwise approved by Authority.

7.6. **Notices.** All insurance companies affording coverage shall provide thirty (30) days’ written notice to the Authority should the policy be cancelled before the expiration date. For the purposes of this notice requirement, any material change in the policy prior to the expiration date shall be considered a cancellation.

7.7. **Evidence of Insurance.** District shall provide evidence of compliance with the insurance requirements listed above by providing a certificate of insurance, in a form satisfactory to the Authority, concurrently with the submittal of this Agreement.

7.8. **Substitute Certificate.** District shall provide a substitute certificate of insurance no later than thirty (30) days prior to the policy expiration date. Failure by the District to provide such a substitution and extend the policy expiration date shall be considered a default by District and may subject District to a termination of this Agreement.
7.9. **District Responsibility.** Maintenance of insurance by the District as specified in this Agreement shall in no way be interpreted as relieving the District of any responsibility whatsoever and the District may carry, at its own expense, such additional insurance as it deems necessary.

7.10. **Failure to Insure.** If District fails or refuses to take out and maintain the required insurance, or fails to provide the proof of coverage, Authority has the right to obtain the insurance. District shall reimburse Authority for the premium paid with interest at the maximum allowable legal rate then in effect in California. Authority shall give notice of the payment of premiums within **thirty (30) days** of payment stating the amount paid, names of the insurer, and rate of interest. Said reimbursement and interest shall be paid by District on the first day of the month following the notice of payment by Authority.

7.11. **Revised Requirements.** Authority, at its discretion, may require the revision of amounts and coverage at any time during the Term of this Agreement by giving District **sixty (60) days’** prior written notice. Authority’s requirements shall be designed to assure protection from and against the kind and extent of risk existing on the Facilities. District also agrees to obtain any additional insurance required by Authority for new improvements in order to meet the requirements of this Agreement.

7.12 **Default.** Notwithstanding the preceding provisions of this section, any failure or refusal by District to take or maintain insurance as required in this Agreement, or failure to provide the proof of insurance, shall be deemed a default under this Agreement and in such event, Authority may terminate this Agreement upon three (3) days’ written notice to District.

8. **ASSIGNMENT.** District may not assign any of its rights or responsibilities under this Agreement without the prior written consent of Authority.

9. **ADMINISTRATIVE CLAIMS REQUIREMENTS AND PROCEDURES.** No suit or arbitration shall be brought arising out of this Agreement against a Party, unless a claim has first been presented in writing and filed with the other Party, and acted upon by the other Party in accordance with the Government Claims Act (California Government Code § 810, **et seq.** Upon request by either Party, the other Party shall meet and confer in good faith with the requesting Party for the purpose of resolving any dispute over the terms of this Agreement.

10. **ADMINISTRATION OF CONTRACT.** The individuals listed below shall be the designated contract administrators, each of whom is authorized by his or her respective Party to represent the Party in the routine administration of this Agreement:

    Leslie Payne  
    Public Affairs Manager  
    Sweetwater Authority  
    505 Garrett Avenue  
    Chula Vista, CA 91910

    Matthew R. Tessier  
    Assistant Superintendent  
    Innovation and Instruction  
    Chula Vista Elementary School District  
    84 East J Street  
    Chula Vista, CA 91910
11. **NOTICES.** All notices, demands or requests provided for or permitted to be given pursuant to this Agreement must be in writing. All notices, demands and requests to be sent to any Party shall be deemed to have been properly given or served if personally served or deposited in the United States mail, addressed to such party, postage prepaid, registered or certified, with return receipt requested, at the addresses identified in this Agreement as the places of business for each of the designated Parties.

12. **INTEGRATION.** This Agreement, together with any other written document referred to or contemplated in it, embody the entire Agreement and understanding between the parties relating to the subject matter hereof. Neither this Agreement nor any provision of it may be amended, modified, waived or discharged except by an instrument in writing executed by the Party against which enforcement of such amendment, waiver or discharge is sought.

13. **CAPACITY OF PARTIES.** Each signatory and Party to this Agreement warrants and represents to the other Party that it has legal authority and capacity and direction from its principal to enter into this Agreement, and that all necessary resolutions or other actions have been taken so as to enable it to enter into this Agreement.

14. **GOVERNING LAW/VENUE.** This Agreement shall be governed by and construed in accordance with the laws of the State of California. Any action arising under or relating to this Agreement shall be brought only in the federal or state courts located in San Diego County, State of California. Venue for this Agreement, and performance under it, shall be the County of San Diego.

15. **NONTDISCRIMINATION.** The Parties shall not discriminate based on disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation, or any other legally protected status or association with a person or group with one or more of these actual or perceived characteristics, any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code, or any other classification protected by federal or state laws in employment or operation of its programs.

16. **SEXUAL HARASSMENT POLICY.** Each Party shall have a written policy on sexual harassment in accordance with state and federal regulations and guidelines.

17. **CONFLICTS OF INTEREST.** Each Party has familiarized itself with state law related to conflicts of interest and fully agrees to comply with such laws.

18. **COOPERATION IN DISPOSITION OF CLAIMS.** The Parties agree to cooperate with each other in the timely investigation and disposition of audits, disciplinary actions, and third-party liability claims arising out of any services provided under this Agreement or in the operation of the Program. The Parties shall notify one another as soon as possible of any adverse event which may result in liability to the other Party. It is the intention of the Parties to fully cooperate in the disposition of all such audits, actions or claims. Such cooperation may include, but is not limited to, sharing records, timely notice, joint investigation, defense, disposition of claims of third parties arising from services performed under this Agreement, and making witnesses available. Nothing in this Section 18 shall require either Party to disclose any records or communications which are privileged or exempt from disclosure pursuant to applicable law. Further, any cooperation pursuant to this Section 18 shall be within each Party’s sole discretion.
19. **THIRD PARTY BENEFICIARIES.** This Agreement shall not inure to the benefit of nor create any rights in any third parties.

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**Signature Page**

to

**AGREEMENT**

**BETWEEN THE SWEETWATER AUTHORITY**

**AND**

**THE CHULA VISTA ELEMENTARY SCHOOL DISTRICT**

**FOR USE OF THE ASSEMBLY ROOM AT THE**

**RICHARD A. REYNOLDS GROUNDWATER DESALINATION FACILITY**

IN WITNESS WHEREOF, Sweetwater Authority and District have executed this Agreement, indicating that they have read and understood the same, and indicate their full and complete consent to its terms:

Sweetwater Authority

By: ___________________________________

Tish Berge, General Manager

Approved as to form:

___________________________________

Paula de Sousa Mills, General Counsel

Chula Vista Elementary School District

By: ___________________________________

Francisco Escobedo, Superintendent
POLICY 511 – TRAINING, EDUCATION, AND COMMUNITY OUTREACH

POLICY

The Governing Board (Board) finds that it is beneficial to Sweetwater Authority (Authority) for the Board to increase its knowledge of matters within the subject-matter jurisdiction of the Board. To this end, members of the Board are encouraged to attend educational conferences and professional meetings concerning matters within the subject-matter jurisdiction of the Board and which activities constitute the performance of official duties. To the maximum extent feasible and practical, Directors attending such conferences and/or meetings will attend for the time frame that they are registered and engage with staff and the public. The Training, Education and Conferences policy set forth herein shall be read in conjunction with Policy 510 for Per Diem and Reimbursement.

PROCEDURE

There is no limit as to the number of Directors attending a particular conference or seminar when it is apparent that their attendance is beneficial to the Authority. To promote such Board development and excellence, the Authority reimburses actual and necessary expenses incurred on behalf of the Authority in the performance of official duties, such as travel, tuition, lodging, meals, incidental expenses, and each mile actually traveled by a Director in his or her private automobile as a result of training, educational courses, participation with professional organizations, and attendance at conferences, in accordance with Policy 510. In no event shall a Director receive from the Authority such compensation for out-of-town travel expenses, unless when such out-of-town travel is pre-approved by order of the Board. The cost of alcoholic beverages will not be paid by the Authority. Reimbursement shall be permitted for travel expenses, including accommodations and meals, incurred on the day immediately preceding or immediately following an approved meeting or conference held outside of San Diego County when travel on the actual day of the meeting or conference is infeasible as provided in Policy 510; however, Directors shall not be entitled to Director’s Fees for such travel day(s).

The Board Secretary is responsible for making arrangements for Directors to attend conferences and to record and calculate the per diem or “Director’s Fees” as set forth in more detail in Policy 510. The Director’s Fees for attendance at approved events and the procedure for reimbursement of actual and necessary expenses incurred in the performance of official duties are set forth in Policy 510.

Attendance by Directors at meetings, seminars, workshops and conferences (other than those that are already pre-approved as designated events which constitute the performance of official duties) shall be approved by the Board prior to payment of Director’s Fees or incurring any reimbursable actual and necessary expenses. A Director shall not attend a conference or training event (other than those that are already pre-approved as designated...
events which constitute the performance of official duties) that does not cover matters within the subject-matter jurisdiction of the Board.

Upon returning from meetings, seminars, workshops, conferences, and other occasions which constitute the performance of official duties for which Directors receive Director’s Fees and the actual and necessary expenses are reimbursed by the Authority, in accordance with Policy 510, Directors shall either prepare a written report for distribution to the Board, or make a verbal report at the next regular Board meeting following the event. Said written or verbal report shall detail the information that may be of benefit to the Authority that was presented at the meeting, seminar, workshop, conference, or other occasion which constitutes the performance of official duties. Materials from the meetings, seminars, workshops, conferences, and other occasions which constitute the performance of official duties may be delivered to the Authority’s office to be included in the Authority’s library for the future use of other Directors and staff.

Directors who have signed up for an event, and subsequently cannot attend, shall contact the Board Secretary as soon as possible to ensure credit or reimbursement of costs from the conference or event sponsor. If reimbursement is not possible, the Board Secretary shall contact other Directors to determine if they can attend. The Board Secretary will also inquire through the General Manager if staff members can attend.

Directors’ attendance at board and membership meetings of the following associations has been pre-approved as occasions that constitute the performance of official duties:

A. Association of California Water Agencies (ACWA)
B. Association of California Water Agencies – Joint Powers Insurance Authority (ACWA/JPIA)
C. CalDesal
D. California Special Districts Association (CSDA) both state and San Diego Chapter
E. Council of Water Utilities
F. Ethics Training in accordance with AB1234 (bi-annual)
G. Metropolitan Water District of Southern California
H. National Water Resources Association (NWRA) and Municipal Caucus
I. San Diego County Water Authority (SDCWA)
J. Sexual Harassment Avoidance Training in accordance with AB1825 (bi-annual)
K. Urban Water Institute
L. Water Education Foundation
M. Western Coalition of Arid States (WESTCAS)

Directors’ attendance at educational or legally required training functions of the following organizations shall be approved by the Board as agendized actions:

A. Association of California Water Agencies (ACWA)
B. Association of California Water Agencies – Joint Power Insurance Authority (ACWA/JPIA)
C. Best Best & Krieger Legal Updates
D. California Special Districts Association (CSDA) both state and San Diego Chapter
E. Council of Water Utilities
F. Local Government Commission
G. National Water Resources Association (NWRA) and Municipal Caucus
H. San Diego County Water Authority (SDCWA)
I. Sweetwater Authority Leader Tours
J. Urban Water Institute
K. Water Education Foundation
L. Western Coalition of Arid States (WESTCAS)

Directors’ attendance at the following community outreach events is preapproved:
A. Bonitafest
B. Chula Vista Lemon Festival
C. National City Automobile Heritage Day
D. National City Mariachi Festival and Competition
E. Bonita Chili Cook-Off and Fair
F. HarborFest Chula Vista

The six (6) outreach events shall be staffed by Directors and Authority staff. The water tanker will be provided at these events, if requested by the event organizers. Directors may receive per diem for up to five (5) of the six (6) events. The General Manager is authorized as part of his/her regular duties, and as budgeted, to direct other outreach activities of the Authority.

Attendance at events organized by agencies and/or entities other than the Authority involving tours of, or visits to, local water reclamation, major projects related to water quality and distribution, or other engineering projects during construction or after completion of the project may also be occasions which constitute the performance of official duties, so long as attendance is approved by the Board as agendized action, either prior to the visit or at the next regular Board meeting following the visit. Directors may be compensated for attendance and travel for the purpose of visiting such projects as approved by the Board. Completion of legally required training functions may be conducted online with an approved vendor of the State of California provided the Director submits a certificate of completion. The compensation paid to Board members of the Authority for sitting on the Board or acting under its orders shall be as approved by Resolution of the Board and set forth in Policy 510.
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TO: Governing Board (Communications Committee)
FROM: Management
DATE: January 25, 2019
SUBJECT: Five-year Strategic Communications Plan - Request for Proposal

SUMMARY
Sweetwater Authority (Authority) is embarking on its first ever Five-year Strategic Communications Plan. The Authority has a Strategic Plan goal to provide efficient and effective administrative systems and procedures in accordance with best management practices. In accordance with this goal, the Board approved preparing a Strategic Communications Plan as part of the work plan development and associated budget for FY 2018-19. The purpose of a strategic communications plan is to integrate the organization’s programs, public education, and advocacy efforts. Such a plan will help provide direction to staff on how to manage resources to achieve the Board’s goals and will allow the Board to look holistically at how communications are managed to best serve the ratepayers.

In preparing the scope of work for the Strategic Communications Plan, the following items were considered:

- Providing multiple opportunities for the Communications Committee and Board to provide input on expectations
- Movement towards activities that are more proactive and strategic
  - Evaluate past practices
  - Explore new practices not currently employed by the Authority
- Analysis of resource allocation and associated effectiveness
- Development of metrics to measure successful implementation

Engaging an outside consultant to guide the master planning process and provide outside perspectives based on industry norms will help ensure that any plans developed consider perspectives and practices that may improve communications, yet are outside of how the Authority currently operates. We are seeking additional perspectives to help inform future deployment of resources in a proactive and strategic manner, in service to the community and the ratepayers.

Based on these guiding principles, staff prepared the attached Request for Proposal (RFP) for the Board’s consideration. The RFP will be sent to qualified firms with
expertise in public communications, especially with utilities. It will also be posted on the Authority’s website and open to all interested parties.

The Procurement Policy notes that consultant contracts greater than $50,000 are awarded and selected by the Consultant Selection Committee. However, due to the high level of involvement anticipated by the Communications Committee interacting with the consultant, staff recommends that the selection process be reviewed and handled by the Communications Committee.

**FISCAL IMPACT**

The cost for the Five-year Strategic Communications Plan was included in the FY 2018-19 Budget. The budgeted amount for this project is $75,000.

**POLICY/STRATEGIC PLAN OBJECTIVE**

Strategic Plan Goal 4, Customer Service: Provide high-quality customer service

- Objective CS1: Develop a customer outreach program that includes a multi-faceted approach to communications and customer outreach
  - 004.00 Develop a five-year Strategic Communications Plan

Strategic Plan Goal 6, Administrative Effectiveness: Provide efficient and effective administrative systems and procedures in accordance with best management practices

- Objective AE2: Conduct master planning of major infrastructure (including Information Systems) to promote innovation, ensure sustainability, and reliably and effectively plan and allocate Authority resources
  - 005.00 Update the Strategic Communications Plan

**ALTERNATIVES**

1. Authorize the Consultant Selection Committee to review and select a consultant for the Five-year Strategic Communications Plan.

2. Authorize the Communications Committee to review and select a consultant for the Five-year Strategic Communications Plan.

3. Authorize staff to review and select a consultant for the Five-year Strategic Communications Plan.

**RECOMMENDATION**

Staff recommends that the Governing Board authorize the Communications Committee to review and select a consultant for the Five-year Strategic Communications Plan.

Attachment: Request for Proposal for Strategic Communications Plan
Subject: REQUEST FOR PROPOSAL FOR STRATEGIC COMMUNICATIONS PLAN

The Sweetwater Authority (Authority) is seeking proposals from qualified firms to develop a Strategic Communications Master Plan to guide the organization over the next five (5) years in planning, procuring, implementing, and managing current and future investments and resources.

Consultants are invited to submit one electronic (pdf formatted) copy of a proposal as described in the Statement of Requirements and Proposal Requirements below. Proposals are to be submitted electronically via the Sweetwater Authority SendIt secure file transfer system. Instructions for submission are in Section 3.11 and must be adhered to. Proposals must be received by the SendIt system no later than 2:00 p.m. PST on Thursday, March 14, 2019. Proposals will be reviewed, and those firms who most appropriately meet the Authority's needs will be considered for an interview by Authority staff and/or the Consultant Selection Committee.

1. BACKGROUND

1.1. The Authority is a public water agency that provides potable water service to approximately 190,000 people in National City, Bonita and the western and central portions of Chula Vista, California with over 33,000 accounts. The Authority has approximately 130 employees spread across four facilities, including the Administration Building, Operations Center, and two water treatment plants.

1.2. The Authority is requesting proposals from qualified consulting firms with extensive experience in creating communications masterplans within the public utilities sector. Firms should have a good understanding of the issues faced by water agencies and the need for public transparency in today’s climate. Submitting firms should also be familiar with the most current and cutting edge communications strategies and technologies that can be implemented by public agencies.
1.3. The Public Affairs (PA) section is staffed by three (3) full time positions: two (2) PA Representatives, and a Public Affairs Manager. The section is responsible for planning, directing, and implementing the Authority’s public relations, community, and stakeholder outreach, media relations, and education strategies.

2. STATEMENT OF REQUIREMENTS

2.1. The Authority anticipates this planning project may include the below activities; however, the consultant should propose the project plan and activities they feel will most effectively meet the requirements.

2.2. Consultant shall perform the following tasks:

2.2.1. Project Description: The Authority is seeking a qualified Consultant to develop a five (5) year Communications Master Plan (Master Plan) to guide the organization’s communication strategies and efforts over the next five (5) years. The plan should help the Authority meet the needs of the ratepayers by developing a long-term communications plan that aligns with the Authority’s Strategic Plan yet is adaptable to changing future water issues.

2.2.2. Plan Development:

A. The Communications Master Plan development process should consider:

1. Developing a plan to proactively represent the Authority and its governing body on a number of critical, highly visible uses (Authority staff has already developed a list of areas to address, but additional items for the list will be developed with the consultant working with key Authority staff and Governing Board members).

2. Identify goals and key issues that should be addressed over the next five years as they relate to the Authority and its customers. The plan should maintain flexibility in messaging and provide options/alternative plans to accommodate for things such as a drought or changes in the economy.

3. Develop a plan including, but not limited to, a situational analysis of the Authority’s service area/community; audiences to be targeted, messages, strategies and tactics; measurement and evaluations, and implementation and maintenance of the plan.
4. Develop a master timeline for messaging and message distribution over the next five years.

**B.** The Master Plan document shall include, at a minimum, the following:

1. Executive Summary
2. Review of Findings and Recommendations
3. Recommended projects/initiatives, including prioritization and cost estimates
4. Plan Implementation/timeline
5. Measurement and evaluation tools

**C.** Several specific areas of concern have been identified for review in development of the Communications Master Plan. These are not limited to, but include the following:

1. Branding (Adopt and develop branding guidelines)
2. Authority’s logo-style, color, design, etc.
3. Adaptability/flexibility in messaging to accompany local and or state outreach messaging.
4. Community Events (evaluate effectiveness/costs)
5. Citizen engagement
6. Employee outreach
7. Customer Satisfaction Survey (if and when to implement and incorporate into plan)
8. Development of new/revised tagline
9. Media response rating system

**D.** The Consultant scope of work should employ the following strategies to address these challenges:

1. Focus on value, services, benefits, and solutions
2. Leverage skills and abilities of staff
3. Follow industry standards and best practices
4. Involvement of stakeholders (both internal and external) from across agency departments and sections in the planning process

E. Project Budget

1. The budget for this project is not to exceed $75,000.

3. PROPOSAL REQUIREMENTS

3.1. Provide a brief overview of the entire proposal describing the highlights of the proposal. In addition to the proposal overview, provide the following basic description information regarding the Consultant:

1. Legal name and address of company
2. Legal form of company (partnership, corporation, joint venture, etc.). If joint venture, identify the members of the joint venture and provide all information required within this section for each member
3. If company is a wholly owned subsidiary of "parent company"
4. Address(es) of office(s) working on this project
5. Name, title, address, and telephone number of the person to contact concerning the proposal

3.2. Provide a brief description of the Consultant understanding of the project and proposed technical and management approach. Describe anticipated project challenges and the approach to address those challenges. Discuss lines of communication needed to establish and achieve expectations and maintain the project schedule. Include a detailed scope of work as Appendix A of the Consultant’s proposal. The scope of work shall include any information required to further clarify the scope of work included in the Request for Proposal (RFP). The scope of work shall reflect the cost estimate and the schedule included in the body of the Consultant’s proposal.

3.3. Indicate role and responsibility of Prime Consultant and all Sub-consultants. Describe proposed project team organization, including identification and responsibilities of key personnel. Describe each key team member’s experience, emphasizing experience with similar projects and experience working in the local environment. The Authority’s proposal evaluation will consider the entire team. However, emphasis will be placed on the Consultant's Project Manager. The Project Manager to the project
shall not be reassigned without prior written approval from the Authority. Describe proposed local presence for interfacing with the Authority’s Project Manager and staff. Furnish resumes of key personnel.

3.4. Provide a brief description of Consultant’s experience in completing similar consulting efforts. List three (3) projects of a similar nature with the name of the owner and owner’s representative, telephone numbers, type of work performed, timeframe that work was performed, and value of consulting agreements. Identify team members proposed for the Project and their roles on the representative reference projects. Projects currently being performed may be submitted for consideration.

3.5. Provide a detailed schedule that incorporates the following target dates and deliverables. If these dates are practically unattainable given the scope of work and the Consultant’s prior experience, please state why and provide an alternative schedule.

3.6. Deliverables and Target Date:

1. Authority and Consultant Kick-off meeting – March 2019, exact date to be determined
3. Work must be complete; including delivery of the approved final Communications Master Plan, not later than June 30, 2019.

3.7. The Consultant’s proposal shall include a detailed cost for the project. The cost detail shall provide the number of hours and associated cost for each staff classification (including both professional and administrative classifications) as they relate to each task identified in the Statement of Requirements. In addition, an estimate of all direct costs such as materials and reproduction costs shall be provided for each task. Sub-consultant costs shall be allocated on a per task basis but do not need to be separated by each staff classification.

In addition to the fee details, a typical Consultant rate table shall be provided that lists the Consultants typical hourly charges per labor classification category.

3.8. The proposed Consultant shall certify that it takes no exception(s) to this RFP including but not limited to the Authority’s standard Agreement for
3.9. Additional Information: Interested parties may submit written questions regarding this RFP to Leslie Payne at lpayne@sweetwater.org. Questions must be received no later than 3:00 p.m. PST on Day March 14, 2019. The Authority’s responses to any questions will be shared as an Addendum with all other proposers via e-mail. The Authority may request additional information or clarification from any or all proposers after initial evaluation.

3.10. The proposed Consultant shall confirm in its proposal the receipt of all addenda issued to this RFP. The proposed Consultant is not required to include copies of the actual addenda in its proposal.

3.11. Proposals must be submitted via the Sweetwater Authority SendIt secure file transfer system. Prior to 2:00 p.m. PST on Thursday March 14, 2019, if the consultant does not already have an account on our SendIt system, the consultant shall provide Leslie Payne (at lpayne@sweetwater.org) an email address to be used to configure access to the Send-it system. Once the account has been created, the provided email address will be sent a link to complete the process. When the proposal is received by Sweetwater Authority staff, the email address will automatically receive positive confirmation of delivery of the proposal.

4. SELECTION PROCESS

4.1. Proposals will be evaluated based upon, but not limited to, related experience of the respondents, knowledge of the Authority, professional qualifications of individuals to be assigned to the project, fees, and overall proposal content. Statements will be reviewed by the Authority.

4.2. Oral interviews of the most responsive firms by the Authority’s staff and/or its Consultant Selection Committee may be scheduled shortly after the deadline submission date.

4.3. All Consultants selected for interviews will be notified of the selection as soon as possible.

4.4. The Authority reserves the right to reject any and all proposals and to waive informalities and minor irregularities in any proposal reviewed. Further, the Authority may reject any proposals which do not conform to
the instructions herewith. Additionally, the Authority reserves the right to negotiate all final terms and conditions of any agreement entered into.

4.5. Nothing in the RFP shall be deemed to commit the Authority to engage any Consultant.

4.6. Proposals must be received no later than 2:00 p.m. PST on Thursday March 14, 2019. Refer to Section 3.11 for submission instructions.

Should you have any questions, please contact Leslie Payne at (619) 409-6723 or lpayne@sweetwater.org.

Thank you for your interest.

Sincerely,

Leslie Payne
Public Affairs Manager

Enclosures:
Attachment A: 2017 Sweetwater Authority Strategic Plan
Attachment B: FY 2018-19 Strategic Plan Work Plan
Attachment C: Standard Consultant Agreement for Services
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NEW REVERSE OSMOSIS MEMBRANES INSTALLED AT THE RICHARD A. REYNOLDS GROUNDWATER DESALINATION FACILITY AS PART OF THE $42 MILLION EXPANSION TO DOUBLE THE FACILITY’S PRODUCTION CAPACITY
strategic plan 2017

Governing Board
Teresa “Terry” Thomas, Chair
Ron Morrison, Vice Chair
Josie Calderon-Scott
Steve Castaneda
José F. Cerda
Jose Preciado
Jess Van Deventer

Management
James L. Smyth, General Manager
Jennifer H. Sabine, Assistant General Manager

Department Heads
Ron Mosher, Director of Engineering
Rich Stevenson, Director of Finance
Dina Yorba, Director of Administrative Services
“From Horseback”

Photo by Chyenne Long
Chula Vista High School

First Place Color Category
2014 High School Photo Contest
# Table of Contents

## I Introduction

## II Strategic Planning Process

## III Strategic Issues

## IV Strategic Plan Framework

## V Goals and Objectives

<table>
<thead>
<tr>
<th>Goal</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Water Quality</td>
<td>22</td>
</tr>
<tr>
<td>#2</td>
<td>System and Water Supply Reliability</td>
<td>23</td>
</tr>
<tr>
<td>#3</td>
<td>Financial Viability</td>
<td>26</td>
</tr>
<tr>
<td>#4</td>
<td>Customer Service</td>
<td>27</td>
</tr>
<tr>
<td>#5</td>
<td>Staff Development</td>
<td>28</td>
</tr>
<tr>
<td>#6</td>
<td>Administrative Effectiveness</td>
<td>29</td>
</tr>
<tr>
<td>#7</td>
<td>Environmental Stewardship</td>
<td>30</td>
</tr>
</tbody>
</table>

## VI Plan Implementation, Monitoring and Reporting

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
</table>

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31
THE SWEETWATER RIVER DELIVERS WATER VIA THE 230-SQUARE MILE WATERSHED STRETCHING FROM THE CLEVELAND NATIONAL FOREST IN THE EAST TO THE SAN DIEGO BAY.
I. introduction

OVERVIEW OF SWEETWATER AUTHORITY

Sweetwater Authority (Authority) provides safe, reliable water service to approximately 189,000 people across a 32-square mile area in the South Bay region of San Diego County, California. The Authority’s customers are located in the unincorporated community of Bonita, the City of National City, and the western and central portions of the City of Chula Vista. This includes residential, business, government, industrial and agricultural water users, in an area covering more than 20,480 acres.

The Authority is a special district, joint powers water agency, with policies and procedures established by a seven-member Governing Board of Directors. Five directors are elected by the citizens of the South Bay Irrigation District (SBID) and two directors are appointed by the Mayor of National City, subject to City Council confirmation.

A Brief History

The elements of the Authority’s water sources and delivery system are rooted in a long history. In May 1869, the Kimball Brothers Water Company began service to 35 local residents with water drawn from wells and the Sweetwater River, followed by construction of the Sweetwater Dam and Reservoir in 1888. Significant population growth and urban development over the decades led to expansion of the system. Yet, as a privately-held entity, infrastructure maintenance and replacement favored maximizing profits rather than supporting the long-term integrity of the system.

Formed as a public agency in 1972, the Authority operated as a financing vehicle to enable public acquisition of the water system from the California American Water Company. In
1977, the Authority began operating the water utility with 56 employees and a new focus on maintaining and strengthening the integrity of the water treatment and distribution system, including hundreds of miles of original (1888) pipe. At that time, a public vote approved authorization of bonds, the SBID purchased the system, and the Authority began operating the water utility with a commitment to retire the SBID debt and assume ownership. In 1990, the Authority financed and assumed ownership of the SBID water system by issuing revenue bonds.

Since taking over operations in 1977, the Authority reduced water main leaks from over 200 per year to less than 10 per year, improved water pressure, and developed new and unique local water supplies and supporting facilities. The Authority and its customers reap the benefits of local supply, with local water sources contributing 24 to 100 percent of the Authority’s annual water demands. Local surface water supply is highly variable depending on the amount of runoff from precipitation. Today, with a contingent of 127 employees, the Authority is empowered to acquire, own, operate, manage, maintain and improve its pioneering water system.

Service Area Profile
The Authority’s service area enjoys mild temperatures year-round with a characteristically semi-arid Mediterranean climate along the coast. The majority of the service area is within two miles of the San Diego Bay, including the City of National City and the western and central portions of the City of Chula Vista. The Bonita area and the Authority’s two reservoirs are located farther inland, and experience slightly
Illustration of the 230-square mile Sweetwater River Watershed
hotter summers and colder winters. More than 80 percent of the region’s rainfall occurs from December through March, with an average annual rainfall of 11.3 inches at the Sweetwater Reservoir.

The Authority’s customer base of approximately 189,000 residents include residential, business, government, industrial, and agricultural water users across urban, suburban, and rural areas. While conservation efforts in recent decades have reduced water demand, the service area population is projected to grow by 18 percent by 2040. Much of this growth is planned to occur in redeveloped urban core areas of Chula Vista and National City, converting predominantly commercial and retail uses to mixed-use and residential uses. Additionally, the vacant Chula Vista Bayfront is planned to become newly developed. Overall, while this growth will increase water demands, higher efficiency buildings and water-delivery elements (e.g., low-flow fixtures and landscaping) are projected to reduce per capita water usage, in an effort to minimize the impact of future demands.

Water Supply Sources
The Authority’s diversity of water supply sources and proportion of local resources provides it with a greater degree of local control for an agency of its size in Southern California. A range of sources contribute to the local supply of water.

Sweetwater River
The Sweetwater River delivers the majority of the Authority’s water, when local supplies are available, via the 230-square mile watershed stretching from the Cleveland National Forest in the east to the San Diego Bay.

Sweetwater Reservoir
Located in Spring Valley, Sweetwater Reservoir has a capacity of 28,079 acre-feet. At the time of its completion in 1888, Sweetwater Dam was the country’s largest masonry arch dam. In recent decades, frequent safety inspections have identified opportunities to strengthen the dam’s integrity and lifespan. The Authority will be constructing improvements to the dam to safely direct water and prevent erosion during extreme weather events. Construction will be completed by December 2018. While the reservoir area offers riding and hiking trails, and shoreline fishing to the public, critical animal and plant species are also preserved through a habitat management program.

Loveland Reservoir
Loveland Reservoir, near Alpine, has a capacity of
25,400 acre-feet. Its dam, completed in 1945, is 203 feet high and 765 feet wide. Loveland Reservoir serves as a holding area for water which is released into the Sweetwater Reservoir. Additionally, public fishing access is provided at the reservoir through a unique partnership and land swap with the U.S. Forest Service. Combined, the Authority’s two reservoirs (when full) can store 17 billion gallons of water, enough to supply the Authority’s customers for about 24 months.

Groundwater
Groundwater is pumped from the San Diego Formation at two locations. One is the National City Wells consisting of three wells that have produced an annual average of 1,810 acre-feet since 1954. The second location is the Richard A. Reynolds Groundwater Desalination Facility (Reynolds Facility) consisting of six wells that have produced an annual average of nearly 3,008 acre-feet since 2000, with the most recent fiscal year production being nearly 2,900 acre-feet. The Authority can pump and treat a combined total of nearly six million gallons of drinking water per day from this groundwater aquifer.

Imported Water
Seventy-two percent of the Authority’s water has been purchased from the San Diego County Water Authority (CWA) via the Metropolitan Water District of Southern California (MWD) for the 2015-16 fiscal year. Imported water is transported by massive aqueduct systems from the Colorado River, 242 miles away, or the State Water Project, which carries water about 700 miles from the Sierra-Nevada Mountains through the Sacramento-San Joaquin Bay Delta. The amount of imported water varies due to local rainfall, with higher than average amount resulting in no imported water needed. Comparatively, under normal conditions, most of
the rest of San Diego County receives about 80 percent of its water from imported sources.

Facilities
In addition to owning the Sweetwater and Loveland Reservoirs, the Authority owns and operates facilities and infrastructure that support the water pumping, treatment and delivery processes.

Robert A. Perdue Water Treatment Plant
Located at the Sweetwater Reservoir in Spring Valley, the Robert A. Perdue Treatment Plant (Perdue Plant) can process 30 million gallons of water each day. The four-step cleaning process purifies water from the reservoir or from the untreated CWA aqueduct to meet state and federal requirements for potable water. The Perdue Plant includes four filters, chemical storage and feed equipment, pretreatment facilities, and a 10 million-gallon reservoir that serves as clearwell storage and the point of delivery into the Authority’s 388 miles of pipelines.

Richard A. Reynolds Groundwater Desalination Facility
Completed in 1999, the Reynolds Facility treats “brackish,” or saline, groundwater, producing up to five million gallons of drinking water per day from the San Diego Formation. This facility uses reverse osmosis technology to remove dissolved salts and microscopic particles, coupled with additional treatments to remove iron and manganese and ensure disinfection. In 2015, the Authority began an expansion of the Reynolds Facility to add an additional five millions gallons per day (MGD) of production capacity. The project includes the drilling of five new brackish groundwater wells, then connecting the wells to 19,700 feet of new pipeline to convey the groundwater supply to the Reynolds
Facility for treatment. The project also includes upgrades at the Reynolds Facility to the reverse osmosis system, and a new iron and manganese treatment system, among other system upgrades. The expansion will be completed in June 2017.

Urban Runoff Diversion System
Located adjacent to the Sweetwater Reservoir, the Urban Runoff Diversion System (URDS) captures first flush storm flows and low flow runoff before the water enters the reservoir. Depending upon the quality of the runoff water, the system will route the water into the reservoir for treatment at the Perdue Plant, or around Sweetwater Dam and into the Sweetwater River. This system provides the Authority with a high level of control of the reservoir’s water quality, facilitating a more consistent, predictable, and cost-effective treatment process. In an average year, the system removes 535 tons of salts that would have otherwise been sent to Sweetwater Reservoir and recharges 98 million gallons of water to the lower river basin.

Storage and Distribution
The Authority manages and maintains an extensive storage and distribution system, including the following components:

- Storage tanks: 25 tanks accommodate 42.8 million gallons of treated water, including a major buried reservoir with a capacity of 18 million gallons
- Pumping stations: 23 pumping stations with a total capacity of 36,000 gallons per minute
- Pipeline: 388 miles with sizes ranging from 2-inch to 48-inch in diameter
- Service connections: 33,045
- Valves: 8,600
- Public fire hydrants: 2,646

Future Projects
To ensure a reliable water supply for the future, including sustaining the current infrastructure, the Authority has developed a number of planning documents that provide a guide to describing proposed projects. The major projects are as follows:

- Assure Sweetwater Dam can safely pass the probable maximum flood
- Replace 8 miles of transmission pipelines in the next decade
- Replace 11 miles of distribution pipelines in the next decade
- Construct 14 miles of pipelines to provide capacity, reliability and redundancy
- Construct two new water storage tanks
- Replace existing 10 million gallon Perdue Plant Clearwell
- Develop the Sweetwater Reservoir Habitat Restoration area
STAFF AND BOARD PARTICIPATED IN THE PLANNING PROCESS.
As directed by the Governing Board, the process for developing the 2017 Strategic Plan focused on reviewing and updating the framework from the 2012 Strategic Plan, which served the Authority well in guiding decision-making and providing adequate flexibility to address unforeseen circumstances. The concise yet thorough process to develop the 2017 Strategic Plan included the following:

- Department Heads and Management Team Strategy Session: The General Manager, Assistant General Manager and key managers convened in a strategy session to review accomplishments, key issues, and potential updates to the strategic framework for the Governing Board’s consideration.

- Governing Board: In a special workshop the Governing Board received a report of outcomes from the Department Heads and Management Team Strategy Session, and identified additional accomplishments and key issues. The Governing Board also directed the General Manager on specific revisions to the strategic framework, including vision, performance measures, and objectives.
PUBLIC EXPECTATIONS AND DEMANDS FOR ENVIRONMENTAL QUALITY WILL LEAD TO EVERMORE STRINGENT STANDARDS FOR WATER QUALITY AND SYSTEM RELIABILITY, ESPECIALLY IN TIMES OF EMERGENCY.

Sweetwater Authority chemist conducting water testing
The Authority strategic planning participants identified the major issues and challenges which must be addressed in light of current and projected future environmental and economic conditions.

**ENSURING LONG-TERM WATER SUPPLY**

Water supply and reliability continue to be the Authority’s top concerns. Competition among water users and uncertainties related to future climatic conditions and environmental constraints will necessitate a continued focus on this issue.

**UPGRADING INFRASTRUCTURE**

A quality, well-maintained infrastructure leads directly to a high level of system reliability. The Authority must continue to make planned upgrades to its existing infrastructure to avoid obsolescence and prevent catastrophic system failure.

**MAINTAINING FAIR AND REASONABLE WATER RATES FOR ALL CUSTOMERS**

Residential and business customers alike demand that the Authority deliver water in a highly efficient and cost effective manner. All customers want to know that the rates they are being charged are fair and reasonable in light of prevailing market conditions.

**ENSURING LONG-TERM FINANCIAL HEALTH**

The Authority has an obligation to apply best practices in financial management to keep costs of operation as low as possible. The Authority must plan ahead to ensure that it has sufficient capital and operating revenues and reserves to cover all anticipated future costs.

*Dissolved air flotation tanks*
COMMUNICATING WITH AND ENGAGING CUSTOMERS AND COMMUNITY PARTNERS

The Authority’s customer base is very diverse with respect to user types, income levels, service needs and expectations. Additionally, it is important for the Authority’s customers and community partners to understand the complexities and connections between billing rates, water supply, and infrastructure. Public outreach and educational programs must be tailored for each of the Authority’s major customer groups.

EVOLVING WORKFORCE

The Authority continues to focus on the development of sound training programs that meet regulatory requirements and assist in developing leadership skills that provide value to employees and the organization. Current staffing levels and structures will change in the near future with the retirement of many long-term employees. The Authority is challenged with facilitating knowledge transfer from retirees to new employees, evolving cultural expectations for workplace flexibility and quality, acknowledging accomplishments and performance, and maintaining innovation while maximizing effectiveness and efficiency.

LEADING IN ENVIRONMENTAL TECHNOLOGIES AND SYSTEMS

As technologies and management systems for environmental resources continue to evolve, the Authority must invest in those that improve efficiencies, reduce costs, enhance service delivery, and reduce impacts on the environment. This is particularly imperative due to the Authority’s stewardship of a critical natural resource.

ACHIEVING FAST RECOVERY FROM EMERGENCIES AND CATASTROPHIC EVENTS

During a catastrophic event, water service is a priority need to address health and safety issues. Like other critical public services, the Authority must maintain a high level of preparedness and vigilance across a range of emergency scenarios including fire, earthquake, and power outage.

BUILDING AND MAINTAINING PUBLIC CONFIDENCE

Policy and decision-making for the Governing Board involves complex issues and trade-offs. As a public agency, the Authority must use all feasible means to document and communicate its decision-making process to ensure maximum transparency and public accountability.
III. STRATEGIC ISSUES

*Sweetwater Authority operations and maintenance workers*
THE STRATEGIC PLAN PROVIDES THE OVERARCHING ORGANIZATIONAL STRUCTURE FOR THE AUTHORITY IN TRACKING AND ADVANCING POLICIES, PLANS, AND PROGRAMS.

“Caught In Time”
Photo by Joseph Rodriguez
Hilltop High School
Winner
2009 High School Photo Contest
OVERVIEW
The Strategic Plan provides decision-making guidance for the Authority. It provides the overarching organizational structure for the Authority in tracking and advancing policies, plans, and programs, to reflect a disciplined effort in making fundamental decisions for a rational course of action.

The Strategic Plan identifies its mission statement, vision statement, values, guiding principles, goals, objectives, and performance measures. Together, these elements are necessary for continued success in Authority operations and management of its resources and assets. The Strategic Plan Framework diagram at the end of this chapter illustrates the relationship among the Strategic Plan elements.

Mission Statement
The Mission statement describes the Authority’s fundamental purpose, reason for existence, and primary roles and functions.

The mission of Sweetwater Authority is to provide its current and future customers with a safe and reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.

Vision Statement
The Vision statement describes the Authority’s desired future condition.

Sweetwater Authority is a premier water agency. We partner with the public and private sectors to maximize value for our rate payers. Our water system infrastructure is innovative, yet functional, practical, and cost-effective. We provide a reliable and sustainable source of water. We consistently deliver industry-leading service to our customers.
Values
Values are shared beliefs that reflect what the Authority considers significant or important.

• Stewardship: We produce quality water and care for natural and social environments
• Respect: We conduct our work with respect for our customers, our partners, the environment, and each other
• Excellence: We strive to meet or exceed the highest professional standards in all that we do
• Teamwork: We work together and with community partners to provide the best possible service to our customers
• Creativity: We pursue innovative, yet practical solutions to address challenges
• Integrity: We are ethical in everything we do
• Honesty: Our activities and decisions are transparent

Guiding Principles
Guiding Principles are the rules of conduct that guide day-to-day operations and decision-making.

• Put the customer first
• Be flexible, responding proactively to challenges and opportunities
• Design cost-effective solutions
• Operate with openness and authenticity
• Be fiscally responsible in decisions
• Be accountable to our customers for our actions
• Be a model agency for innovation and results

Goals and Objectives
• Goals are statements of long-term direction and intent, each of which includes objectives that are specific results describing an end product and completion date. The Authority’s strategic planning focuses on seven goal areas that provide direction for achieving the Vision and Mission. Objectives and detailed actions are identified for each goal area.
• Water Quality: Provide high quality water that meets regulatory requirements
• System and Water Supply Reliability: Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation
• Financial Viability: Ensure the long-term financial viability of the agency
• Customer Service: Provide high-quality customer service
• Staff Development: Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment
• Administrative Effectiveness: Provide efficient and effective administrative systems and procedures in accordance with best management practices
IV. Strategic Plan Framework

• Environmental Stewardship: Provide core services while maintaining a balanced approach to human and environmental needs

Performance Measures
Performance Measures are the basis for assessing progress toward achieving the Authority’s goals. While the Authority measures performance at a detailed level within each of its departments and for each employee, the following measures provide an over-arching perspective related to the Authority’s mission.

Water Quality: Provide high quality water that meets regulatory requirements.

Water quality measures are linked to federal, state, and other water quality standards and include:

• Regulatory compliance for turbidity and disinfection
• Taste and odor
• Public notifications

The Authority strives to meet regulatory standards in a cost-effective and efficient manner.

System and Water Supply Reliability: Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.

The following measures focus on maintaining a constant flow of water to the Authority’s ratepayers:

• Infrastructure integrity (leaks)

The endangered arroyo toad lives in the Sweetwater Authority watershed.

• System up time
• Adequate pressure under fire flow conditions

In addition to normal conditions, the Authority applies these measures to unforeseen circumstances beyond its control and emergency conditions, when possible.

Financial Viability: Ensure long-term financial viability of the agency.

Sound financial management is a high priority for the Governing Board. The Authority ensures near- and long-term financial health for informed and prudent decision-making, operational effectiveness and efficiency, and key performance measures by maintaining:

• Fiscal solvency (balanced budget)
• Reserve funds
• Bond rating
• Nonrevenue water loss
Customer Service: Provide high-quality customer service.

Serving customers with a wide range of service needs and expectations requires the Authority to solicit customer feedback through many methods. Developing expanded customer feedback measures and methods will ensure the Authority responds to customers.

- Customer contact data
- Customer payment data
- Billing accuracy

Staff Development: Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment.

Staff development efforts must expand the Authority’s overall skill base, leadership capacity, and safety, meeting or exceeding state and federal regulatory standards as measured by:

- Certifications
- Accident/injury rate
- Training hours per employee

Administrative Effectiveness: Provide efficient and effective administrative systems and procedures in accordance with best management practices.

Key performance measures of administrative effectiveness include:

- Strategic Plan implementation
- Staffing efficiency

Environmental Stewardship: Provide core services while maintaining a balanced approach to human and environmental needs.

Key performance measures of environmental stewardship include:

- Triple Bottom Line (an indication of a utility’s sustainability efforts)
- Resource usage (energy and water)
- Water efficiency incentives and rebates issued
- Water reduction and management efforts

The Strategic Plan provides the Authority’s overall guidance in implementing its mission and achieving its vision, which are the overarching measures of the Authority’s effectiveness.

Performance Monitoring and Reporting

The performance measures described above provide a framework for the Authority to monitor and report on its performance. Performance monitoring will take place in the form of:

- Quarterly Performance Measurement Reports: Progress on the performance measures and results achieved will be documented and reported in quarterly reports prepared by the Authority’s Management Team.
The mission of Sweetwater Authority is to provide its current and future customers with a safe and reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.

Sweetwater Authority is a premier water agency. We partner with the public and private sectors to maximize value for our rate payers. Our water system infrastructure is innovative, yet functional, practical, and cost-effective. We provide a reliable and sustainable source of water. We consistently deliver industry-leading service to our customers.

### Values

<table>
<thead>
<tr>
<th>Stewardship</th>
<th>Respect</th>
<th>Excellence</th>
<th>Teamwork</th>
<th>Integrity</th>
<th>Honesty</th>
<th>Creativity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Put the customer first.</td>
<td>Be flexible, responding proactively to challenges and opportunities.</td>
<td>Design cost-effective solutions.</td>
<td>Operate with openness and authenticity.</td>
<td>Be fiscally responsible in decisions.</td>
<td>Be accountable to our customers for our actions.</td>
<td>Be a model agency for innovation and results</td>
</tr>
</tbody>
</table>

### Goals

<table>
<thead>
<tr>
<th>Water Quality</th>
<th>System &amp; Water Supply Reliability</th>
<th>Financial Viability</th>
<th>Customer Service</th>
<th>Staff Development</th>
<th>Administrative Effectiveness</th>
<th>Environmental Stewardship</th>
</tr>
</thead>
<tbody>
<tr>
<td>See page 22</td>
<td>See pages 23-25</td>
<td>See page 26</td>
<td>See page 27</td>
<td>See page 28</td>
<td>See page 29</td>
<td>See pages 30-31</td>
</tr>
</tbody>
</table>

### Objectives

<table>
<thead>
<tr>
<th>Regulatory compliance for turbidity and disinfection</th>
<th>Infrastructure integrity (leaks)</th>
<th>System up time</th>
<th>Adequate pressure under fire flow conditions</th>
<th>Fiscal solvency (balanced budget)</th>
<th>Reserve funds</th>
<th>Bond rating</th>
<th>Nonrevenue water loss</th>
<th>Customer contact data</th>
<th>Customer payment data</th>
<th>Billing accuracy</th>
<th>Certifications</th>
<th>Accident/injury rate</th>
<th>Training hours per employee</th>
<th>Strategic Plan implementation</th>
<th>Staffing efficiency</th>
<th>Triple Bottom Line</th>
<th>Resource usage</th>
<th>Water efficiency incentives and rebates issued</th>
<th>Water reduction and management efforts</th>
</tr>
</thead>
</table>
CONTROLLED TRANSFER OF WATER FROM LOVELAND RESERVOIR TO SWEETWATER RESERVOIR
V. goals and objectives

The following section describes each of the seven goal areas and their related objectives. Detailed Work Plans, produced annually, provide the specific activities required to implement the goals and objectives.

The goals are:

**GOAL #1 Water Quality**
*Provide high quality water that meets regulatory requirements.*

**GOAL #2 System and Water Supply Reliability**
*Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.*

**GOAL #3 Financial Viability**
*Ensure long-term financial viability of the agency.*

**GOAL #4 Customer Service**
*Provide high-quality customer service.*

**GOAL #5 Staff Development**
*Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment.*

**GOAL #6 Administrative Effectiveness**
*Provide efficient and effective administrative systems and procedures in accordance with best management practices.*

**GOAL #7 Environmental Stewardship**
*Provide core services while maintaining a balanced approach to human and environmental needs.*
## V. Goals and Objectives

**GOAL #1 Water Quality (WQ)**

*Provide high quality water that meets regulatory requirements.*

<table>
<thead>
<tr>
<th>Topic</th>
<th>Objectives</th>
<th>Department</th>
<th>Mandatory Requirement or Industry Standard</th>
<th>Completion (or Due) Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Quality</td>
<td>Objective WQ2: Remove sediment and bacteria film build up through unidirectional flushing of distribution pipelines (a three-year process) at 6-10 year intervals (Source: AWWA Partnership for Safe Drinking Water)</td>
<td>Water Quality/Distribution</td>
<td>IS</td>
<td>TBD pending drought conditions</td>
</tr>
<tr>
<td>Watershed Protection</td>
<td>Objective WQ3: Track development and manage watershed activities for the beneficial use of the Authority and protect the environment for future benefit of species and Authority operations (Source: EPA Drinking Water Requirements: Interim Enhanced Surface Water Treatment Rule)</td>
<td>Water Quality</td>
<td>MR</td>
<td>Watershed Sanitary Survey conducted every five years</td>
</tr>
<tr>
<td>Cross Contamination and Backflow Prevention</td>
<td>Objective WQ4: Administer the Authority’s Standard Specifications Section 17 Cross-connection and Backflow Prevention Ordinance to protect the public water supply from contamination (Source: Cal. Administrative Code, Title 17; Cal. Safe Drinking Water Act; AWWA)</td>
<td>Finance</td>
<td>MR</td>
<td>Annually</td>
</tr>
<tr>
<td>Lead Testing for Schools</td>
<td>Objective WQ5: Implement State-mandatory lead testing program at eligible K-12 schools in the Authority’s service area (Source: State Water Resources Control Board)</td>
<td>Water Quality</td>
<td>MR</td>
<td>January 2020</td>
</tr>
</tbody>
</table>
GOAL #2 System and Water Supply Reliability (SR)
Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution Systems</td>
<td>Objective SR1: Implement the current Water Distribution Master Plan to include: pipeline replacements; new pipelines for capacity, reliability and redundancy; additional water storage capacity in deficient zones; and additional pumping capacity for Hydroneumatic Zones (Source: 2015 Water Distribution Master Plan)</td>
<td>Engineering/Distribution</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Cathodic Protection</td>
<td>Objective SR2: Minimize corrosion and extend service life by providing appropriate cathodic protection for metallic mains and steel storage tanks (Source: 2015 Water Distribution Master Plan)</td>
<td>Engineering</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Valves</td>
<td>Objective SR3: Operate all distribution valves over a three-year cycle, and all transmission valves 14 inches and larger once a year, replacing valves that meet established replacement criteria outlined in the Valve Maintenance and Replacement Program (Source: AWWA M44 Distribution Valves)</td>
<td>Distribution</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Hydrants</td>
<td>Objective SR4: Operate all fire hydrants over a three-year cycle and replace fire hydrants that meet established replacement criteria in accordance with the Fire Hydrant Maintenance and Replacement Program (Source: AWWA M17)</td>
<td>Distribution</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Fleet</td>
<td>Objective SR5: Maintain fleet vehicles and equipment (Fleet) according to manufacturers’ standards and replace Fleet according to criteria defined in the Fleet Maintenance and Replacement Program (Source: Vehicle and Equipment Manufacturers’ service standards; Board-approved Vehicle Replacement Program)</td>
<td>Distribution</td>
<td>IS</td>
<td>Annually</td>
</tr>
</tbody>
</table>

continues on next page
**GOAL #2 System and Water Supply Reliability (SR) - CONTINUED**

*Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.*

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dams</td>
<td>Objective SR6: Address Division of Safety of Dams (DSOD) and maintenance requirements to accommodate Probable Maximum Flood (PMF) for Sweetwater Dam and stairs replacement at Loveland Dam (Source: Division of Safety of Dams and report titled, “Evaluation of Alternatives to Increase Spillway Capacity of Sweetwater Dam” GEI, July 2008)</td>
<td>Engineering</td>
<td>MR</td>
<td>June 2018</td>
</tr>
<tr>
<td>Public Development</td>
<td>Objective SR7: Review plans submitted by Chula Vista, National City, and County of San Diego for street improvement projects to identify potential conflicts, then develop the most cost-effective facility modifications to avoid known or potential conflicts (Source: 1953 Agreement with City Vista; 1962 Agreement with County of SD; National City incorporated prior to Kimball Bros. Easement)</td>
<td>Engineering</td>
<td>MR</td>
<td>Reported semi-annually</td>
</tr>
<tr>
<td>Private Development</td>
<td>Objective SR8: Review proposed development plans and install necessary infrastructure to ensure the facilities meet the required demand, achieve code compliance, avoid cross-connections, and have minimal-to-zero financial impacts to the Authority’s ratepayers (Authority Policies and Rates and Rules)</td>
<td>Engineering</td>
<td>MR</td>
<td>Reported semi-annually</td>
</tr>
<tr>
<td>Security/Safety</td>
<td>Objective SR9: Provide adequate security to safeguard Authority property against theft, damage, illegal entry, vandalism, abuse, terrorism and contamination; and to protect Authority personnel during the course of their duties (Source: Various projects as identified in Departmental Work Plans and annual budget)</td>
<td>All</td>
<td>IS</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Infrastructure Maintenance</td>
<td>Objective SR10: Cost effectively maintain facilities and infrastructure to optimize its useful life and performance (Source: Various projects as identified in Departmental Work Plans and annual budget)</td>
<td>Water Quality/Engineering</td>
<td>IS</td>
<td>Various depending on task</td>
</tr>
</tbody>
</table>

continues on next page
GOAL #2 System and Water Supply Reliability (SR) - CONTINUED

*Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.*

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easements</td>
<td>Objective SR11: Maintain the Authority’s easements throughout the service area to ensure access and minimize negative impacts to water system facilities</td>
<td>Engineering</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Water Supply/ Sources</td>
<td>Objective SR12: Explore new options for new water sources including but not limited to: conservation, recycled water, stormwater retention, groundwater/desalination, and Urban Runoff Diversion Systems</td>
<td>Management/ Engineering</td>
<td>IS</td>
<td>TBD</td>
</tr>
</tbody>
</table>
### GOAL #3 Financial Viability (FV)

Ensure long-term financial viability of the agency.

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>Objective FV1: Develop an annual budget that determines yearly expenditures, incorporates a five-year projection to track fiscal stability, maintains reserves in accordance with policy, and guides rate-setting decision-making (Source: Authority Policy)</td>
<td>Finance</td>
<td>MR</td>
<td>Annually</td>
</tr>
<tr>
<td>Gov’t Affairs</td>
<td>Objective FV2: Explore new revenue sources for high priority projects and programs including, but not limited to, legislative advocacy, Integrated Regional Water Management, BuRec Title XVI, and Proposition 50</td>
<td>General Manager</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Meters</td>
<td>Objective FV3: Replace meters in a manner consistent with industry standards to allow the Authority to maintain fair and accurate revenue collections (Source: AWWA M6 Manual - Water Meters-Selection, Installation, Testing and Maintenance)</td>
<td>Finance</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Nonrevenue Water</td>
<td>Objective FV4: Implement nonrevenue water program to maximize beneficial and authorized use of water and minimize wasteful and unauthorized loss (Source AWWA M36 Water Audits and Loss Control Manual)</td>
<td>Administration</td>
<td>IS</td>
<td>Reported annually</td>
</tr>
<tr>
<td>Long-Term Financing</td>
<td>Objective FV5: Develop a financing plan for the replacement of the 36” transmission pipeline, the Central-Wheeler Tank, and the stairs at Loveland Dam (Source: Authority Budget and 2015 Water Distribution Master Plan)</td>
<td>Finance</td>
<td>IS</td>
<td>June 2018</td>
</tr>
<tr>
<td>Rate Stabilization</td>
<td>Objective FV6: Explore options for a policy to develop a rate stabilization fund</td>
<td>Finance</td>
<td>IS</td>
<td>June 2018</td>
</tr>
</tbody>
</table>
### GOAL #4 Customer Service (CS)
*Provide high-quality customer service.*

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach</td>
<td>Objective CS1: Develop an expanded customer outreach program to include, but not be limited to, attending community events and school programs, producing educational materials, and surveying customer opinion</td>
<td>Administration</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Website/Social Media</td>
<td>Objective CS2: Expand web-based communications to include, but not be limited to, distributing e-notifications/news, and posting to Authority social media pages/sites</td>
<td>Administration</td>
<td>IS</td>
<td>Reported Monthly</td>
</tr>
<tr>
<td>Smart Meters</td>
<td>Objective CS3: Re-evaluate the potential to implement automated meter reading and new tools for customer access to water use data at least bi-annually, considering advancements in technology and financial feasibility</td>
<td>Finance</td>
<td>IS</td>
<td>Reported bi-annually</td>
</tr>
<tr>
<td>Payment Locations</td>
<td>Objective CS4: Explore use of third party locations to receive customer payments</td>
<td>Finance</td>
<td>IS</td>
<td>December 2017</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>Objective CS5: Explore opportunities to provide financial assistance to low-income customers</td>
<td>Management/Legal Counsel</td>
<td>IS</td>
<td>June 2018</td>
</tr>
</tbody>
</table>
### GOAL #5 Staff Development (SD)

*Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment.*

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certifications</td>
<td>Objective SD1: Achieve professional and regulatory certifications as required by job classifications to perform assigned duties (Source: OSHA, Division of Drinking Water, DMV, and others depending on certification)</td>
<td>Administrative Services</td>
<td>MR</td>
<td>Reported Quarterly</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Objective SD2: Create a Leadership Development Program that engages eligible staff in Authority’s needs for leadership capacity</td>
<td>Administrative Services</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Performance</td>
<td>Objective SD3: Conduct annual performance evaluations (Source: Memoranda of Understanding between Authority and Labor Groups)</td>
<td>Administrative Services</td>
<td>IS</td>
<td>Reported semi-annually</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Objective SD4: Identify and implement expanded risk management and safety protocols to reduce experience modification and incident rates at or below industry standards (Source: Joint Powers Insurance Agency; OSHA)</td>
<td>Administrative Services</td>
<td>MR</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Safety</td>
<td>Objective SD5: Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA and others depending on task)</td>
<td>Administrative Services/ Water Quality/ Engineering</td>
<td>MR/IS</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Objective SD6: Develop and implement a Succession Planning and Workforce Development Plan</td>
<td>Management</td>
<td>IS</td>
<td>TBD</td>
</tr>
<tr>
<td>Performance/ Employee</td>
<td>Objective SD7: Cultivate employee performance and boost employee loyalty, morale and productivity by implementing an employee recognition and wellness program</td>
<td>Administration/ Administrative Services</td>
<td>IS</td>
<td>Annually</td>
</tr>
</tbody>
</table>

*IS = Information Services  
MR = Management Reporting  
MR/IS = Management Reporting/Information Services  
TBD = To Be Determined*
**GOAL #6 Administrative Effectiveness (AE)**

*Provide efficient and effective administrative systems and procedures in accordance with best management practices.*

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Preparedness</td>
<td>Objective AE1: Maintain a ready state of emergency preparedness, response and recovery, capable of effectively responding to emergencies as they arise</td>
<td>Administrative Services</td>
<td>MR/IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Best Practices</td>
<td>Objective AE2: Assess the requirements, costs, and the Authority’s positioning for pursuing American Public Works Association Accreditation to establish a process for verifying and recognizing compliance with recommended best practices</td>
<td>General Manager</td>
<td>IS</td>
<td>June 2019</td>
</tr>
<tr>
<td>Master Planning</td>
<td>Objective AE3: Conduct master planning of major infrastructure (including Information Systems) to promote innovation, ensure sustainability, and to reliably and effectively plan and allocate Authority resources</td>
<td>General Manager</td>
<td>IS</td>
<td>Various depending on master plan</td>
</tr>
<tr>
<td>Performance Measurement</td>
<td>Objective AE4: Evaluate opportunities for expanding the Authority’s performance measurement system to evaluate Authority’s performance</td>
<td>General Manager</td>
<td>IS</td>
<td>TBD</td>
</tr>
</tbody>
</table>
**GOAL #7 Environmental Stewardship (ES)**

*Provide core services while maintaining a balanced approach to human and environmental needs.*

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Efficiency</td>
<td>Objective ES1: Revise and implement the water use efficiency plan to meet or exceed forthcoming revisions from the State for goals/reporting requirements (Source SBx7-7; State Water Resources Control Board Regulations)</td>
<td>Administrative Services</td>
<td>MR</td>
<td>2020</td>
</tr>
<tr>
<td>Water Efficiency</td>
<td>Objective ES2: Increase conserved water supplies through water efficiency education and assistance programs and outreach efforts, strategic partnerships with public and private agencies, and developing effective rate setting strategies (State Water Resources Control Board Regulations)</td>
<td>Administration/ Administrative Services</td>
<td>MR</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Energy Efficiency</td>
<td>Objective ES3: Perform a systematic audit of the energy usage at Authority facilities and pursue energy saving measures</td>
<td>Administrative Services</td>
<td>IS</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Air Quality</td>
<td>Objective ES4: Comply with Heavy Equipment Replacement policies from the regulatory agencies (EPA Emissions Standards; CalEPA Air Resources Board Diesel Truck regulations)</td>
<td>Distribution</td>
<td>MR</td>
<td>June 2025</td>
</tr>
<tr>
<td>Habitat Management</td>
<td>Objective ES5: Continue to implement the Sweetwater Reservoir Habitat Management Plan (HMP), applying adaptive management recommendations and improvements of the Conceptual Plan for the Wetlands Habitat Recovery Project (HRP) and pursue other strategies to aid in the long-term management of the area (Source: Authority Habitat Management Plan and Wetlands Habitat Recovery Plan)</td>
<td>Water Quality</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Groundwater Management</td>
<td>Objective ES6: Complete studies related to Groundwater Management, to include a Sustainable Groundwater Management Plan in coordination with City of San Diego (Source: Settlement Agreement between Authority and City of San Diego; Sustainability Groundwater Management Act)</td>
<td>Engineering</td>
<td>MR</td>
<td>June 2018</td>
</tr>
</tbody>
</table>

continues on next page
**GOAL #7 Environmental Stewardship (ES) - CONTINUED**

*Provide core services while maintaining a balanced approach to human and environmental needs.*

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Regulatory Requirements</td>
<td>Objective ES7: Develop and implement a Comprehensive Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulatory Agencies</td>
<td>Water Quality</td>
<td>MR</td>
<td>June 2021</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Objective ES8: Implement the Sustainability Action Plan (Source: Authority Sustainability Action Plan)</td>
<td>Administrative Services</td>
<td>IS</td>
<td>Work Plan developed annually</td>
</tr>
</tbody>
</table>
V. goals and objectives

SWEETWATER AUTHORITY

AUTHORITY CUSTOMERS

GOVERNING BOARD

LEGAL COUNSEL

PUBLIC AFFAIRS

GENERAL MANAGER

ASSISTANT GENERAL MANAGER

ADMINISTRATIVE SERVICES

WATER QUALITY

DISTRIBUTION

ENGINEERING

FINANCE

BOARD SECRETARY/ ADMINISTRATIVE ASSISTANT

Current Sweetwater Authority organization
THE AUTHORITY IS PROUD TO PROVIDE
SAFE, RELIABLE DRINKING WATER TO
ITS CUSTOMERS
Implementation of the Strategic Plan is directed by the Authority’s General Manager through the Management Team consisting of the Assistant General Manager and Department Heads. The Management Team is responsible for implementing the goals and objectives as shown in Chapter V - Goals and Objectives.

Each year, the Governing Board holds a public workshop to review the goals and objectives of the Strategic Plan. Following that workshop, staff develops a Detailed Work Plan in conjunction with the development of the Annual Budget. The Detailed Work Plan identifies specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan. The Strategic Plan and corresponding Detailed Work Plan is designed to be highly correlated and integrated with the Annual Budget.

The Governing Board has approved the following reporting mechanisms to demonstrate progress in implementation of the Strategic Plan:

- Quarterly Performance Measures Report – The Quarterly Performance Measure Report provides metrics and benchmarks related to the seven goal areas of the Strategic Plan. When practical, industry benchmarks are used to show the Authority’s position relative to other agencies.
- Detailed Work Plan Status Report – Semi-annually, once at mid-year and once at the...
VI. plan implementation, monitoring and reporting

close of the fiscal year, staff provides a status report on the Detailed Work Plan, providing updates on each of the tasks identified in the Work Plan and making any necessary adjustments.

• Year-End Annual Performance Report – At the close of the fiscal year, staff provides a comprehensive annual performance report on the Strategic Plan, highlighting achievements from the year and summarizing the performance data reported during the year. This document serves as an outreach and communication tool for the Authority’s customers and other stakeholders.

• The Strategic Plan is a living document, that is updated as circumstances warrant, but generally no less frequently than every five years to ensure that the plan is current, relevant and meaningful in guiding the Authority’s operations.
THE AUTHORITY SERVES APPROXIMATELY 189,000 PEOPLE IN THE SOUTH BAY REGION OF SAN DIEGO COUNTY, CALIFORNIA.

"Diamonds in the Grass"
Photo by Shiv Jariwala
Hilltop High School
Second Place Color Category
2015 High School Photo Contest
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# Sweetwater Authority Strategic Plan
## FY 2018-19 DETAILED WORK PLAN

<table>
<thead>
<tr>
<th>Department/Topic</th>
<th>Action Steps</th>
<th>Short Term (0-2 Years)</th>
<th>Mid Term (2-5 Years)</th>
<th>Long Term (+5 Years)</th>
<th>Completion (or Due) Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOAL #1 Water Quality (WQ)</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Provide high quality water that meets regulatory requirements.</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Quality - Water Quality</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective WQ1:</strong> Meet identified Water Quality benchmarks for Taste and Odor, Turbidity, Color, and Chlorine residual (Source: EPA National Primary Drinking Water Regulation Secondary Standard)</td>
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</tr>
<tr>
<td>001.00 Minimize taste and odor events to less than 3.5 complaints per thousand acre-feet of water sold and report results</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Quarterly</td>
<td></td>
</tr>
<tr>
<td>002.00 Achieve a combined filter effluent turbidity goal of less than 0.3 Nephelometric Turbidity Units (NTU) at least 95 percent of the time and report results</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Quarterly</td>
<td></td>
</tr>
<tr>
<td>003.00 Achieve a clearwell effluent chlorine residual SWA goal between 2.0 and 4.0 milligrams per liter (mg/L) and a Division of Drinking Water (DDW) goal between 0.2 and 4.0 mg/L, and report results</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Quarterly</td>
<td></td>
</tr>
<tr>
<td>004.00 Install a powdered activated carbon storage and feed system to reduce Taste and Odor complaints and reduce cyanotoxin concentrations</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2021</td>
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</tr>
<tr>
<td>005.00 Install iron and manganese removal system at the National City Wells</td>
<td></td>
<td>X</td>
<td></td>
<td>TBD</td>
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<tr>
<td>Water Quality/Distribution - Water Quality</td>
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<tr>
<td><strong>Objective WQ2:</strong> Remove sediment and bacteria film build-up through unidirectional flushing of distribution pipelines (a three-year process) at 6-10 year intervals (Source: AWWA Partnership for Safe Drinking Water)</td>
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<tr>
<td>001.00 Implement three-year program of unidirectional flushing of distribution system</td>
<td>X</td>
<td>X</td>
<td></td>
<td>June 2022</td>
<td></td>
</tr>
<tr>
<td>002.00 Purchase a hydraulic valve exerciser to assist in the performance of the flushing program (PAYGO)</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
<td></td>
</tr>
<tr>
<td>Water Quality - Watershed Protection</td>
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<tr>
<td><strong>Objective WQ3:</strong> Track development and manage watershed activities for the beneficial use of the Authority operations and protection of environmental resources</td>
<td></td>
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<tr>
<td>001.00 Complete Sweetwater River Watershed Sanitary Survey</td>
<td></td>
<td>X</td>
<td></td>
<td>Dec. 2022</td>
<td></td>
</tr>
</tbody>
</table>
## GOAL #1 Water Quality (WQ)

*Provide high quality water that meets regulatory requirements.*

<table>
<thead>
<tr>
<th>Department/ Topic</th>
<th>Action Steps</th>
<th>Short Term (0-2 Years)</th>
<th>Mid Term (2-5 Years)</th>
<th>Long Term (+5 Years)</th>
<th>Completion (or Due) Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance/ Customer Service - Cross Contamination and Backflow Prevention</td>
<td><strong>Objective WQ4:</strong> Administer the Authority's Standard Specifications Section 17 Cross-Connection and Backflow Prevention Ordinance to protect the public water supply from contamination (Source: Cal. Administrative Code, Title 17; Cal. Safe Drinking Water Act; AWWA)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>001.00 Review San Diego County Environmental Health well permit list and inspect sites located within the Authority’s service area</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>002.00 Review San Diego County Environmental Health hazardous materials permit list and inspect sites located in the Authority’s service area</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>003.00 Implement a plan to replace all existing single check valves on fire service lines with back-flow prevention devices required by current Authority standards</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Dec. 2023</td>
</tr>
<tr>
<td>Water Quality - Lead Testing for Schools</td>
<td><strong>Objective WQS:</strong> Implement State-mandatory lead testing program at eligible K-12 schools, and preschools if required, in the Authority's service area (Source: State Water Resources Control Board)</td>
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<tr>
<td></td>
<td>001.00 Develop lead testing sampling plan for all eligible schools that request testing</td>
<td>X</td>
<td></td>
<td></td>
<td>Nov. 2019</td>
</tr>
<tr>
<td></td>
<td>002.00 Conduct testing in accordance with sampling plan; conduct any necessary follow up testing</td>
<td>X</td>
<td></td>
<td></td>
<td>Nov. 2019</td>
</tr>
<tr>
<td></td>
<td>003.00 Report results to school and State Water Resources Control Board</td>
<td>X</td>
<td></td>
<td></td>
<td>Nov. 2019</td>
</tr>
<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
<td>Short Term (0-2 Years)</td>
<td>Mid Term (2-5 Years)</td>
<td>Long Term (&gt;5 Years)</td>
<td>Completion (or Due) Date</td>
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<tr>
<td><strong>GOAL #1 Water Quality (WQ)</strong></td>
<td><em>Objective WQ6:</em> Maintain and improve the Supervisory Control and Data Acquisition (SCADA) system for all treatment and distribution facilities as defined in the SCADA Master Plan</td>
<td></td>
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<tr>
<td>Water Quality - SCADA</td>
<td>001.01 Conduct a study to analyze the replacement of all Remote Terminal Units (RTU) with the existing distribution system, URDS, and County sewer facilities that are connected to the URDS, as recommended in the SCADA System Master Plan</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td>001.02 Replace the RTUs as recommended in the study</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2020</td>
</tr>
<tr>
<td></td>
<td>002.00 Issue a Request for Proposals for competitive selection on-call consultants to design and construct improvements to the SCADA System</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td>003.00 Replace SCADA Historian Program (PAYGO)</td>
<td>X</td>
<td></td>
<td></td>
<td>July 2019</td>
</tr>
<tr>
<td>Water Quality - Reservoir</td>
<td><strong>Objective WQ7:</strong> Ensure long term sustainable health of Sweetwater Reservoir</td>
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<tr>
<td></td>
<td>001.01 Participate in a study with the San Diego County Water Authority and Member Agencies to determine potential treatment facility solids handling requirements stipulated in future NPDES permits</td>
<td>X</td>
<td></td>
<td></td>
<td>Dec. 2018</td>
</tr>
<tr>
<td></td>
<td>001.02 Depending on results from the 001.01 study, either extend waste washwater pipeline to the east, or install facility solids handling capabilities</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Dec. 2023</td>
</tr>
<tr>
<td></td>
<td>001.03 Remove accumulated sludge from Sweetwater Reservoir</td>
<td>X</td>
<td></td>
<td></td>
<td>TBD</td>
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</table>
## GOAL #2 System and Water Supply Reliability (SR)

*Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.*

<table>
<thead>
<tr>
<th>Department/Topic</th>
<th>Action Steps</th>
<th>Short Term (0‐2 Years)</th>
<th>Mid Term (2‐5 Years)</th>
<th>Long Term (+5 Years)</th>
<th>Completion (or Due) Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering/Distribution - Pipelines</td>
<td><strong>Objective SR1</strong>: Implement the current Water Distribution Master Plan to include: pipeline replacements; new pipelines for capacity, reliability and redundancy; additional water storage capacity in deficient zones; and additional pumping capacity for Hydropneumatic Zones (Source: 2015 Water Distribution Master Plan)</td>
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<tr>
<td></td>
<td>001.00 Complete replacement of identified portions of the 36-inch transmission main and secondary mains <em>(Bond funded)</em></td>
<td>X</td>
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<td></td>
<td>Dec. 2020</td>
</tr>
<tr>
<td></td>
<td>002.00 Prepare designs, environmental documents, Work Orders/advertisement for bids, and construct main replacements in accordance with the Board-approved Capital Budget <em>(See Capital Budget for list of approved projects)</em> <em>(PAYGO)</em></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>003.00 Prepare designs, environmental documents, Work Orders/advertisement for bids, and construct highest priority Master Plan pipelines in accordance with the Board-approved Capital Budget <em>(see Capital Budget for list of approved projects)</em> <em>(PAYGO)</em></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>004.00 Prepare design, environmental document, advertise for bids, and construct new Central-Wheeler Tank <em>(Bond funded)</em></td>
<td>X</td>
<td></td>
<td></td>
<td>Dec. 2020</td>
</tr>
<tr>
<td></td>
<td>005.00 Design, bid and construct additional pumps to meet fireflow requirements in accordance with the 2015 Water Distribution Master Plan, as needs dictate</td>
<td>X</td>
<td>X</td>
<td></td>
<td>June 2040</td>
</tr>
<tr>
<td></td>
<td>005.01 Design, bid, and construct pump station at O.D. Arnold Hydro No. 17</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
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</tbody>
</table>
### GOAL #2 System and Water Supply Reliability (SR)

*Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.*

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<th>Long Term (&gt;5 Years)</th>
<th>Completion (or Due) Date</th>
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</thead>
<tbody>
<tr>
<td>Engineering - Cathodic Protection</td>
<td><strong>Objective SR2</strong>: Minimize corrosion and extend service life by providing appropriate cathodic protection for metallic mains and steel storage tanks (Source 2015 Water Distribution Master Plan)</td>
<td></td>
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<tr>
<td></td>
<td>001.00 Complete inspections of Cherry Hills Tank and the following Hydropneumatic Tanks: O.D. Arnold, Robinhood, Sea View, Steeplechase A&amp;B</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td>002.00 Prepare Annual Cathodic Protection Survey to identify needed repairs and improvements</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>003.00 Complete the top three Cathodic Protection repairs/improvements based on the previous year's Annual Cathodic Protection Survey <em>(PAYGO)</em></td>
<td>X</td>
<td></td>
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<td>June 2019</td>
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<tr>
<td></td>
<td>004.00 Prepare a Steel Storage Tank Cathodic Protection Master Plan (see also AE2)</td>
<td>X</td>
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<td>June 2019</td>
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<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
<td>Short Term (0-2 Years)</td>
<td>Mid Term (2-5 Years)</td>
<td>Long Term (+5 Years)</td>
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<tr>
<td>Distribution - Preventive Maintenance Programs</td>
<td><strong>Objective SR3:</strong> Develop and implement specific infrastructure preventive maintenance programs that ensure all transmission and distribution system appurtenances are functional and effective.</td>
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<tr>
<td></td>
<td>001.00 Maintain approximately 283 valves 14-inch and larger annually to comply with the Valve Maintenance and Replacement Program, and provide progress reports to the Board semi-annually (Source: AWWA M44 Distribution Valves)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually (Feb./Mar.)</td>
</tr>
<tr>
<td></td>
<td>002.00 Maintain approximately 1,964 valves smaller than 14-inch annually to comply with the Valve Maintenance and Replacement Program, and provide progress reports to the Board semi-annually</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>003.00 Replace approximately 30 valves annually that meet the established replacement criteria identified in the Valve Maintenance and Replacement Program, and provide progress reports to the Board semi-annually</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
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<tr>
<td></td>
<td>004.00 Maintain approximately one third of the Authority's hydrants (approx. 862 hydrants) annually to comply with the Fire Hydrant Maintenance and Replacement Program, and provide progress reports to the Board semi-annually</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
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<tr>
<td></td>
<td>005.00 Replace hydrants that meet the established replacement criteria identified in the Fire Hydrant Maintenance and Replacement Program, and provide progress reports to the Board semi-annually</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
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<tr>
<td></td>
<td>006.00 Identify all transmission and distribution system air-valves (approx. 401) and develop a preventive maintenance program</td>
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<td>June 2019</td>
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<td></td>
<td>007.00 Identify all transmission and distribution system blow-offs (approx. 929) and develop a preventive maintenance program</td>
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<td>June 2019</td>
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<td></td>
<td>008.00 Identify all plastic service laterals within the transmission and distribution systems and develop a plastic lateral replacement program</td>
<td>X</td>
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<td>June 2019</td>
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<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
<td>Short Term (0-2 Years)</td>
<td>Mid Term (2-5 Years)</td>
<td>Long Term (+5 Years)</td>
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<tr>
<td><strong>GOAL #2 System and Water Supply Reliability (SR)</strong></td>
<td><em>Objective SR4:</em> Maintain and replace fleet vehicles and equipment in accordance with manufacturers’ recognized standards and practices, and the Authority’s Fleet Maintenance and Replacement Program. (Source: Vehicle and Equipment Manufacturers' service standards; Board-approved Vehicle Replacement Program)</td>
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<tr>
<td>Distribution - Fleet Management</td>
<td><strong>001.00</strong> Service and maintain approximately 114 vehicles annually</td>
<td>X</td>
<td>X</td>
<td>x</td>
<td>Annually</td>
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<tr>
<td></td>
<td><strong>002.00</strong> Evaluate individual vehicle and equipment costs annually, and identify minimum replacement schedules based on the following criteria (Age = 10 Years, Mileage = 100,000, and Repair Cost Ratio = 50 percent)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
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<tr>
<td></td>
<td><strong>003.00</strong> Replace Fuel Management System due to software obsolescence</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2018</td>
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<tr>
<td></td>
<td><strong>004.00</strong> Service and maintain approximately 60 pieces of small equipment in accordance with manufacturers’ recognized standards and practices</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td>Engineering - Dams</td>
<td><em>Objective SR5:</em> Address Division of Safety of Dams (DSOD) and maintenance requirements to accommodate Probable Maximum Flood (PMF) for Sweetwater Dam and stairs replacement at Loveland Dam (Source: Division of Safety of Dams and report titled, “Evaluation of Alternatives to Increase Spillway Capacity of Sweetwater Dam” GEI, July 2008)</td>
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<tr>
<td></td>
<td><strong>001.00</strong> Design, bid, and construct replacement stairs at Loveland Dam (Bond funded)</td>
<td></td>
<td>X</td>
<td></td>
<td>June 2021</td>
</tr>
<tr>
<td></td>
<td><strong>002.00</strong> Prepare design, environmental document, advertise for bids, and construct Sweetwater Dam PMF and South Spillway Improvements (Bond funded)</td>
<td></td>
<td>X</td>
<td></td>
<td>June 2020</td>
</tr>
</tbody>
</table>
## GOAL #2 System and Water Supply Reliability (SR)
*Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.*

<table>
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<tr>
<th>Department/Topic</th>
<th>Action Steps</th>
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<th>Mid Term (2–5 Years)</th>
<th>Long Term (+5 Years)</th>
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</thead>
<tbody>
<tr>
<td><strong>Engineering - Public Development</strong></td>
<td><strong>Objective SR6</strong>: Review plans submitted by Chula Vista, National City, and County of San Diego for street improvement projects to identify potential conflicts, then develop the most cost-effective facility modifications to avoid known or potential conflicts (Source: 1953 Agreement with City of Chula Vista; 1962 Agreement with County of SD; National City incorporated prior to Kimball Bros. Easement)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Semi-annually</td>
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<tr>
<td></td>
<td>001.00 Report the number of projects reviewed for each agency</td>
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<tr>
<td></td>
<td>002.00 Submit comments on plans received from CV, NC, or County, within 2 weeks of receipt and report semi-annually on success rate</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Semi-annually</td>
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<tr>
<td></td>
<td>003.00 Report on number of water facility projects installed within pavement cutting moratorium (goal is zero)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Semi-annually</td>
</tr>
<tr>
<td></td>
<td>004.00 Complete listing of proposed CIP projects, coordinate with CV, NC, and County by January, and resolve potential conflicts</td>
<td>X</td>
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<td>June 2019</td>
</tr>
<tr>
<td><strong>Engineering - Private Development</strong></td>
<td><strong>Objective SR7</strong>: Review proposed development plans and install necessary infrastructure to ensure the facilities meet the required demand, achieve code compliance, avoid cross-connections, and have minimal-to-zero financial impacts to the Authority’s ratepayers (Authority Policies and Rates and Rules)</td>
<td></td>
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<tr>
<td></td>
<td>001.00 Report on the number of submittals received and facilities installed</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>002.00 Issue Fees &amp; Deposit letters to developer within six weeks of approved developer plans and track achievement rate</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>003.00 Complete construction of required water facilities within eight weeks of receiving developer funds and track achievement rate</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
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<tr>
<td>Department/ Topic</td>
<td>Action Steps</td>
<td>IMPLEMENTATION</td>
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<td>Mid Term (2-5 Years)</td>
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<td><strong>GOAL #2 System and Water Supply Reliability (SR)</strong>&lt;br&gt;Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</td>
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<tr>
<td>Water Quality/ Engineering - Security/Safety</td>
<td><strong>Objective SR8</strong>: Provide adequate security to safeguard Authority property against theft, damage, illegal entry, vandalism, abuse, terrorism, and contamination; and to protect Authority personnel during the course of their duties (Source: Various projects as identified in Departmental Work Plans and annual budget)</td>
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<td>001.00 Expand master key control program by re-keying all facility doorlocks and assigning authorized levels of access</td>
<td>X</td>
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<td>June 2020</td>
</tr>
<tr>
<td>Water Quality/ Engineering - Infrastructure Maintenance</td>
<td><strong>Objective SR9</strong>: Cost-effectively maintain facilities and infrastructure to optimize their useful life and performance. (Source: Various projects as identified in Departmental Work Plans and annual budget)</td>
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<td></td>
<td>001.00 Replace motor control centers at five booster stations</td>
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<td>June 2019</td>
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<td></td>
<td>002.00 Repair access road and parking lots around various Authority facilities (varies annually; see Capital Investment Budget)</td>
<td>X</td>
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<td>June 2019</td>
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<tr>
<td></td>
<td>003.00 Dispose of sediment from the URDS Gum Tree forebay and pond, Alacena forebays and pond, and Hansen's pond (maintenance)</td>
<td>X</td>
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<td></td>
<td>June 2019</td>
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<tr>
<td></td>
<td>004.00 Replace suction valves and inefficient pumps and motors in the distribution system</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2021</td>
</tr>
<tr>
<td></td>
<td>005.00 Replace ferrous chloride bulk tanks at the Perdue Water Treatment Plant</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td>006.00 Relocate and upgrade the water capacity for the Otay Water District System interconnection located at Douglas Street, Chula Vista</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td>007.00 Replace the roof of the Control Building at the Bonita Valley Reservoir</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
<td>Short Term (0-2 Years)</td>
<td>Mid Term (2-5 Years)</td>
<td>Long Term (&gt;5 Years)</td>
<td>Completion (or Due) Date</td>
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<tr>
<td><strong>GOAL #2 System and Water Supply Reliability (SR)</strong>&lt;br&gt;<em>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</em></td>
<td><strong>Objective SR10:</strong> Maintain the Authority's easements throughout the service area to ensure access and minimize negative impacts to water system facilities.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annual</td>
</tr>
<tr>
<td>Engineering - Easements</td>
<td>001.00 Notify approximately 20 percent of property owners of existing easements</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>002.00 Review Multiple Listing Service (MLS) listings (real estate for sale) and notify all owners of existing encroachments during transition of property</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>003.00 Resolve two major easement encroachments per year</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annual</td>
</tr>
<tr>
<td>Management/Engineering - Water Supply/Sources</td>
<td><strong>Objective SR11:</strong> Explore options for new water sources including but not limited to: conservation, recycled water, stormwater retention, groundwater/desalination, and Urban Runoff Diversion Systems</td>
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<tr>
<td></td>
<td>001.00 For increased water supplies through conservation, see Goal #7 Environmental Stewardship, Objective ES2</td>
<td></td>
<td></td>
<td></td>
<td>See ES2</td>
</tr>
<tr>
<td></td>
<td>002.00 Implement the highest priority supplemental water supply option from the Water Resources Master Plan (see Goal #6 Administrative Effectiveness, Objective AE3 002.00)</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
## GOAL #3 Financial Viability (FV)

*Ensure long-term financial viability of the agency.*

<table>
<thead>
<tr>
<th>Department/Topic</th>
<th>Action Steps</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance - Budget</strong></td>
<td><strong>Objective FV1</strong>: Develop an annual budget that determines yearly expenditures, incorporates a five-year projection to track fiscal stability, and guides rate-setting decision-making</td>
<td><strong>Short Term (0-2 Years)</strong></td>
</tr>
<tr>
<td></td>
<td>001.00 Develop initial budget calendar and identify key budget issues for the upcoming fiscal year</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Develop department expense and capital budget detail for upcoming year</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>003.00 Review draft Budget, Five-year Projection, and Water Rates with the Board and public and incorporate comments.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>004.00 Adopt final budget and establish water rates based on current Board policy and legal requirements.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>005.00 Review Rates and Rules and the Financial Policies for any needed changes and present to the Board of Directors for approval</td>
<td>X</td>
</tr>
<tr>
<td><strong>General Manager - Gov't Affairs</strong></td>
<td><strong>Objective FV2</strong>: Identify and pursue grant funds for high priority projects and programs including, but not limited to, legislative advocacy, Integrated Regional Water Management, BuRec Title XVI, and Proposition 50</td>
<td></td>
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<tr>
<td></td>
<td>001.00 Management to work with federal lobbyist to develop annual legislative strategy</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Annually, provide local community governmental and non-governmental leaders with opportunities to educate, promote, and build relationships (tours, presentations, etc.)</td>
<td>X</td>
</tr>
</tbody>
</table>
## GOAL #3 Financial Viability (FV)
*Ensure long-term financial viability of the agency.*

<table>
<thead>
<tr>
<th>Department/Topic</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Finance - Meters</td>
<td><strong>Objective FV3</strong>: Conduct a program to replace water meters at the point a meter becomes operationally inefficient based on industry standards. <em>(Source: AWWA M6 Manual: Water Meters—Selection, Installation, Testing, and Maintenance)</em></td>
<td>Short Term (0-2 Years)</td>
</tr>
<tr>
<td></td>
<td>001.00 Replace meters that have reached or will reach operational inefficiency to focus on replacement of 15-years of age or older</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 - Develop a statistically valid meter testing program to evaluate cost-effectiveness of Authority’s current meter replacement criteria</td>
<td>X</td>
</tr>
<tr>
<td>Administration - Nonrevenue Water</td>
<td><strong>Objective FV4</strong>: Implement nonrevenue water program to maximize beneficial and authorized use of water and minimize wasteful and unauthorized loss <em>(Source: California Water Audits and Water Loss Control Reporting regulations)</em></td>
<td>Short Term (0-2 Years)</td>
</tr>
<tr>
<td></td>
<td>001.00 Conduct an annual &quot;Top Down&quot; water loss audit as identified in AWWA M36 and the associated AWWA Free Water Audit Software</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Implement recommendations of the Authority staff Nonrevenue Water Work Group and third party validator where feasible and cost effective and report on outcomes annually</td>
<td>X</td>
</tr>
<tr>
<td>Finance - Financial Stability</td>
<td><strong>Objective FV5</strong>: Conduct a study to develop options for leveraging Authority assets</td>
<td></td>
</tr>
</tbody>
</table>
## GOAL #4 Customer Service (CS)

*Provide high-quality customer service.*

### Objective CS1: Develop a customer outreach program that includes a multi-faceted approach to communications and customer outreach. Methods should include, but not be limited to, press releases, web-based communications, social media, community presentations, participating in community events, developing school programs, producing educational materials, and periodically surveying customer opinion

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Short Term (0-2 Years)</th>
<th>Mid Term (2-5 Years)</th>
<th>Long Term (+5 Years)</th>
<th>Completion (or Due) Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>001.00 Coordinate and participate in Board-approved community events, which may include a booth and water tanker; report post-event on number of promo items distributed</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td>002.00 Distribute Customer Newsletter &quot;On Tap&quot; (bill insert-distribution for approximately 33,000 accounts) quarterly. May also further Objective ES2</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Quarterly</td>
</tr>
<tr>
<td>003.00 Create alliances with school districts to develop educational opportunities that leverage existing programs</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td>004.00 Develop a five-year Strategic Communications Plan (see also AE2.005.00)</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td>005.00 Continue with website maintenance and e-notification and report on number of visitors monthly (via Management Dashboard); other pertinent stats will be provided semi-annually</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Monthly</td>
</tr>
<tr>
<td>006.00 Post and update the Authority’s Facebook and Twitter accounts, including use of videos, and report on stats semi-annually</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Semi-annually</td>
</tr>
<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
<td>Short Term (0-2 Years)</td>
<td>Mid Term (2-5 Years)</td>
<td>Long Term (+5 Years)</td>
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<tr>
<td>Administration - Smart Meters</td>
<td><strong>Objective CS2:</strong> Re-evaluate the potential to implement automated meter reading and new tools for customer access to water use data, considering advancements in technology and financial feasibility</td>
<td></td>
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<tr>
<td></td>
<td>001.00 Staff to attend technical workshops as they arise in order to develop an understanding of the current state of AMR and AMI technology</td>
<td>X</td>
<td></td>
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<tr>
<td></td>
<td>002.00 Staff to evaluate AMI or AMR projects implemented at water agencies similar in size to the Authority</td>
<td>X</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>003.00 Present recommendations to the Governing Board on conducting a pilot project or implementing AMI/AMI</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration - Developer Customers</td>
<td><strong>Objective CS3:</strong> Explore and implement process improvements to better serve developer customers</td>
<td></td>
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<tr>
<td></td>
<td>001.00 Develop a cost analysis of providing payment plans to developers</td>
<td>X</td>
<td></td>
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<tr>
<td></td>
<td>002.00 Facilitate workshops with each of the three land use agencies (City of Chula Vista, City of National City, and the County of San Diego) to explore ways to improve coordination of development</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Overview

**GOAL #5 Staff Development (SD)**

*Develop a highly-skilled, adaptable workforce and a safe, properly-equipped and effective work environment.*

<table>
<thead>
<tr>
<th>Department/Topic</th>
<th>Action Steps</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Services - Certifications</td>
<td><strong>Objective SD1:</strong> Achieve professional and regulatory certifications as required by job classifications to perform assigned duties (Source: OSHA, Division of Drinking Water, DMV, and others depending on certification)</td>
<td>Short Term (0-2 Years)</td>
</tr>
<tr>
<td></td>
<td>001.00 Report to Board the number of professional certifications held by staff, and compliance with certification requirements</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Provide appropriate continuing education opportunities to maintain certifications and meet safety training requirements. Report to the Board the number of employee sessions and training hours</td>
<td>X</td>
</tr>
<tr>
<td>Administrative Services - Workforce Development</td>
<td><strong>Objective SD2:</strong> Implement a Leadership Development Program that engages eligible staff in Authority’s needs for leadership capacity</td>
<td></td>
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<tr>
<td></td>
<td>001.00 Ensure all new employees are provided with DISC training and provide opportunities for refresher training to existing employees</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Provide all managers and supervisors with Effective Manager Tools training, and provide Authority staff leaders with management and executive leader training opportunities</td>
<td>X</td>
</tr>
<tr>
<td>Administrative Services - Performance</td>
<td><strong>Objective SD3:</strong> Implement an employee performance monitoring and reporting program to: ensure individual employee work goals are aligned with the organization’s strategic goals and work plan; provide performance feedback to employees; correct deficiencies in performance; and promote career development (Source: Memoranda of Understanding between Authority and Labor Groups)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>001.00 Develop performance goals and conduct a performance review for each employee on an annual basis; report to Board on success rate as defined by number of reviews due/processed</td>
<td>X</td>
</tr>
<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
<td>Short Term (0-2 Years)</td>
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<tr>
<td><strong>GOAL #5 Staff Development (SD)</strong></td>
<td><strong>Objective SD4:</strong> Identify and implement expanded risk management and safety protocols to reduce experience modification and incident rates at or below industry standards (Source: Joint Powers Insurance Agency; OSHA)</td>
<td>X</td>
</tr>
<tr>
<td>Administrative Services - Risk Management</td>
<td>001.00 Evaluate training needs and develop a schedule to address identified needs</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Report on the accident/injury rate quarterly (as measured by incidents reported to the Safety Committee)</td>
<td>X</td>
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<tr>
<td></td>
<td>003.00 Report annually on the selected ACWA-JPIA Commitment to Excellence program Best Management Practices</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>004.00 Implement Safety Incentive Program, with a benchmark goal of 90 percent of eligible employees annually qualifying for award. May also further Objective SD7</td>
<td>X</td>
</tr>
<tr>
<td>All - Safety</td>
<td><strong>Objective SD5:</strong> Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA; Cal-OSHA)</td>
<td></td>
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<tr>
<td></td>
<td>001.00 Perform or validate a minimum of four job hazard analysis annually to determine if hazards are present, or are likely to be present, which necessitate the use of personal protective equipment (PPE) and/or engineering or administrative controls</td>
<td>X</td>
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<tr>
<td></td>
<td>002.00 Replace outdated laboratory instruments</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>003.00 Install permanent shop and storage area at the Desal Facility to allow maintenance staff to store tools, equipment, and spare parts (PAYGO)</td>
<td>X</td>
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<tr>
<td></td>
<td>004.00 Purchase a heavy equipment trailer for the transportation of construction equipment (PAYGO)</td>
<td>X</td>
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<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
<td>Short Term (0-2 Years)</td>
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</tbody>
</table>
| GOAL #5 Staff Development (SD) | **Objective SD6:** Cultivate employee performance and boost employee loyalty, morale, and productivity by implementing an employee recognition and wellness program.  
001.00 Hold an Employee Recognition Event to recognize safety, health, and wellness teamwork and achievements | X |  |  | Nov. 2019 |
<p>| Management/ Administrative Services - Employee Recognition | 002.00 Host an on-boarding lunch for all new employees within one-year of employment to enhance the new employee experience and to further strengthen the employees’ understanding of their role in the organization and how it relates to the mission of the Authority | X | X | X | Annually |</p>
<table>
<thead>
<tr>
<th>Department/Topic</th>
<th>Action Steps</th>
<th>Short Term (0-2 years)</th>
<th>Mid Term (2-5 years)</th>
<th>Long Term (+5 years)</th>
<th>Completion (or Due) Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Services - Emergency Preparedness</td>
<td><strong>Objective AE1</strong>: Maintain a ready state of Emergency preparedness, response, and recovery, capable of effectively responding to emergencies as they arise (Source: Public Health Security and Bioterrorism and Response Act)</td>
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<tr>
<td></td>
<td>001.00 Annually develop an emergency preparedness/response/recovery exercise schedule, and report activities semi-annually to the Board</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td>002.00 Perform a comprehensive review and overhaul of the Emergency Response and Recovery Plan</td>
<td>X</td>
<td></td>
<td></td>
<td>Dec. 2019</td>
</tr>
<tr>
<td></td>
<td>003.00 Review and update hazardous materials emergency response plans, Dam Emergency Action Plans, and other interagency emergency response and recovery plans</td>
<td>X</td>
<td></td>
<td></td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>004.01 Add a fire suppression system at the Admin server room (Year 2 of 3)</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td>004.02 Install space optimization at Operations server room (Year 3 of 3)</td>
<td></td>
<td>X</td>
<td></td>
<td>June 2020</td>
</tr>
<tr>
<td></td>
<td>004.03 Addition of storage area network at Desal Facility server room to allow for faster Disaster Recovery</td>
<td>X</td>
<td></td>
<td></td>
<td>Dec. 2018</td>
</tr>
<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
<td>IMPLEMENTATION</td>
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<td>Short Term</td>
<td>Mid Term</td>
<td>Long Term (5+ Years)</td>
<td>Completion (or Due) Date</td>
</tr>
<tr>
<td>All - Master Planning</td>
<td><strong>Objective AE2</strong>: Conduct master planning of major infrastructure (including Information Systems) to promote innovation, ensure sustainability, and reliably and effectively plan and allocate Authority resources.</td>
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<tr>
<td></td>
<td>001.00 Update the Water Distribution System Master Plan, to include evaluation of standards applied in asset management</td>
<td>X</td>
<td>X</td>
<td></td>
<td>June 2021 and every five years thereafter</td>
</tr>
<tr>
<td></td>
<td>002.00 Update the Water Resources Master Plan</td>
<td>X</td>
<td>X</td>
<td></td>
<td>June 2020 and every five years thereafter</td>
</tr>
<tr>
<td></td>
<td>003.00 Update the Urban Water Management Plan</td>
<td>X</td>
<td>X</td>
<td></td>
<td>July 2021 and every five years thereafter</td>
</tr>
<tr>
<td></td>
<td>004.00 Update the Information Systems Master Plan</td>
<td>X</td>
<td></td>
<td></td>
<td>Feb. 2019</td>
</tr>
<tr>
<td></td>
<td>005.00 Update the Strategic Communications Plan (see also CS1.004.00)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>June 2019 and every five years thereafter</td>
</tr>
<tr>
<td></td>
<td>006.00 Update Authority Strategic Plan to include public, employee and Board input</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>June 2022 and every five years thereafter</td>
</tr>
<tr>
<td></td>
<td>007.00 Prepare a Steel Storage Tank Cathodic Protection Master Plan (see also SR2)</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
<tr>
<td>Department/Topic</td>
<td>Action Steps</td>
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<tr>
<td>Administrative Services - Water Efficiency</td>
<td><strong>Objective ES1</strong>: Revise and implement the water use efficiency plan to meet or exceed forthcoming revisions from the State for goals/reporting requirements (Source SBx7-7; State Water Resources Control Board Regulations)</td>
<td>X</td>
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<tr>
<td></td>
<td>001.00 Implement Demand Management Measures to meet or exceed water efficiency goals listed in the 2015 Urban Water Management Plan (UWMP)</td>
<td>X</td>
<td>X</td>
<td></td>
<td>June each year through 2035</td>
</tr>
<tr>
<td></td>
<td>002.00 Meet 2020 water use target of 115 GPCD</td>
<td>X</td>
<td></td>
<td></td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>003.00 Incorporate State-adopted water efficiency targets into water use efficiency plans</td>
<td>X</td>
<td></td>
<td></td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>004.00 Incorporate State-adopted shortage contingency requirements into the Drought Response and Recovery plan</td>
<td></td>
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<td>2021</td>
</tr>
</tbody>
</table>

**GOAL #7 Environmental Stewardship (ES)**

*Provide core services while maintaining a balanced approach to human and environmental needs.*
## GOAL #7 Environmental Stewardship (ES)

*Provide core services while maintaining a balanced approach to human and environmental needs.*

### Objective ES2: Increase conserved water supplies through water efficiency education and assistance programs and outreach efforts, strategic partnerships with public and private agencies, and developing effective rate setting strategies (Source: State Water Resources Control Board Regulations)

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Short Term (0-2 years)</th>
<th>Mid Term (2-5 years)</th>
<th>Long Term (&gt;5 Years)</th>
<th>Completion (or Due) Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>001.00 Use a mix of outreach methods to raise customer awareness such as: &quot;On Tap&quot; customer newsletter, special bill inserts, advertising, Speakers' Bureau, and social media; report on outreach methods quarterly</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td>002.00 Host and/or partner to provide a minimum of four customer education events per year on water efficiency topics</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td>003.00 Report quarterly on the number of regional conservation rebates issued and participants in the Sustainable Landscapes Program (SLP) through the San Diego County Water Authority</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Quarterly</td>
</tr>
<tr>
<td>004.00 Implement an Authority conservation rebate program, and report quarterly on the number of applications received, devices rebated, and proposed program adjustments</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Quarterly</td>
</tr>
<tr>
<td>005.00 Annually provide a minimum of 20 customers with water efficiency audits</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td>006.00 Develop and administer a targeted water efficiency call-to action campaign during the annual EPA-sponsored Fix a Leak Week</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually each spring</td>
</tr>
<tr>
<td>008.00 Expand the Water Efficiency and Education Grant Program and invite applications for a local water conservation demonstration garden</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
</tbody>
</table>

### Objective ES3: Perform a systematic audit of the energy usage at Authority facilities and pursue energy saving measures.

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Short Term (0-2 years)</th>
<th>Mid Term (2-5 years)</th>
<th>Long Term (&gt;5 Years)</th>
<th>Completion (or Due) Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>001.00 Audit energy usage at each facility against annual usage goals</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>June each year through 2035</td>
</tr>
<tr>
<td>002.00 Install at photovoltaic (i.e. solar) system at Loveland Lake</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2019</td>
</tr>
</tbody>
</table>
# GOAL #7 Environmental Stewardship (ES)

*Provide core services while maintaining a balanced approach to human and environmental needs.*

<table>
<thead>
<tr>
<th>Department/Topic</th>
<th>Action Steps</th>
<th>Short Term (0-2 years)</th>
<th>Mid Term (2-5 years)</th>
<th>Long Term (+5 Years)</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Distribution - Air Quality</strong></td>
<td><strong>Objective ES4:</strong> Comply with Heavy Equipment Replacement policies from the regulatory agencies (EPA Emissions Standards; CalEPA Air Resources Board Diesel Truck Regulations)</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2025</td>
</tr>
<tr>
<td></td>
<td>001.00 Replace eight pieces of heavy equipment beginning in FY 2012-2013 and ending in FY 2024-2025 to meet requirements of CARB (Approximately one replacement every other year)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>June 2025</td>
</tr>
<tr>
<td></td>
<td>002.00 Replace equipment beginning in FY 2018-2019 and ending in FY 2024-2025 to meet requirements of the Air Pollution Control District (Approximately one replacement every other year)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>June 2025</td>
</tr>
<tr>
<td><strong>Water Quality - Habitat Management Program</strong></td>
<td><strong>Objective ES5:</strong> Continue to implement the Sweetwater Reservoir Habitat Management Plan (HMP), applying adaptive management recommendations and improvements of the Conceptual Plan for the Wetlands Habitat Recovery Project (HRP) and pursue other strategies to aid in the long-term management of the area (Source: Authority Habitat Management Plan and Wetland Habitat Recovery Plan)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>001.00 Complete Habitat Recovery Project</td>
<td>X</td>
<td></td>
<td></td>
<td>July 2025</td>
</tr>
<tr>
<td></td>
<td>001.01 Re-design HRP (Integrated Regional Water Management [IRWM] Grant)</td>
<td>X</td>
<td></td>
<td></td>
<td>June 2018</td>
</tr>
<tr>
<td></td>
<td>001.02 Additional HRP Environmental Review and Permitting (IRWM Grant)</td>
<td></td>
<td>X</td>
<td></td>
<td>March 2019</td>
</tr>
<tr>
<td></td>
<td>001.03 HRP Implementation (IRWM Grant)</td>
<td></td>
<td></td>
<td>X</td>
<td>July 2020</td>
</tr>
<tr>
<td></td>
<td>001.04 HRP Maintenance and Monitoring (IRWM Grant)</td>
<td></td>
<td></td>
<td>X</td>
<td>Aug 2022</td>
</tr>
<tr>
<td></td>
<td>002.00 Prepare annual species monitoring report as required by permitting agencies</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>003.00 Assess potential opportunities for developing mitigation banks or other funding partnerships within the HMP. This assessment could include exploring the potential for mitigation banks on other Authority, non-HMP lands</td>
<td>X</td>
<td>X</td>
<td></td>
<td>December 2019</td>
</tr>
</tbody>
</table>
# GOAL #7 Environmental Stewardship (ES)
*Provide core services while maintaining a balanced approach to human and environmental needs.*

<table>
<thead>
<tr>
<th>Department/Topic</th>
<th>Action Steps</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineering - Groundwater Management</strong></td>
<td><strong>Objective ES6</strong>: Complete studies related to Groundwater Management, to include a Sustainable Groundwater Management Plan in coordination with City of San Diego (Source: Settlement Agreement between Authority and City of San Diego; Sustainable Groundwater Management Act)</td>
<td>Short Term (0-2 years)</td>
</tr>
<tr>
<td></td>
<td>001.00 Conduct groundwater studies by the U.S. Geological Survey to further understand the San Diego Formation and support development of the GSP</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Prepare Groundwater Sustainability Plan (GSP)</td>
<td>X</td>
</tr>
<tr>
<td><strong>Water Quality/Engineering - Operational Regulatory Requirements</strong></td>
<td><strong>Objective ES7</strong>: Develop and Implement Comprehensive Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulating Agencies</td>
<td>Short Term (0-2 years)</td>
</tr>
<tr>
<td></td>
<td>001.00 Prepare Operations and Maintenance Plan</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Environmental Review and Permitting</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>003.00 Implement Plan according to permit requirements</td>
<td>X</td>
</tr>
<tr>
<td><strong>Administrative Services - Sustainability</strong></td>
<td><strong>Objective ES8</strong>: Implement the Sustainability Action Plan (Source: Authority Sustainability Action Plan)</td>
<td>Short Term (0-2 years)</td>
</tr>
<tr>
<td></td>
<td>001.00 Engage Green Team to implement a minimum of five SAP initiatives annually</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>002.00 Continue to monitor waste streams to ensure recyclable and reusable resources are diverted to appropriate facilities and report quarterly on the quantity of generated waste</td>
<td>X</td>
</tr>
</tbody>
</table>
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK & TYPE CONSULTANT NAME**]

This Agreement is made and entered into this _____ day of _______________ 20__ by and between SWEETWATER AUTHORITY (hereinafter referred to as the "Authority"), a joint powers agency operating under the Irrigation District Law, Water Code § 20500 et seq., and [**CLICK & TYPE CONSULTANT NAME**] (hereinafter referred to as "Consultant").

RECITALS

I. The Authority is a public agency of the State of California and is in need of professional services for the following project: [**CLICK & TYPE PROJECT NAME**] (hereinafter referred to as "the Project").

II. The Consultant is duly licensed and has the necessary qualifications to provide such services.

III. The parties desire by this Agreement to establish the terms for the Authority to retain the Consultant to provide the services described herein.

AGREEMENT

NOW, THEREFORE, IT IS AGREED AS FOLLOWS:

A. Services

The Consultant shall provide the Authority with the services described in the Scope of Services attached hereto as Exhibit "A."

B. Compensation

1. Subject to paragraph B.2 below, the Authority shall pay for such services in accordance with the Schedule of Charges set forth in Exhibit "B."

2. The Consultant will perform services on a time and material basis. In no event shall the total amount paid for services rendered by the Consultant pursuant to Exhibit "A" exceed the sum of $[**CLICK & TYPE AMOUNT**]. Periodic payments shall be made within thirty (30) days of receipt of a statement for services rendered. Payments to the Consultant for work performed will be made on a monthly billing basis.

C. Additional Work

If changes in the work seem merited by the Consultant or the Authority, and informal consultations with the other party indicate that a change is warranted, it shall be processed by the Authority in the following manner: a letter outlining the changes shall be forwarded to the Authority by the Consultant with a statement of estimated changes in fee or time schedule. An amendment to the Agreement shall be prepared by the Authority and executed by both parties before performance of such services or the Authority will not be required to pay for the changes in the scope of work. Such amendment shall not render ineffective or invalidate unaffected portions of this Agreement.

26529.00008/30578396.1
D. **Maintenance of Records**

Books, documents, papers, accounting records, and other evidence pertaining to costs incurred shall be maintained by the Consultant and made available at all reasonable times during the Agreement period and for four (4) years from the date of final payment under the Agreement for inspection by the Authority.

E. **Time of Performance**

The Consultant shall perform its services hereunder in a prompt and timely manner, in accordance with the Activity Schedule shown in Exhibit "C," and shall commence performance upon receipt of the written Notice to Proceed from the Authority. The Notice to Proceed shall set forth the date of commencement of work.

F. **Delays of Performance**

Neither the Authority nor the Consultant shall be considered in default of this Agreement for delays in performance caused by circumstances beyond the reasonable control of the non-performing party. For purposes of this Agreement, such circumstances include, but are not limited to, abnormal weather conditions, floods, earthquakes, fire, epidemics, war, riots, and other civil disturbances; strikes, lockouts, work slowdowns, and other labor disturbances, sabotage, or judicial restraint.

Should such circumstances occur, the non-performing party shall, within a reasonable time of being prevented from performing, give written notice to the other party describing the circumstances preventing continued performance and the efforts being made to resume performance of this Agreement.

G. **Compliance with Law/California Labor Code Requirements**

1. The Consultant shall comply with all applicable laws, ordinances, codes, and regulations of the federal, state, and local government.

2. The Consultant shall assist the Authority in obtaining and maintaining all permits required by federal, state, and local regulatory agencies.

3. The Consultant is responsible for all costs of clean up and/or removal of hazardous and toxic substances spilled as a result of its services or operations performed under this Agreement.

4. Consultant is aware of the requirements of California Labor Code Sections 1720 et seq and 1770 et seq., which require the payment of prevailing wage rates and the performance of other requirements on certain “public works” and “maintenance” projects. If the services are being performed as part of an applicable “public works” or “maintenance” project, as defined by the Prevailing Wage Laws, and if the total compensation is $1,000 or more, Consultant agrees to fully comply with such Prevailing Wage Laws, if applicable. Consultant shall defend, indemnify and hold the Authority, its elected officials, officers, employees and agents free and harmless from
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

any claims, liabilities, costs, penalties or interest arising out of any failure or alleged failure to comply with the Prevailing Wage Laws. It shall be mandatory upon the Consultant and all subconsultants to comply with all California Labor Code provisions, which include but are not limited to prevailing wages, employment of apprentices, hours of labor and debarment of contractors and subcontractors.

5. If the services are being performed as part of an applicable “public works” or “maintenance” project, in addition to the foregoing, then pursuant to Labor Code sections 1725.5 and 1771.1, the Consultant and all subconsultants must be registered with the Department of Industrial Relations (“DIR”). Consultant shall maintain registration for the duration of the Project and require the same of any subconsultants. This Project may also be subject to compliance monitoring and enforcement by the DIR. It shall be the Consultant’s sole responsibility to comply with all applicable registration and labor compliance requirements, including the submission of payroll records directly to the DIR.

H. Standard of Care

Consultant’s services will be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of the profession currently practicing under similar conditions.

I. Assignment and Subconsultant

The Consultant shall not assign, sublet, or transfer this Agreement or any rights under or interest in this Agreement without the written consent of the Authority, which may be withheld for any reason. Nothing contained herein shall prevent Consultant from employing independent associates, and subconsultants as Consultant may deem appropriate to assist in the performance of services hereunder.

J. Conflicts of Interest

Identify all existing and past financial relationships (including consulting agreements) between [**CLICK & TYPE CONSULTANT NAME**] and members of the Authority's Governing Board, and entities for which said members are employed, or have an interest, both past and present.

K. Independent Consultant

The Consultant is retained as an independent Consultant and is not an employee of Authority. No employee or agent of Consultant shall become an employee of the Authority. The work to be performed shall be in accordance with the work described in Exhibit "A," subject to such directions and amendments from the Authority as herein provided.

L. Integration

This Agreement represents the entire understanding of the Authority and the Consultant as to those matters contained herein, and supersedes and cancels any prior oral or written understanding, promises, or representations with respect to those matters covered hereunder.
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

This Agreement may not be modified or altered except in writing, signed by both parties hereto. This is an integrated Agreement.

M. Insurance

[**SWA RISK MANAGER TO REVIEW INSURANCE LIMITS PROJECT BY PROJECT BASIS**]
[**ESPECIALLY THE REQUIREMENT THROUGHOUT TO MAINTAIN THE INSURANCE FOR “24 months following the effective date of the project completion”**]

1. Commercial General Liability and Automobile Liability Insurance - The Consultant shall provide and maintain the following commercial general liability and automobile liability insurance during the performance of all work under this Agreement, and for a minimum of twenty-four (24) months following the date of the Project completion and acceptance by the Authority, in amounts not less than specified herein, Commercial General Liability Insurance, in a form and with insurance companies acceptable to the Authority:

   a) Coverage - Coverage for commercial general liability and automobile liability insurance shall be at least as broad as the following:

   1) Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 0001)

   2) Insurance Services Office (ISO) Business Auto Coverage (Form CA 0001), covering Symbol 1 (any auto)

   3) Insurance Service Office (ISO) Excess Liability (if necessary)

   b) Required Provisions - The general liability, auto liability and excess liability policies are to contain, or be endorsed to contain, the following provisions:

   1) The Authority its Board and each member of the Board, its officers, employees, agents, and the Authority’s designated volunteers are to be given insured status at least as broad as ISO endorsement CG 2010 11 85; or both CG 20 10 01 01 and CG 20 37 04 13 (or the CG 20 10 04 13 (or earlier edition date) specifically naming all of the Authority’s parties required in this agreement, or using language that states “as required by contract”).

   2) All Sub-consultants hired by Consultant must also have the same forms or coverage at least as broad; as respects (via CG 20 38 04 13): liability arising out of activities performed by or on behalf of the Consultant; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; and automobiles owned, leased, hired or borrowed by the Consultant. The coverage shall contain no special limitations on the scope of protection afforded to the Authority its Board and each member of the Board, its officers, employees, agents, and the Authority’s designated volunteers

   3) It is understood and agreed to by the parties hereto and the insurance company(s), that the Certificate(s) of Insurance and policies shall so covenant
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

and shall be construed as primary, and the Authority insurance and/or
deductibles and/or self-insured retentions or self-insured programs shall not be
construed as contributory using the ISO endorsement CG 20 01 04 13 or
coverage at least as broad.

4) Any failure to comply with reporting or other provisions of the policies including
breaches of warranties shall not affect coverage provided to the Authority its
Board and each member of the Board, its officers, employees, agents, and the
Authority's designated volunteers.

5) The Consultant's insurance shall apply separately to each insured against
whom claim is made or suit is brought, except with respect to the limits of the
insurer's liability.

6) Policy limits shall not be less than the minimum limits described below. The
limits of insurance required by this Contract may be satisfied by a combination
of primary, and umbrella or excess insurance. Each umbrella or excess policy
shall follow the same provisions as the primary policy.

7) Each insurance policy required above shall provide that coverage shall not be
canceled, except with notice to the Authority.

8) Such liability insurance shall indemnify the Consultant and his/her sub-
consultants against loss from liability imposed by law upon, or assumed under
contract by, the Consultant or his/her sub-consultants for damages on account
of such bodily injury (including death), property damage, personal injury,
completed operations, and products liability.

9) The general liability policy shall cover bodily injury and property damage
liability, owned and non-owned equipment, blanket contractual liability,
completed operations liability, explosion, collapse, underground excavation,
and removal of lateral support.

10) The automobile liability policy shall cover all owned, non-owned, and hired
automobiles.

11) All of the insurance shall be provided on policy forms and through companies
satisfactory to the Authority.

2. Workers' Compensation and Employer's Liability Insurance – By his/her signature
hereunder, Consultant certifies that he/she is aware of the provisions of Section 3700
of the California Labor Code which require every employer to be insured against
liability for workers' compensation or to undertake self-insurance in accordance with
the provisions of that code, and he/she will comply with such provisions before
commencing the performance of the work of this agreement.

a) Coverage and Required Provisions - Coverage for Workers' Compensation and
Employer's Liability Insurance shall be at least as broad and/or be endorsed to
include the following:
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

1) The Consultant shall provide, during the life of this Agreement, and for a minimum of twenty-four (24) months following the date of the Project completion, workers' compensation insurance for all of the employees engaged in work under this Agreement, on or at the Project site, and, in case any of the sublet work, the Consultant shall require each sub-consultant similarly to provide workers' compensation insurance for all the latter's employees as prescribed by State law. Any class of employee or employees not covered by a sub-consultant's insurance shall be covered by the Consultant's insurance.

2) In case any class of employees engaged in work under this Agreement, on or at the Project site, is not protected under the Workers' Compensation Statutes, the Consultant shall provide or shall cause a sub-consultant to provide, adequate insurance coverage for the protection of such employees not otherwise protected.

3) The Consultant is required to secure payment of compensation to his employees in accordance with the provisions of Section 3700 of the Labor Code. The Consultant shall file with the Authority certificates of its insurance protecting workers and shall provide certificates at any time upon request. Company or companies providing insurance coverage shall be acceptable to the Authority, if in the form and coverage as set forth in the Contract Documents.

4) Consultant shall assume the immediate defense of and indemnify and save harmless the Authority, the Board, and each member of the Board, its officers, employees, agents, and consultants from all claims, loss, damage, injury, and liability of every kind, nature, and description brought by any person employed or used by Consultant, or any sub-consultant, to perform the work under this Agreement regardless of responsibility or negligence. Consultant hereby agrees to waive rights of subrogation which any insurer of Consultant may acquire from Consultant by virtue of the payment of any loss. Consultant agrees to obtain any endorsement that may be necessary to effect this waiver of subrogation. The Workers' Compensation Policy shall be endorsed with a waiver of subrogation in the favor of the Authority for all work performed by the Consultant, its employees, agents and sub-consultants.

3. Professional Liability (Errors and Omissions) - Consultant will file with the Authority, before beginning professional services, a certificate of insurance satisfactory to the Authority evidencing professional liability coverage.

a) Consultant shall maintain such coverage continuously for a period of at least five (5) years after the completion of contracted work.

b) The retroactive date (if any) is to be no later than the effective date of this agreement. Consultant shall purchase a five-year extended reporting period i) if the retroactive date is advanced past the effective date of this Agreement; ii) if the policy is canceled or not renewed; or iii) if the policy is replaced by another claims-
made policy with a retroactive date subsequent to the effective date of this Agreement.

4. **Deductibles and Self-Insured Retentions** - Insurance deductibles or self-insured retentions must be declared by the Consultant, and such deductibles and retentions shall have the prior written consent from the Authority.

   a) At the election of the Authority, the Consultant shall either 1) reduce or eliminate such deductibles or self-insured retentions, or 2) procure a bond which guarantees payment of losses and related investigations, claims administration, and defense costs and expenses.

   b) Policies containing any self-insured retention (SIR) provision shall provide or be endorsed to provide that the SIR may be satisfied by either the named or additional insureds, co-insurers, and/or insureds other than the First Named Insured.

5. **Minimum Policy Limits Required** - The Consultant shall maintain limits no less than the following:

   a) General Liability - Two million dollars ($2,000,000) per occurrence / Four million dollars ($4,000,000) aggregate or the full per occurrence limits of the policies available, whichever is greater for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit or products-completed operations aggregate limit is used, either the general aggregate limit shall apply separately to the project/location (with the ISO CG 2503, or ISO CG 2504, or insurer's equivalent endorsement provided to the Authority) or the general aggregate limit and products-completed operations aggregate limit shall be twice the required occurrence limit.

   b) Automobile Liability - One million dollars ($1,000,000) for bodily injury and property damage each accident limit.

   c) Excess Liability (if necessary) - The limits of Insurance required in this agreement may be satisfied by a combination of primary and umbrella or excess Insurance. Any umbrella or excess Insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and non-contributory basis for the benefit of the Authority (if agreed to in a written contract or agreement) before the Authority’s own primary or self Insurance shall be called upon to protect it as a named insured.

   d) Workers Compensation and Employers Liability - One million dollars ($1,000,000) per occurrence.

   e) Professional Liability - One million dollars ($1,000,000) per claim and $2,000,000 annual aggregate.

6. **Acceptability of Insurers** - Any insurance carrier providing insurance coverage required by the Contract Documents shall be admitted to and authorized to do business in the State of California and maintain an agent for process within the state, unless waived,
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

in writing, by the Authority Risk Manager. Carrier(s) shall have an A.M. Best rating of not less than an A-: VII or better.

7. Evidence Required - Prior to execution of the agreement, the Consultant shall file with the Authority a certificate of insurance (Acord Form 25 or equivalent) signed by the insurer’s representative evidencing the coverage required by this agreement.

a) Such evidence shall also include the following:

1) Attached additional insured endorsements with primary & non-contributory wording for each policy

2) Workers’ Compensation waiver of subrogation

3) A copy of the Commercial General Liability declarations or endorsement page listing all policy endorsements, and confirmation that coverage includes or has been modified to include Required Provisions above. The Authority reserves the right to obtain complete, certified copies of all required insurance policies, at any time.

8. Continuation of Coverage - The Consultant shall, upon demand of the Authority deliver evidence of coverage showing continuation of coverage for not less than (5) years following the termination or completion of this Agreement. Consultant further waives all rights of subrogation under this agreement. When any of the required coverages expire during the term of this agreement, the Consultant shall deliver the renewal certificate(s) including the general liability additional insured endorsement and evidence of waiver of rights of subrogation against the Authority to the Authority at least ten (10) days prior to the expiration date. Failure to continually satisfy the Insurance requirements is a material breach of contract.

9. Sub-Consultants - In the event that the Consultant employs other consultants (sub-consultants) as part of the work covered by this agreement, it shall be the Consultant’s responsibility to require and confirm that each sub-consultant meets the minimum insurance requirements specified above. The Consultant shall, upon demand of the Authority, deliver to the Authority copies such policy or policies of insurance and the receipts for payment of premiums thereon.

10. The Authority reserves the right to modify these insurance requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage or other circumstances.

N. Indemnification

1. To the fullest extent permitted by law, Consultant shall defend (with counsel of the Authority’s choosing), indemnify and hold the Authority, its officials, officers, employees, volunteers, and agents free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, in any manner arising out of, pertaining to, or incident to any acts, errors or omissions, or willful
misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant’s Services, the Project or this Agreement, including without limitation the payment of all damages, expert witness fees and attorneys’ fees and other related costs and expenses. Consultant’s obligation to indemnify shall not be restricted to insurance proceeds, if any, received by Consultant, the Authority, its officials, officers, employees, agents, or volunteers.

2. To the extent required by Civil Code section 2782.8, which is fully incorporated herein, Consultant’s obligations under the above indemnity shall be limited to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant, but shall not otherwise be reduced. If Consultant’s obligations to defend, indemnify, and/or hold harmless arise out of Consultant’s performance as a “design professional” (as that term is defined under Civil Code section 2782.8), then upon Consultant obtaining a final adjudication that liability under a claim is caused by the comparative active negligence or willful misconduct of the Authority, Consultant’s obligations shall be reduced in proportion to the established comparative liability of the Authority and shall not exceed the Consultant’s proportionate percentage of fault.

O. Laws, Venue, and Attorneys’ Fees

This Agreement shall be interpreted in accordance with the laws of the State of California. If any action is brought to interpret or enforce any term of this Agreement, the action shall be brought in a state or federal court situated in the County of San Diego, State of California. In the event of any such litigation between the parties, the prevailing party shall be entitled to recover all reasonable costs incurred, including reasonable attorney’s fees, as determined by the court.

P. Termination or Abandonment

1. The Authority has the right to terminate or abandon any portion or all of the work under this Agreement by giving ten (10) calendar days written notice to the Consultant. In such event, the Authority shall be immediately given title and possession to all original field notes, drawings and specifications, written reports, and other documents produced or developed for that portion of the work completed, and/or being abandoned. The Authority shall pay the Consultant the reasonable value of services rendered for any portion of the work completed prior to termination. If said termination occurs prior to completion of any task for the Project for which a payment request has not been received, the charge for services performed during such task shall be the reasonable value of such services, based on an amount mutually agreed to by the Authority and the Consultant of the portion of such task completed but not paid prior to said termination. The Authority shall not be liable for any costs other than the charges or portions thereof, which are specified herein. The Consultant shall not be entitled to payment for unperformed services, and shall not be entitled to damages or compensation for termination of work.

2. The Consultant may terminate its obligation to provide further services under this Agreement upon thirty (30) calendar days’ written notice to the Authority only in the
event of substantial failure by Authority to perform in accordance with the terms of this Agreement through no fault of the Consultant.

Q. Organization

The Consultant shall assign ______________________ as the Project Manager. The Project Manager shall not be removed from the Project or reassigned without the prior written consent of the Authority.

R. Notice

Any notice or instrument required to be given or delivered by this Agreement may be given or delivered by depositing the same in any United States Post Office, certified mail, return receipt requested, postage prepaid, addressed to:

Authority: SWEETWATER AUTHORITY  P.O. Box 2328  Chula Vista, CA 91912-2328  Attn: [**CLICK & TYPE MANAGER**]

Consultant: [**CLICK & TYPE COMPANY**]  [**CLICK & TYPE ADDRESS**]  Attn: [**CLICK & TYPE CONTACT**]

and shall be effective upon receipt thereof.

S. Job Site Responsibility

If the services covered by this Agreement involve a construction phase of the Project, the Authority agrees that in accordance with generally accepted construction practices, the construction contractor will be required to assume sole and complete responsibility for job site conditions during the course of construction of the Project, including safety of all persons and property, and that this requirement shall be made to apply continuously and not be limited to normal working hours. The Consultant shall not have control over or charge of, and shall not be responsible for, construction means, methods, techniques, sequences, or procedures, as these are solely the responsibility of the construction contractor.

T. Severability

The unenforceability, invalidity or illegality of any provision(s) of this Agreement shall not render other provisions of this Agreement unenforceable, invalid or illegal.

U. Third Party Rights

Nothing in this Agreement shall be construed to give any rights or benefits to anyone other than the Authority and the Consultant.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

SWEETWATER AUTHORITY:  CONSULTANT:

By: __________________________  By: __________________________
James L. Smyth  [**CLICK & TYPE NAME**]
General Manager  [**CLICK & TYPE TITLE**]

Approved as to form:

______________________________
Paula C. P. de Sousa Mills
Legal Counsel
SWEETWATER AUTHORITY

[**CLICK & INSERT FILENAME & PATH**]
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

EXHIBIT “A”
SCOPE OF WORK

[**CLICK & INSERT PROPOSED SCOPE OF WORK**]
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

EXHIBIT “B”
SCHEDULE OF CHARGES
AGREEMENT FOR SERVICES
BETWEEN SWEETWATER AUTHORITY
AND
[**CLICK AND TYPE CONSULTANT NAME**]

EXHIBIT “C”
ACTIVITY SCHEDULE
Agenda

• Meet Our Team
• 2018 A Year In Review
• Plan for 2019
About us

• The Public Affairs section reports to Management
• Our team
  - Two full-time employees
    - Bachelors degrees in Communications (2)
    - Master’s Degree in Organizational Leadership
    - CAPIO PIO Institute Graduates
  - A new Public Affairs Representative will be joining the team in February 2019
• Responsible for all of the Authority’s outreach, communications, social media, media relations, events, award applications and education programs
• Manages consultant services
Susana Villegas, SVPR Communications (SMBE/SWBE)

- Rate Study Outreach
- Spanish Local Media
- Developers Forum
- Digital Campaigns
Susana Villegas

Communications & Media
- Messaging
- Strategy and tactics
- Drafting of print/online articles and releases
- International/national/state/local placement and earned media
- On-camera representation
- English & Spanish language representation
- Press conferences and media events
- Digital campaigns
- Design services and media buys
- Media tracking, measurement, and reports
- Media translation services
- Reputation management

Community Stakeholder Engagement
- Stakeholder identification
- Stakeholder engagement, forums, workshops
- Community-based organization partnerships
- Local government relations
- Letters of support

Crisis Management
- Managing media calls
- Media response strategy
- Drafting statements
- On-camera preparations and representation
- Third-party stakeholder support

State Minority Business Enterprise (SMBE)
State Woman Business Enterprise (SWBE)
Small Local Business Enterprise, San Diego
Rate Study

- Local stakeholder research, identification, and communication
- Local strategy and tactics development
- Arranged 15 of 20 presentations to community stakeholder groups
- Two workshops: Ad design/placement (*Filipino Press, La Prensa*), PSAs in Radio Latina
- Letters of support from Chula Vista Chamber of Commerce and community stakeholders

Reputation Management

- KSDY 50 Sweetwater Dam: October 2018 (with translation and captions)
- KSDY 50 Desalination Plant: October 2018 (with translation and captions)
- Developers Forum on Water Service: December 2018
- Digital “Join Our Team Today” campaign
- Thrively: SWA/Chula Vista Elementary School District partnership
- SWA/Olivewood Gardens water education partnership
- SWA fact sheet: editing and design
Projects and Tasks

- Communications Materials
- Digital Engagement
- Media Relations
- Events & Speaking Engagements
- Education Programs
- Other
Print Publications

• Quarterly Customer Newsletters

• Fact sheets and Brochures

• Billing Inserts
Sweetwater Authority Website

• Managed and updated internally by SWA

• Web stats
  • Contact Us Emails - 325
  • Account-Specific Contact Emails - 767
  • Number of site visits - 363,251
Social Media

• Inform, educate and engage with customers and stakeholders

• Posts about projects, programs, events, achievements, information, resources, job opportunities, etc.

1,769 followers  10,192 members

1,019 followers  996 followers
Community Events

- Garden Events  
  - (Spring and Fall Festivals)
- Lemon Festival
- Auto Heritage Festival
- Harborfest Festival
- Bonitafest
- Mariachi Festival
- Starlight Parade
- WaterSmart Landscape Workshop
- Sweetwater Authority Ambassadors
Partnerships and Strategic Outreach

- Education program evaluation
- Hydro Station
- Olivewood Gardens
- Mini-grants
- Garden assemblies

Photo by Alexis Trujillo, 2018 High School Photo Contest
Photo location: Olivewood Gardens
Special Projects for 2018
Five-Year Rate Study

- Strategic planning and assistance from SVPR Communications and Raftelis
- Hosted two open house events
- 18 community presentations
- 47,000 Prop 218 notices mailed to Authority customers and property owners
- Media coverage in print and radio
- Support from local Chamber of Commerce, residents
- Combined total reach 348,142
Citizen’s Water Academy

• Alumni event hosted in January 2018

• Hosted the first ever “South County” Citizen’s Water Academy in October 2018

• Working with CWA to host alumni events in 2019
Developers Forum

• First forum hosted by the Authority

• Panel of speakers from local cities and County

• Great turnout and event feedback
Plans for 2019

• Five-Year Strategic Communications Plan
• Hydro Station Launch
• Outreach for Flushing Program
• Developers Forum-May 2019
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www.sweetwater.org