Special Board Meeting - February 7, 2019

1. Agenda Packet
   Documents:
   
   190207 AGENDA PACKET - SPECIAL MEETING.PDF

2. Workshop On Work Plan Development Presentation
   Documents:
   
   WORK PLAN DEVELOPMENT PRESENTATION - 2019-20.PDF
AGENDA

Special Meeting
Governing Board of Sweetwater Authority
Thursday, February 7, 2019 – 4:00 p.m.

• Call Meeting to Order and Roll Call

• Pledge of Allegiance to the Flag
  Director Cerda

• Opportunity for Public Comment
  Opportunity for members of the public to address the Board (Government Code Section 54954.3)

ACTION CALENDAR AGENDA

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

Workshop on Work Plan Development

• Directors’ Comments
  Directors’ comments are comments by Directors concerning Authority business that may be of interest to the Board. Directors’ comments are placed on the Agenda to enable individual Board members to convey information to the Board and the Public. There is no discussion or action taken on comments made by Board members.

• 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.

To e-subscribe to receive meeting agendas and other pertinent information, please visit www.sweetwater.org.

PUBLIC COMMENT PROCEDURES

Members of the general public may address the Board regarding items not appearing on the posted agenda, which are within the subject matter jurisdiction of the Governing Board. Speakers are asked to state name, address, and topic, and to observe a time limit of three (3) minutes each. Public comment on a single topic is limited to twenty (20) minutes.
Anyone desiring to address the Governing Board regarding an item listed on the agenda is asked to fill out a speaker’s slip and present it to the Board Chair or the Secretary. Request to Speak forms are available at the Speaker’s podium and at www.sweetwater.org/speakerform.
TO: Governing Board
FROM: Management
DATE: February 5, 2019
SUBJECT: Work Plan Development

SUMMARY
In recent years, the Authority has built upon the foundation set in the Strategic Plan to prepare an annual Work Plan for the next fiscal year. This Work Plan guides the specific tasks that will be performed in order to meet the goals and objectives of the Authority’s Strategic Plan. In 2017, the Authority developed the 2017 Strategic Plan, which was focused on reviewing and updating the framework from the 2012 Strategic Plan.

Throughout the year, requests made by Board members are tracked by the General Manager for consideration during Work Plan development. The following list summarizes some of the items that have been discussed since the last Work Plan development session:

- Citizen Engagement – consider recommendations from the ad hoc committee and the communications master plan
- Purchasing Policy – consider targets for local/minority vendors and changes to General Manager authority
- Labor Relations – consider revising goal to include labor relations and to capture the effort necessary to renegotiate the labor memorandums of understanding
- Maximizing Assets – consider performing new studies or adding to upcoming master planning activities, the evaluation of maximizing Authority assets, such as sand mining, indirect/direct potable reuse, and reservoir management
- Automated Meter Reading/Automated Meter Intelligence – evaluate ways to provide customers with more real-time information about their usage
- Recreation – evaluate recreational opportunities at Sweetwater Reservoir while protecting water quality, including negotiation of potential new regulatory requirements
- Meeting Days and Times – discussion on agency needs and consideration of common practice
- Governance – consider the District of Distinction accreditation through the California Special District Association
Memo to: Governing Board  
Subject: Work Plan Development  
February 5, 2019  
Page 2 of 2

**FISCAL IMPACT**

The Work Plan is designed to align with the proposed budget. Tasks proposed in the Work Plan correlate with budget requests.

**POLICY**

The Strategic Plan provides decision-making guidance for the Authority. It provides the overarching organizational structure in tracking and advancing policies, plans, and programs, to reflect a disciplined effort in making fundamental decisions for a rational course of action.

This memo provides information in alignment with the following:

- Strategic Plan Goal #6, Provide efficient and effective administrative systems and procedures in accordance with best management practices.

**ALTERNATIVES**

1. Provide input on strategic focus for the coming year and direct staff to prepare a Detailed Work Plan to be presented at a future Governing Board meeting for formal approval.

2. Other alternatives as identified by the Board.

**RECOMMENDATION**

Staff recommends that the Governing Board provide input on strategic focus for the coming year and direct staff to prepare a Detailed Work Plan. Staff will bring the proposed Detailed Work Plan back to the Board for approval in conjunction with adoption of the Budget.

**ATTACHMENTS**

1. Strategic Plan Framework  
2. Annual Report on the Strategic Plan  
3. Survey of Board Meetings
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**
- Stewardship
- Respect
- Excellence
- Teamwork
- Integrity
- Honesty
- Creativity

**Guiding Principles**
- Put the customer first.
- 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**

<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>Provide high quality water that meets regulatory requirements.</td>
<td>Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.</td>
<td>Ensure the long-term financial viability of the agency.</td>
<td>Provide high-quality customer service.</td>
<td>Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment.</td>
<td>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</td>
<td>Provide core services while maintaining a balanced approach to human and environmental needs.</td>
</tr>
</tbody>
</table>
This page intentionally left blank.
Sweetwater Authority provides safe, reliable water service to residents and businesses in National City, Bonita, and western and central portions of Chula Vista.
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Our Governing Board

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

OUR MISSION

The mission of the Authority is to provide our 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.

OUR VISION

The Authority is a premier water agency. We partner with 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.

SOUTH BAY IRRIGATION DISTRICT DIRECTORS

STEVE CASTANEDA  
DIVISION 1  
Term 2014-2018

JOSÉ F. CERDA  
DIVISION 2  
Term 2016-2020

JOSE PRECIADO  
DIVISION 3  
Term 2016-2020

TERESA “TERRY” THOMAS  
DIVISION 4  
BOARD CHAIR  
Term 2014-2018

JOSIE CALDERON-SCOTT  
DIVISION 5  
Term 2016-2020

NATIONAL CITY DIRECTORS

RON MORRISON  
BOARD VICE CHAIR  
Term 2014-2018

JESS VAN DEVENTER  
Term 2014-2018

In August 2017, the Authority celebrated its 40th anniversary. Since 1977, the Authority has delivered more than 200 billion gallons of water; every single drop has met or exceeded all water quality requirements. That’s four decades of perfect compliance with regulatory standards.
As we close out Fiscal Year 2017-18, my first year as General Manager of Sweetwater Authority, I am filled with a deep sense of pride for all that the organization accomplished. These accomplishments are the direct result of the Authority's ability to run as an efficient and effective organization. Demonstrating the Authority's commitment to efficiency, this past fiscal year the management team negotiated a staffing plan with the labor groups to take us into the future. The plan provides for historically low staffing levels, 10 percent lower than a decade ago, by leveraging operational efficiencies without sacrificing customer service.

We successfully executed a robust outreach program for the Five-year Water Rate Study, including community presentations, open houses, and a variety of media and direct mail to ensure customers were informed of the proposed rate changes. The Board created a Rate Stabilization Fund as a fiscally responsible tool to help manage the rising cost of imported water and smooth rate impacts to our customers. Staff completed yet another year of perfect compliance with all drinking water regulations – making this the 41st year of perfect compliance for the Authority. Together, we entered into an exciting partnership with the Chula Vista Elementary School District to host hands-on learning events at the award winning Reynolds Desalination Facility.

As I reflect on this past fiscal year, I am especially struck by the pride I saw each employee display when talking about how they contribute to the Authority's mission to deliver safe, reliable water to our customers. It is an honor to lead this amazing team of water professionals in service to the community.
In October 2017, the Authority updated its watershed exhibit at the Living Coast Discovery Center in Chula Vista. The new interactive kiosk, made possible by funding from the Hans and Margaret Doe Charitable Trust and Sweetwater Authority, features a touchscreen monitor and new software program that allows visitors to take a deeper look at the wildlife and water quality of our watershed.

**TEACHING WATERSHED PROTECTION**

In October 2017, the Authority updated its watershed exhibit at the Living Coast Discovery Center in Chula Vista. The new interactive kiosk, made possible by funding from the Hans and Margaret Doe Charitable Trust and Sweetwater Authority, features a touchscreen monitor and new software program that allows visitors to take a deeper look at the wildlife and water quality of our watershed.

**GOAL 1: PROVIDE HIGH QUALITY WATER THAT MEETS REGULATORY REQUIREMENTS**

In 2017, the water delivered by the Authority met all U.S. Environmental Protection Agency and California State Water Resources Control Board drinking water health standards.

**CIVIL ENGINEERING PROJECT OF THE YEAR**

In May 2018, the Authority’s Reynolds Groundwater Desalination Facility was awarded Project of the Year by the American Society of Civil Engineers San Diego Section. The state-of-the-art facility allows the Authority to provide customers with a reliable, drought-proof local water source at a cost less than imported water. The project’s sustainable design includes 2,950 ground-mounted solar photovoltaic panels as an alternative energy source.

**INVESTING IN WATER QUALITY**

Performing proactive flushing in our service area helps maintain the water quality in the distribution system ensuring that we deliver safe, reliable water to our customers. Controlled flushing of water through fire hydrants removes sediment and build-up from the pipeline. The Authority works under the guidance of state and regional regulations to ensure flushing is done as efficiently as possible, with minimal environmental and water quality impacts. In FY 2017-18, the Board approved a three-year program to flush of all distribution pipelines to improve system water quality.

Last fiscal year, the State mandated that all public water systems test for lead at K-12 schools within their service areas that submit a written request for testing. The Authority worked closely with the 46 schools that wrote letters of request to develop sampling plans and conduct testing. Testing of those 46 schools was completed in October 2017.

**ADAPTING TO NEW REGULATIONS**

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GOAL 2: ACHIEVE AN UNINTERRUPTED, LONG-TERM WATER SUPPLY THROUGH INVESTMENT, MAINTENANCE & INNOVATION

In May 2017, the Authority kicked off the first of 77 projects identified in its five-year capital improvement plan, installing secondary mains in Bonita Valley to help limit service disruptions for businesses and residents during scheduled maintenance or in emergency situations. Over the next five years, the Authority will invest $72 million in water system improvements, including a new 36-inch transmission main, and necessary safety work to the Sweetwater and Loveland Dams as part of its capital improvement plan. This plan reinforces the Authority’s commitment to proactively invest in our water system to ensure a reliable and safe water future for its customers.

CORKY MCMILLIN / BEST OF SOUTH COUNTY AWARD

In September 2017, the Authority was presented The Corky McMillin/Best of South County Award by the South County Economic Development Council for the recent expansion of the Reynolds Groundwater Desalination Facility, which provides customers with a reliable, drought-proof and cost-effective local water source.

The award is presented to a local business that has a history of consistent excellence in service, customer satisfaction and overall performance, and is judged by colleagues and customers.

INFRASTRUCTURE INVESTMENTS SECURE SAFE & RELIABLE WATER FOR CUSTOMERS
Financial Viability

GOAL 3: ENSURE LONG-TERM FINANCIAL VIABILITY OF THE AGENCY

BUDGET & FIVE-YEAR WATER RATE STUDY

In June 2018, the Board adopted the FY 2018-19 Budget and accepted and filed a Five-Year Water Rate study. Over the next five years, the Authority will invest $72 million in capital improvements, which includes a new 36-inch transmission main pipeline, and necessary safety work to the Sweetwater and Loveland Dams. This investment displays the Authority’s commitment to providing safe and reliable water service to the businesses and residents that depend on a consistent water supply.

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RATE STABALIZATION: “RAINY DAY” FUND FOR DROUGHT YEARS

As part of its 2018-19 budget, the Board approved creation of a Rate Stabilization Fund. This fund will allow the Authority to put aside money during wet years when inexpensive local water resources are abundant. The funds would then be used to help control rate adjustments during dry years when the Authority’s water purchase costs can increase by as much as 20 percent.

WATER RATES FUND MORE THAN JUST WATER...

The Authority receives no revenue from taxes and does not generate a profit. That means every dollar collected from water bills is invested back into the water system.

- $0.27 for administration costs (technology, public outreach, safety and overhead)
- $0.03 for customer service
- $0.13 for infrastructure improvements and replacements
- $0.25 for purchase of additional water supplies
- $0.17 for water distribution system maintenance and repair
- $0.15 for water service (storage, treatment, and delivery of water)
GOAL 4: PROVIDE HIGH-QUALITY CUSTOMER SERVICE

METER READS: ENSURING ACCURACY

The Authority has several measures in place to ensure that each bill is accurate. It starts at the meter, which is read manually by Authority staff and then entered into a device. The device automatically alerts the representative if the read is outside the typical range. The reads on the device are later reviewed multiple times by staff, supervisors and managers before being finalized in the billing system.

On average, a Field Representative will read approximately 200 water meters before noon. In FY 2017-18, the Authority’s Customer Service team read over 200,000 meters.

FOCUSING ON TRANSPARENCY

The Authority has a long tradition of sharing comments from the public with the Board. This year, the Authority formalized that practice by publishing these comments under their own agenda item in each Board packet. This process increases transparency and allows the Board to closely monitor the Authority’s strategic goal of high quality customer service.

In FY 2017-18, the Authority processed over 200,000 bill payments. Every dollar of those payments funds the system and resources that provide customers with safe, reliable water service.

A NEW, CONVENIENT WAY TO PAY

PayNearMe

In 2017, the Authority partnered with PayNearMe to offer customers another easy way to pay their water bill. Customers can now pay their bill in cash at any CVS or 7-Eleven location at no extra charge. Instructions and more information are available at www.sweetwater.org/paynearme.

Available at 7-ELEVEN® & CVS pharmacy™
INSPIRING FUTURE WATER LEADERS

This past fiscal year, the Authority began exploring a partnership opportunity with the Chula Vista Elementary School District (CVESD) and Otay Water District to create a new education program that will help inspire creativity, innovation and future water leaders in the “Blue Economy.” Based on the CVESD’s already successful Innovation Lab concept, the Hydro Station Lab will allow for approximately 4,000 elementary students in the district to attend a one-day experience learning about careers and opportunities in the water industry.

EXPANDING OUR RECRUITMENT EFFORTS

In November 2017, the Authority launched its new online jobs portal, powered by NeoGov. Accessible at www.sweetwater.org/jobs, the portal features full job descriptions and the ability to apply for open positions directly through the site. Job seekers can also complete a job interest card at www.sweetwater.org/JobInterestCards to receive notifications whenever a position matching their interests becomes available. The new portal streamlines the hiring process, meaning the Authority can more effectively find the best person for open job positions.

AUTHORITY EMPLOYEES: WATER EXPERTS

Authority employees are leaders in the water industry. The majority of the Authority’s approximately 130 employees hold at least one professional certification specific to the water industry and beyond.

| 73 | Water Distribution Operators |
| 38 | Water Treatment Operators |

Additional certifications include:
- x6 Backflow Prevention Assembly Tester
- x6 Cross-Connection Control Specialist
- x6 Professional Engineer
- x3 Water Use Efficiency Practitioner
- x2 Information Systems Security Professional
- x2 Certification in Public Information

Want to get certified for work in the water industry? The Center for Water Studies at Cuyamaca College offers excellent water industry training opportunities. Visit www.cawaterworks.org for more information.
GOAL 6: PROVIDE EFFICIENT & EFFECTIVE ADMINISTRATIVE SYSTEMS & PROCEDURES IN ACCORDANCE WITH BEST MANAGEMENT PRACTICES

In May 2018, the Authority received the District Transparency Certificate of Excellence from the Special District Leadership Foundation in recognition of its outstanding efforts to promote transparency and good governance. The Authority first received the award back in 2014, and completes the process to re-certify bi-annually. The award is given to special districts that demonstrate completion of essential governance requirements, including conducting open and public meetings, providing readily available information to the public on and offline, and a commitment to engaging ratepayers through outreach.

SAVINGS EARNED THROUGH SAFETY

In March 2018, members of the Association of California Water Agencies-Joint Powers Insurance Authority’s (ACWA/JPIA) executive team presented an insurance refund check to the Authority’s Board; the refund was earned through risk management and safe work practices.

$423,770
INSURANCE REFUND ISSUED FOR
SAFE WORK PRACTICES

GRANT ACCOUNTABILITY OFFICIALS TOUR FUNDED & EXPANDED FACILITY

In FY 2017-18, officials from the U.S. Government Accountability Office (GAO) visited the Reynolds Groundwater Desalination Facility to hear about how the Bureau of Reclamation’s Title XVI grant helped fund the facility’s recent expansion. The Authority secured over $31 million in grant funding from the state and federal government for the $42 million expansion project, which doubled the facility’s production of local, drought-proof drinking water. Today, the facility can produce enough water for 18,000 families at a cost lower than buying imported water.

DISTRICT TRANSPARENCY CERTIFICATE OF EXCELLENCE

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ACHIEVEMENT IN INFO TECHNOLOGY

The Authority’s Information Systems team maintains the sophisticated technology systems that support the agency’s ability to provide safe, reliable water service to our customers. In December 2017, the Authority was honored with the Municipal Information Systems Association of California (MISAC) Achievement in Information Technology Practices award for outstanding governance and operation practices.
Environmental Stewardship

GOAL 7: PROVIDE CORE SERVICES WHILE MAINTAINING A BALANCED APPROACH TO HUMAN & ENVIRONMENTAL NEEDS

WATER EFFICIENCY RESOURCES FOR ALL CUSTOMERS

$276K GRANT FUNDING FROM CENTER FOR SUSTAINABLE ENERGY

In October 2017, the Board received a $276,060 check for the first half of the grant funding from the Center for Sustainable Energy for the hydroelectric generation project at the Authority’s Perdue Water Treatment Plant. This payment is the first installment of the grant; additional annual payments over the next five years, for a total grant amount that could reach $552,120 will be received based on the amount of power generated. Developed with NLine Energy, this clean energy project helps offset electrical costs associated with water treatment, reduces grid demand, and offers a renewable and sustainable source of power.

REBATES

The Authority works to ensure all customers have the tools and incentives they need to be wise water users. To encourage water efficiency, the Authority offers a variety of rebates for both residential and business customers, along with free property water audits.

GRANTS

Along with funding rebates and water audits, the Authority offers grant funding as part of its commitment to water efficiency. The Water Efficiency Education Program (WEEP) grant is designed to encourage water users in the Authority’s service area to implement educational displays, programs, lectures or instructional media to teach the importance and relevance of water resource efficiency and education. In FY 2017-18, the Authority awarded the Living Coast Discovery Center a WEEP grant, which helped fund a series of three events highlighting both organizations’ mutual goal of educating the public about water conservation.

The Authority also offers the Savings Through Efficiency Program (STEP) grant, which encourages water users to implement equipment retrofits or innovative projects/devices to maximize the efficient use of water.

Visit www.sweetwater.org/rebates for more information.

AWARDING EFFICIENCY: WATERSMART LANDSCAPES

The Authority encourages wise outdoor water use by holding a yearly WaterSmart Landscape Contest. By hosting landscape classes and providing resources and awards, the Authority helps customers implement their low-water-use landscapes projects.
CONTACT US

Administrative Office
505 Garrett Avenue, Chula Vista, CA 91910
Office Hours: Monday - Friday 8 a.m. - 5 p.m.

Customer Service 619-420-1413
Water Efficiency 619-409-6779
Water Quality Information 619-409-6780
Construction Info 619-409-6850

Mailing Address
P.O. Box 2328, Chula Vista, CA 91912

Website www.sweetwater.org
Facebook @SWAWater
Twitter @SweetwaterAuth

CONVIENIENT WAYS TO PAY

Log on to sweetwater.org and click on “Pay My Bill” to make a one-time payment or sign up for automatic payments.

Call 866-419-9408 to pay by phone with a credit card or electronic check.

Mail in payment and bill payment stub to Sweetwater Authority, P.O. Box 2328, Chula Vista, CA 91912.

Have payments deducted automatically from a checking account. Call Customer Service at 619-420-1413 to set up auto-pay.

Pay in cash at any CVS or 7-Eleven location with PayNearMe barcode.

Pay in person with cash or credit card at the Authority’s Administrative Office.

FAST FACTS: WATER RESOURCES

The Authority is considered to have the most reliable water resources of any district in the San Diego region.
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## Board Meetings Survey – as of February 2019

<table>
<thead>
<tr>
<th>Organization</th>
<th>Board</th>
<th>Committee</th>
<th>TOTAL</th>
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<tr>
<td></td>
<td>Per month</td>
<td>Time</td>
<td>Per month*</td>
</tr>
<tr>
<td>Fallbrook Public Utility District</td>
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<td>5:30 pm</td>
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<td>Olivenhain MWD</td>
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<td>4 pm</td>
<td>As needed</td>
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<tr>
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<tr>
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<td>South Bay Irrigation District</td>
<td>1</td>
<td>5:00 pm</td>
<td>None</td>
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<td>Sweetwater Authority</td>
<td>2</td>
<td>6 pm and 3:30 pm</td>
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<tr>
<td>Vallecitos Water District</td>
<td>2</td>
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<td>1-2</td>
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<td>Valley Center MWD</td>
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<td>2 pm</td>
<td>None</td>
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<tr>
<td>Vista Irrigation District</td>
<td>2</td>
<td>8:30 am</td>
<td>As needed</td>
</tr>
<tr>
<td>Yuima MWD</td>
<td>1</td>
<td>2 pm</td>
<td>As Needed</td>
</tr>
</tbody>
</table>

*District committee meeting frequencies vary. Some meet bi-monthly, quarterly or on as-needed basis.*
Strategic Plan Workshop: Annual Work Plan Development

Tish Berge, General Manager
Jennifer Sabine, Assistant General Manager
Strategic Plan

• Provides decision making guidance for the Authority
• Provides over-arching structure for developing and advancing policies, plans and programs
• Guides the development of the Annual Work Plan
• Guides the development of the Annual Budget
Strategic Plan

- First adopted June 2012
- Updated every 5 years
- Last updated in 2017
- States the Mission and Vision of the Organization
- Outlines the Goals and Objectives
- Identifies strategic issues and performance measures
- Directs reporting requirements
Mission Statement

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

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.
Annual Work Plan

• Implements the goals and objectives of the strategic plan

• Assigns short-term, medium term and long term tasks to each objective

• Aligns with the budget

• Staff reports on the status of the Annual Work Plan at the mid-point of the fiscal year and at the end of the fiscal year
Purpose of Special Meeting

- Confirm that Board is in alignment with goals and objectives; and modify goals and objectives accordingly

- Discuss issues raised by Board throughout the year to determine whether the Board wishes to advance them

- Provide direction on each issue to guide development of the FY2019-20 Work Plan and Budget
Issue #1

Citizen Engagement – Consider recommendations from the Ad Hoc Committee and the Communications Master Plan
Issue #2

Purchase Policy – Consider targets for local/minority vendors and changes to General Manager authority
Issue #3

Labor Relations – Consider revising goal to include labor relations and to capture the effort necessary to renegotiate the labor memorandums of understanding
Issue #4

Maximizing Assets – Consider performing new studies or adding to upcoming master planning activities, the evaluation of maximizing Authority assets, such as sand mining, indirect/direct potable reuse, and reservoir management.
Issue #5

Automated Meter Reading/Automated Meter Intelligence – evaluate ways to provide customers with more real-time information about their usage
Issue #6

Recreation – evaluate recreational opportunities at Sweetwater Reservoir while protecting water quality, including negotiation of potential new regulatory requirements
Issue #7

Meeting Days and Times – discussion on agency needs and consideration of common practice
Governance – Consider the District of Distinction Accreditation through the California Special District Association
## Next Steps

<table>
<thead>
<tr>
<th>Action</th>
<th>Date</th>
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<tbody>
<tr>
<td>Management will summarize input from Strategic Plan Workshop</td>
<td>February 2019</td>
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<tr>
<td>Additional Board discussion and action (if necessary for clarification/prioritization)</td>
<td>February/March 2019</td>
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<tr>
<td>Management provides draft Workplan in conjunction with budget process</td>
<td>April 2019</td>
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<tr>
<td>Workplan refined as directed by Board</td>
<td>May 2019</td>
</tr>
<tr>
<td>Board adopts FY2019-2020 Workplan</td>
<td>June 2019</td>
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</tbody>
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