

Finance and Personnel Committee - July 17, 2019

1. Agenda Packet

Documents:

[190717 AGENDA PACKET - POSTED 07122019.PDF](#)

2. Related Agenda Items

Documents:

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SWEETWATER AUTHORITY

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SWEETWATER AUTHORITY FINANCE AND PERSONNEL COMMITTEE

AGENDA

DATE: Wednesday, July 17, 2019

TIME: 4:00 p.m.

1. CALL MEETING TO ORDER AND ROLL CALL.

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 ITEMS TO BE ADDED, WITHDRAWN, OR REORDERED IN THE AGENDA.

3. PUBLIC COMMENT.

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

4. 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.

Strategic Plan Reporting – Year-end Detailed Work Plan Status Report

5. 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. (Government Code Section 54954.5.)

6. NEXT MEETING DATE: Wednesday, August 7, 2019 at 4:00 p.m.

7. 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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BOARD INFORMATION

TO: Governing Board (Finance & Personnel Committee)
FROM: Management
DATE: July 12, 2019
SUBJECT: Strategic Plan Reporting – Year-end Detailed Work Plan Status Report

SUMMARY

On June 27, 2018, the Board adopted the FY 2018-19 Strategic Plan Detailed Work Plan in conjunction with the annual budget. Each year staff provides two status updates on the Detailed Work Plan – at the mid-point of the fiscal year (January 23, 2019), and at the end of the year. This item is the year-end report which summarizes the work effort of the Authority over the past fiscal year and the degree to which the Authority staff have progressed the goals and objectives set forth in the Strategic Plan. The Annual Report will be presented to the Board in fall 2019.

For purposes of Committee review, the Operations Committee reviews objectives pertaining to Water Quality, System Reliability, Administrative Effectiveness, and Environmental Stewardship. The Finance and Personnel Committee reviews objectives and performance measures pertaining to Financial Viability, Customer Service, and Staff Development, as summarized in the table below:

Goal Areas	Operations Committee	Finance and Personnel Committee
Water Quality	X	
System Reliability	X	
Financial Viability		X
Customer Service		X
Staff Development		X
Administrative Effectiveness	X	
Environmental Stewardship	X	

The full Board will consider all goal areas at the July 24, 2019 Regular meeting.

Memo to: Governing Board (Finance & Personnel Committee)
Subject: Strategic Plan Reporting – Year-end Detailed Work Plan Status Report
July 12, 2019
Page 2 of 2

FISCAL IMPACT

The Work Plan is implemented in accordance with the finance plan approved by the Board in the FY 2018-19 Budget.

STAFF RECOMMENDATION

The report is for informational purposes only.

ATTACHMENT

Detailed Work Plan Status Report - Goal Areas: Financial Viability, Customer Service and Staff Development

Sweetwater Authority Strategic Plan
FY 2018-19 DETAILED WORK PLAN

		IMPLEMENTATION						
Department/ Topic	Action Steps	Short Term (0-2 Years)	Mid Term (2-5 Years)	Long Term (+5 Years)	Completion (or Due) Date	% Complete	Status	
GOAL #3 Financial Viability (FV)								
<i>Ensure long-term financial viability of the agency.</i>								
Finance - Budget	Objective FV1: Develop an annual budget that determines yearly expenditures, incorporates a five-year projection to track fiscal stability, and guides rate-setting decision-making						100%	On target.
	001.00 Develop initial budget calendar and identify key budget issues for the upcoming fiscal year	X	X	X	Annually - January	100%	Presented the FY 2019-20 Budget calendar to the Board on February 27, 2019.	
	002.00 Develop department expense and capital budget detail for upcoming year	X	X	X	Annually - March/April	100%	Staff developed budget detail and incorporated into draft budget.	
	003.00 Review draft Budget, Five-year Projection, and Water Rates with the Board and public and incorporate comments	X	X	X	Annually - April	100%	Presented the draft FY 2019-20 Budget to the Board on May 20, 2019.	
	004.00 Adopt final budget and establish water rates based on current Board policy and legal requirements	X	X	X	Annually - June	100%	The Board adopted the final FY 2019-20 Budget on June 12, 2019.	
	005.00 Review Rates and Rules and the Financial Policies for any needed changes and present to the Board of Directors for approval	X	X	X	Annually - Sep./Dec.	100%	The Board adopted changes to the Rates and Rules in December 2018.	
General Manager - Gov't Affairs	Objective FV2: 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						100%	On target.
	001.00 Management to work with federal lobbyist to develop annual legislative strategy	X	X	X	Annually	100%	Assistant General Manager and Director of Engineering met with Federal Lobbyist in Washington, DC in April 2019 to promote Sweetwater Authority and seek federal funding for Authority initiatives. Staff provided a report on the trip at the April 10, 2019 Board meeting.	
	002.00 Annually, provide local community governmental and non-governmental leaders with opportunities to educate, promote, and build relationships (tours, presentations, etc.)	X	X	X	Annually	100%	Letters were sent to newly elected officials in the Authority's service area in January 2019. A tour was provided to Councilmember Galvez.	

Sweetwater Authority Strategic Plan
 FY 2018-19 DETAILED WORK PLAN

IMPLEMENTATION								
Department/ Topic	Action Steps	Short Term (0-2 Years)	Mid Term (2-5 Years)	Long Term (+5 Years)	Completion (or Due) Date	% Complete	Status	
GOAL #3 Financial Viability (FV) <i>Ensure long-term financial viability of the agency.</i>								
Finance - Meters	Objective FV3: Conduct a program to replace water meters at the point a meter becomes operationally inefficient based on industry standards. (Source: AWWA M6 Manual: Water Meters— Selection, Installation, Testing, and Maintenance)						Delayed.	
	001.00 Replace meters that have reached or will reach operational inefficiency to focus on replacement of 15-years of age or older	X	X	X	Annually - June	80%	Replacement of aged meters is underway and slightly behind schedule due to staffing constraints.	
	002.00 - Develop a statistically valid meter testing program to evaluate cost-effectiveness of Authority's current meter replacement criteria	X			December 2019	35%	Currently analyzing data from a pilot meter testing program, recommending adjusting completion date due to staffing constraints. Staff is also looking at new testing equipment and grant money available in this area.	
Administration - Nonrevenue Water	Objective FV4: Implement nonrevenue water program to maximize beneficial and authorized use of water and minimize wasteful and unauthorized loss (Source: California Water Audits and Water Loss Control Reporting regulations)						On target.	
	001.00 Conduct an annual "Top Down" water loss audit as identified in AWWA M36 and the associated AWWA Free Water Audit Software	X	X	X	Annually - October 1	100%	Water loss audit for FY 2017-18 period was compiled, third party validated, and submitted to the State.	
	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	X	X	X	Annually - October 1	50%	Source meter testing conducted summer 2018 suggests that additional work is needed. Planned: Desal pitot install and possible meter relocation FY 2020-21. Perdue clearwell meter replacement FY 2021-22.	
Finance - Financial Stability	Objective FV5: Conduct a study to develop options for leveraging Authority assets						Delayed.	
	001.00 Conduct a study to develop options for leveraging Authority assets	X			FBD August 2020	0%	Rescoped based on Board input. This is now identified as a study to maximize reservoir assets.	

Sweetwater Authority Strategic Plan
 FY 2018-19 DETAILED WORK PLAN

		IMPLEMENTATION						
Department/ Topic	Action Steps	Short Term (0-2 Years)	Mid Term (2-5 Years)	Long Term (+5 Years)	Completion (or Due) Date	% Complete	Status	
GOAL #4 Customer Service (CS) <i>Provide high-quality customer service.</i>								
Administration/ Administrative Services - Outreach	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						On target.	
	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	X	X	X	Annually	100%	The Authority has participated in all events-to-date approved by the Board.	
	002.00 Distribute Customer Newsletter "On Tap" (bill insert-distribution for approximately 33,000 accounts) quarterly. May also further Objective ES2	X	X	X	Quarterly	100%	"On Tap" newsletters were mailed to customers on a quarterly basis.	
	003.00 Create alliances with school districts to develop educational opportunities that leverage existing programs	X	X	X	Annually	100%	Formed partnership with the Chula Vista Elementary School District and Olivewood Gardens.	
	004.00 Develop a five-year Strategic Communications Plan (see also AE2.005.00)	X			June 2019	100%	The plan was completed and the Board received an update on the strategies on June 26, 2019.	
	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	X	X	X	Monthly	100%	This information is provided in the monthly Management Dashboard. As of June 30, 2019 the Authority's website had 318,284 visitors fiscal year-to-date.	
	006.00 Post and update the Authority's Facebook and Twitter accounts, including use of videos, and report on stats semi-annually	X	X	X	Semi-annually	100%	As of June 30, 2019 the Authority has 1,889 followers on Twitter and 1,064 "likes" on Facebook.	

Sweetwater Authority Strategic Plan
 FY 2018-19 DETAILED WORK PLAN

		IMPLEMENTATION						
Department/ Topic	Action Steps	Short Term (0-2 Years)	Mid Term (2-5 Years)	Long Term (+5 Years)	Completion (or Due) Date	% Complete	Status	
GOAL #4 Customer Service (CS) <i>Provide high-quality customer service.</i>								
Administration - Smart Meters	Objective CS2: 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						On target.	
	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	X			Dec. 2019	100%	Staff has kept up to date on the various systems and technologies by attending presentations and meeting with various vendors.	
	002.00 Staff to evaluate AMI or AMR projects implemented at water agencies similar in size to the Authority	X			Dec. 2019	100%	Staff attended a meeting at Olivenhain Water District and were provided information on the Orion System that Olivenhain implemented, which is compatible with the Meters used at the Authority. Staff also familiar with systems at Padre Dam and Rincon del Diablo.	
	003.00 Present recommendations to the Governing Board on conducting a pilot project or implementing AMI/AMR	X			Dec. 2019	50%	Staff met with SDGE in November 2018 about the possibility of partnering with them and using their infrastructure. This option resulted in a costly implementation that does not have a cost benefit at this time. Staff is now looking into analyzing data for a pilot program utilizing cell phone technology to pick up meter reads.	

Sweetwater Authority Strategic Plan
 FY 2018-19 DETAILED WORK PLAN

IMPLEMENTATION								
Department/ Topic	Action Steps	Short Term (0-2 Years)	Mid Term (2-5 Years)	Long Term (+5 Years)	Completion (or Due) Date	% Complete	Status	
GOAL #4 Customer Service (CS) <i>Provide high-quality customer service.</i>								
Administration - Developer Customers	Objective CS3: Explore and implement process improvements to better serve developer customers						On target.	
	001.00 Develop a cost analysis of providing payment plans to developers	X			June 2019	100%	Staff evaluated and concluded that a developer payment plan program that fulfills the legal requirement of full cost recovery is not in the best interest of developer customers or the Authority. The costs passed on to a customer to manage an average payment plan would exceed the interest cost of a typical consumer loan that a developer customer could reasonably obtain. In addition, the Authority would be required to reserve a significant amount of unrestricted funds to support a program and due to the variability of managing multiple payment plans, absolute cost recovery may not be achieved, leaving the Authority open to potential legal action.	
	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	X			June 2019	100%	The Authority hosted the inaugural Developers Forum with the three land use agencies in December 2018, and a second Forum in May 2019.	

Sweetwater Authority Strategic Plan
FY 2018-19 DETAILED WORK PLAN

IMPLEMENTATION									
Department/ Topic	Action Steps	Short Term (0-2 Years)	Mid Term (2-5 Years)	Long Term (+5 Years)	Completion (or Due) Date	% Complete	Status		
GOAL #5 Staff Development (SD) <i>Develop a highly-skilled, adaptable workforce and a safe, properly-equipped and effective work environment.</i>									
Administrative Services - Certifications	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)							On target.	
	001.00 Report to Board the number of professional certifications held by staff, and compliance with certification requirements	X	X	X	Quarterly	100%	160 professional certifications held. All required certifications met. A comprehensive list of all employee certifications is presented in the quarterly performance reports.		
	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	X	X	X	Quarterly	100%	Employees attended 3,501 hours of training (1,925 hours in Q1 and Q2, and 1,576 hours in Q3 and Q4). Training data is presented in the quarterly performance reports.		
Administrative Services - Workforce Development	Objective SD2: Implement a Leadership Development Program that engages eligible staff in Authority's needs for leadership capacity							On target.	
	001.00 Ensure all new employees are provided with DISC training and provide opportunities for refresher training to existing employees	X	X	X	Annually	100%	DISC training held in Spring 2019 was offered to new and existing employees.		
	002.00 Provide all managers and supervisors with Effective Manager Tools training, and provide Authority staff leaders with management and executive leader training opportunities	X	X	X	Annually	100%	Effective Manager Tools training completed in FY 2019-20 Q1. 32 eligible supervisory staff attended. 4 managers are attending the Public Management Academy in calendar year 2019.		
Administrative Services - Performance	Objective SD3: 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)							On target.	
	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	X	X	X	Semi-annually	84%	139 due; 116 completed, 14 in process, 9 due.		

Sweetwater Authority Strategic Plan
FY 2018-19 DETAILED WORK PLAN

		IMPLEMENTATION						
Department/ Topic	Action Steps	Short Term (0-2 Years)	Mid Term (2-5 Years)	Long Term (+5 Years)	Completion (or Due) Date	% Complete	Status	
GOAL #5 Staff Development (SD)								
<i>Develop a highly-skilled, adaptable workforce and a safe, properly-equipped and effective work environment.</i>								
Administrative Services - Risk Management	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)						On target.	
	001.00 Evaluate training needs and develop a schedule to address identified needs	X	X	X	Annually (August)	100%	Training schedule for FY 2018-19 developed August 2018, updated in January 2019 and June 2019.	
	002.00 Report on the accident/injury rate quarterly (as measured by incidents reported to the Safety Committee)	X	X	X	Quarterly	100%	Reported monthly and quarterly to the Board.	
	003.00 Report annually on the selected ACWA-JPIA Commitment to Excellence program Best Management Practices	X	X	X	Annually (June)	100%	JPIA risk visit conducted January 19, 2019.	
	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	X	X	X	Annually (October)	100%	96% of eligible employees qualified to receive a Safety Award at the October 2018 recognition event.	
All - Safety	Objective SD5: Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA; Cal-OSHA)						On target.	
	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	X	X	X	Annually (June)	100%	Four job hazard analyses were completed.	
	002.00 Replace outdated laboratory instruments	X	X	X	Annually (June)	100%	The laboratory benchtop turbidimeter was replaced in FY 2018-19.	
	003.00 Install permanent shop and storage area at the Desal Facility to allow maintenance staff to store tools, equipment, and spare parts (PAYGO)	X			June 2019	100%	Complete.	
	004.00 Purchase a heavy equipment trailer for the transportation of construction equipment (PAYGO)	X			June 2019	100%	Complete.	
Management/ Administrative Services - Employee Recognition	Objective SD6: Cultivate employee performance and boost employee loyalty, morale, and productivity by implementing an employee recognition and wellness program.						On target.	
	001.00 Hold an Employee Recognition Event to recognize safety, health, and wellness teamwork and achievements	X			Nov. 2019	100%	Event held October 2018 included health flu shots and motivational guest speaker.	
	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	100%	Two on-boarding luncheons held for new employees.	



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SWEETWATER AUTHORITY FINANCE AND PERSONNEL COMMITTEE MEDIA INDEX BY AGENDA ITEM

AGENDA

DATE: Wednesday, July 17, 2019

TIME: 4:00 p.m.

- 1. CALL MEETING TO ORDER AND ROLL CALL. (00:01)**
- 2. ITEMS TO BE ADDED, WITHDRAWN, OR REORDERED IN THE AGENDA. (00:20)**
- 3. PUBLIC COMMENT. (00:25)**
Opportunity for members of the public to address the Committee. (Government Code Section 54954.3).
- 4. ACTION AGENDA. (00:29)**
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.

Strategic Plan Reporting – Year-end Detailed Work Plan Status Report
- 5. CLOSED SESSION. (1:02:12)**
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. (Government Code Section 54954.5.)
- 6. NEXT MEETING DATE: Wednesday, August 7, 2019 at 4:00 p.m. (1:02:15)**
- 7. ADJOURNMENT. (1:03:02)**

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