Special Board Meeting - February 10, 2020

1. Agenda Packet
   Documents:
   
   200210 AGENDA PACKET - SPECIAL MEETING - POSTED 200207.PDF

2. Related Agenda Item
   Documents:
   
   WORK PLAN DEVELOPMENT PRESENTATION.PDF
AGENDA
Special Meeting
Governing Board of Sweetwater Authority
Monday, February 10, 2020 – 4:00 p.m.

• Call Meeting to Order and Roll Call

• Pledge of Allegiance to the Flag

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

CLOSED SESSION
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.

Public Employee Performance Evaluation pursuant to Government Code Section 54957:
  Title: General Manager

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.

Strategic Planning Workshop

• Adjournment

This agenda was posted at least twenty-four (24) 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 as soon as possible prior to the meeting.

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

A Public Water Agency
Serving National City, Chula Vista and Surrounding Area
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 7, 2020
SUBJECT: Strategic Planning Workshop

SUMMARY
Annually, the Board holds a Special Board meeting to review the goals and objectives of the Strategic Plan and provide policy direction on the preparation of the annual Work Plan for the next fiscal year. The Work Plan is a detailed action plan that guides the specific tasks that will be performed in order to meet the goals and objectives of the Authority’s Strategic Plan.

The framework of the Strategic Plan is comprised of seven goal areas as follows:

- Water Quality
- System and Water Supply Reliability
- Financial Viability
- Customer Service, Citizen Engagement, and Community Relations
- Workforce Development and Constructive Labor Relations
- Administrative Effectiveness
- Environmental Stewardship

The Board also approved the following reports to demonstrate progress of the Strategic Plan as follows:

- Performance Measure Reports (Quarterly)
- Detailed Work Plan Status Report (Semi-Annually)
- Year-End Summary Report (Annually)

The purpose of the workshop is to allow the Board to modify or add objectives or to provide policy guidance to staff in developing the budget and annual work plan. Following the workshop, staff will develop and present the draft FY 2020-21 Work Plan and Budget in accordance with the direction provided by the Board.

Over the past year, the Board has developed several policy themes to shape the strategic vision of the Authority. Below is a summary of those themes:

- Conduct system-wide flushing to improve water quality
- Install an iron and manganese removal system at the National City Wells
Memo to: Governing Board  
Subject: Strategic Planning Workshop  
February 7, 2020  
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- Evaluate use of consultants for SCADA
- Conduct a study to evaluate replacement criteria for fleet
- Conduct a study to evaluate replacement criteria for pipelines
- Explore options for new water sources, including pure water, recycled water (and acquisition of the sewer system), regional interconnections, a pipeline from Loveland Reservoir to Sweetwater Reservoir, and evaluating emergency storage levels
- Explore opportunities for sand mining/materials dredging in and around Authority reservoirs
- Implement process improvements to better serve developer customers
- Create a Citizens Advisory Committee
- Support local and disadvantaged businesses

In addition, the General Manager maintained a “Parking Lot” of items raised by the Board and operational needs over the course of the past year to be discussed during the Strategic Planning Workshop. That list is attached for reference.

**FISCAL IMPACT**

Fiscal impacts of goals and objectives of the Strategic Plan and companion work plan are presented in the annual Budget.

**POLICY/STRATEGIC PLAN OBJECTIVE**

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.

**ALTERNATIVES**

Not applicable.

**RECOMMENDATION**

Staff recommends that the Board discuss the current Strategic Plan and provide staff with policy direction to develop the FY 2020-21 Work Plan and Budget.

**ATTACHMENTS**

1. Strategic Plan Framework
2. “Parking Lot” of Ideas for Strategic Planning Workshop
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.

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.

Water Quality
- Provide high quality water that meets regulatory requirements.
- Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.

System & Water Supply Reliability
- Ensure the long-term financial viability of the agency.

Financial Viability
- Provide high-quality customer service.

Customer Service, Citizen Engagement & Community Relations
- Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment.

Workforce Development & Constructive Labor Relations
- Provide efficient and effective administrative systems and procedures in accordance with best management practices.

Administrative Effectiveness
- Provide core services while maintaining a balanced approach to human and environmental needs.

Environmental Stewardship
- Stewardship
- Respect
- Excellence
- Teamwork
- Integrity
- Honesty
- Creativity

Strategic Plan Framework
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Date Requested</th>
<th>Requestor</th>
<th>Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>08/13/19</td>
<td>Director Martinez</td>
<td>Revisit Board policy that proposed developmental plans and necessary infrastructure have minimal to zero financial impacts to the Authority’s ratepayers (Ref: Work Plan Objective SR7)</td>
</tr>
<tr>
<td>B</td>
<td>08/14/19</td>
<td>Director Martinez</td>
<td>Have staff educate us on the money we have spent on USGS ($5M + minus grants) and the money we continue to spend</td>
</tr>
<tr>
<td>C</td>
<td>08/15/19</td>
<td>Director Martinez/General Manager</td>
<td>Invest funds into appearance of Richard A. Reynolds Desalination Facility (examples include: additional cleaning/maintenance prior to public events, create a staging area for tours, improve ventilation system to reduce dust, add signage, improve parking, etc.)</td>
</tr>
<tr>
<td>D</td>
<td>09/03/19</td>
<td>General Manager</td>
<td>Include funds for alternative, more cost-effective methods to provide water for community events.</td>
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<tr>
<td>F</td>
<td>10/16/19</td>
<td>General Manager</td>
<td>Consider a program to promote diversity and inclusion, including, but not limited to, unconscious bias training.</td>
</tr>
<tr>
<td>G</td>
<td>11/4/19</td>
<td>General Manager</td>
<td>In order to improve employee and community safety and reduce regulatory/administrative burden, replace the aqueous ammonia at the desalination facility with liquid ammonium sulfate (LAS) for chloramination.</td>
</tr>
<tr>
<td>H</td>
<td>11/11/19</td>
<td>General Manager</td>
<td>Consider creating a video on Sweetwater Authority that can be used for customers, online, recruiting, vendors, etc. along with other recommendations from the Certified Public Manager Academy® graduates’ capstone project on the employee life cycle.</td>
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<tr>
<td>I</td>
<td>11/19/19</td>
<td>Director Martinez</td>
<td>Consider adding electric vehicles to the fleet.</td>
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<tr>
<td>J</td>
<td>01/06/20</td>
<td>General Manager</td>
<td>Consider authorizing the General Manager to close operations for two days per year (during low customer demand times, such as a holiday not currently observed by the Authority) to allow for full-day all-hands employee meetings/training.</td>
</tr>
<tr>
<td>K</td>
<td>01/15/20</td>
<td>Director Preciado</td>
<td>Explore hosting days at The Garden and busing residents from the service area to The Garden.</td>
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<td>L</td>
<td>01/20/20</td>
<td>General Manager</td>
<td>Consider the results of a study (directed by the Board on 1/20/20) into the conditions for sand mining at Authority reservoirs and determine next steps, including potentially starting the permitting process.</td>
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<tr>
<td>M</td>
<td>01/22/20</td>
<td>Board</td>
<td>Consider creating a legislative agenda supported by both federal and state lobbyists.</td>
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<tr>
<td>N</td>
<td>01/23/20</td>
<td>General Manager</td>
<td>Consider ways to improve security at the Perdue Treatment Plant in Spring Valley.</td>
</tr>
<tr>
<td>O</td>
<td>01/23/20</td>
<td>General Manager</td>
<td>Consider a customer survey as identified by the Communication Master Plan and in support of decision making on outreach.</td>
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<td>P</td>
<td>1/24/20</td>
<td>General Manager</td>
<td>Consider funding high risk pipeline replacement projects prior to completion of the Water Distribution System Master Plan.</td>
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<tr>
<td>Q</td>
<td>01/27/20</td>
<td>Chair/General Manager</td>
<td>Consider funding for government agenda management software.</td>
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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
- Identify FY 2019-20 Work Plan objectives that will continue into FY 2020-21
- Discuss issues raised throughout the year to determine whether the Board wishes to advance them
- Provide direction on each issue to guide development of the FY 2020-21 Work Plan and Budget
Strategic Plan Goals

1. **Water Quality (WQ)** - *Provide high quality water that meets regulatory requirements.*

2. **System and Water Supply Reliability (SR)** - *Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.*

3. **Financial Viability (FV)** - *Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.*

4. **Customer Service, Citizen Engagement and Community Relations (CS)** - *Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.*
5. **Workforce Development and Constructive Labor Relations (WD)** - Attract, retain and develop a highly-skilled, adaptable workforce; Equip employees to effectively and safely perform their jobs and prepare for career advancement; Promote constructive labor relations.

6. **Administrative Effectiveness (AE)** - Provide efficient and effective administrative systems and procedures in accordance with best management practices.

7. **Environmental Stewardship (ES)** - Provide core services while maintaining a balanced approach to human and environmental needs.
FY 2019-20 Work Plan Objectives

• Water Quality (WQ)
  • Conduct system-wide flushing to improve water quality
  • Install an iron and manganese removal system at the National City Wells
  • Evaluate use of consultants for SCADA

• System and Water Supply Reliability (SR)
  • Implement Board direction on findings from study to evaluate replacement criteria for fleet
  • Conduct a study to evaluate replacement criteria for pipelines
FY 2019-20 Work Plan Objectives (continued)

- Financial Viability (FV)
  - Explore options for new water sources, including pure water, recycled water (and acquisition of the sewer system), regional interconnections, a pipeline from Loveland Reservoir to Sweetwater Reservoir, and evaluating emergency storage levels
  - Explore opportunities for sand mining/materials dredging in and around Authority reservoirs
- Customer Service, Citizen Engagement and Community Relations (CS)
  - Implement Board directed process improvements to better serve developer customers
  - Support the Citizens Advisory Committee
  - Support local and disadvantaged businesses
FY 2020-21 Work Plan “Parking Lot”

Revisit Board policy that proposed developmental plans and necessary infrastructure have minimal to zero financial impacts to the Authority’s ratepayers (Ref: Work Plan Objective SR7)

Have staff educate us on the money we have spent on USGS ($5M + minus grants) and the money we continue to spend

Invest funds into appearance of Richard A. Reynolds Desalination Facility (examples include: additional cleaning/maintenance prior to public events, create a staging area for tours, improve ventilation system to reduce dust, add signage, improve parking, etc.)

Include funds for alternative, more cost-effective methods to provide water for community events.

Consider Communications Master Plan FY 2019-20 Strategy Framework (ref: Board action on 09/25/19)

Consider a program to promote diversity and inclusion, including, but not limited to, unconscious bias training.

To improve employee and community safety and reduce regulatory/administrative burden, replace the aqueous ammonia at the desalination facility with liquid ammonium sulfate (LAS) for chloramination.

Consider creating a video on Sweetwater Authority that can be used for customers, online, recruiting, vendors, etc. along with other recommendations from the Certified Public Manager Academy® graduates’ capstone project on the employee life cycle.
Consider adding electric vehicles to the fleet.

Consider authorizing the General Manager to close operations for two days per year (during low customer demand times, such as a holiday not currently observed by the Authority) to allow for full-day all-hands employee meetings/training.

Explore hosting days at The Garden and busing residents from the service area to The Garden.

With new Taste & Odor metric approved by the Board on 1/8/2020, perform study to determine resources necessary to meet new metric.

Consider the results of a study (directed by the Board on 1/20/20) into the conditions for sand mining at Authority reservoirs and determine next steps, including potentially starting the permitting process.

Consider creating a legislative agenda supported by both federal and state lobbyists.

Consider ways to improve security at the Perdue Treatment Plant in Spring Valley.

Consider a customer survey as identified by the Communication Master Plan and in support of decision making on outreach.

Consider funding high risk pipeline replacement projects prior to completion of the Water Distribution System Master Plan.

Consider funding for government agenda management software.
## 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 2020</td>
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<tr>
<td>Additional Board discussion and action (if necessary for clarification/prioritization)</td>
<td>February/March 2020</td>
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<tr>
<td>Management provides draft Work Plan in conjunction with budget process</td>
<td>April 2020</td>
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<td>Work Plan refined as directed by Board</td>
<td>May 2020</td>
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<tr>
<td>Board adopts FY 2020-21 Work Plan</td>
<td>June 2020</td>
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