

## **Operations Committee Meeting - July 17, 2019**

### 1. Agenda Packet

#### Documents:

[190717 AGENDA PACKET - POSTED ON 07122019 - REPOSTED ON 07162019  
- REV.PDF](#)

### 2. Related Agenda Items

#### Documents:

[MEDIA INDEX BY AGENDA ITEM - POSTED 071919.PDF](#)



## SWEETWATER AUTHORITY

505 GARRETT AVENUE  
POST OFFICE BOX 2328  
CHULA VISTA, CALIFORNIA 91912-2328  
(619) 420-1413  
FAX (619) 425-7469  
<http://www.sweetwater.org>

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**-REVISED-**

## SWEETWATER AUTHORITY OPERATIONS COMMITTEE

### AGENDA

DATE: **Wednesday**, July 17, 2019

TIME: 10:00 a.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 ITEMS TO BE ADDED, WITHDRAWN, OR REORDERED IN THE AGENDA.**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 discuss real property matters within the attorney-client privilege, subject to the appropriate disclosures. (Government Code Section 54956.8).
- 6. NEXT MEETING DATE:** Wednesday, August 7, 2019 at 10:00 a.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](http://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 (Operations Committee)  
**FROM:** Management  
**DATE:** July 12, 2019  
**SUBJECT:** Strategic Plan Reporting – Year-end Detailed Work Plan Status Report

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**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:

<b>Goal Areas</b>	<b>Operations Committee</b>	<b>Finance and Personnel Committee</b>
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 (Operations Committee)  
Subject: Strategic Plan Reporting – Year end Detailed Work Plan Status Report  
July 12, 2019  
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**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 following report is for informational purposes only.

**ATTACHMENT**

Detailed Work Plan Status Report - Goal Areas: Water Quality, System Reliability, Administrative Effectiveness, and Environmental Stewardship

Sweetwater Authority Strategic Plan  
FY 2018-19 DETAILED WORK PLAN

Department/ Topic	Action Steps	IMPLEMENTATION					Completion (or Due) Date	% Complete	Status	
		Short Term (0-2 years)	Mid Term (2-5 years)	Long Term (+ 5 Years)						
<b>GOAL #1 Water Quality (WQ)</b>										
<i>Provide high quality water that meets regulatory requirements.</i>										
Water Quality - Water Quality	<b>Objective WQ1:</b> Meet identified Water Quality benchmarks for Taste and Odor, Turbidity, Color, and Chlorine residual (Source: EPA National Primary Drinking Water Regulation Secondary Standard)							<b>On target.</b>		
	001.00 Minimize taste and odor events to less than 3.5 complaints per thousand acre-feet of water sold and report results	X	X	X	Quarterly	100%	The Authority sold 16,737 AF of water and received a total of 15 taste and odor complaints in FY 2018-19. This equates to 0.9 complaints per 1,000 AF of water sold which meets the Water Quality Objective of less than 3.5 customer complaints per 1,000 AF of water sold.			
	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	X	X	X	Quarterly	100%	The Authority met the Division of Drinking Water (DDW) turbidity goal of less than 0.3 NTU 100 percent of the time during FY 2018-19.			
	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	X	X	X	Quarterly	100%	The Authority met the Division of Drinking Water (DDW) chlorine residual goal 100 percent of the time, and the SWA goal 71%-100% in FY 2018-19.			
	004.00 Install a powdered activated carbon storage and feed system to reduce Taste and Odor complaints and reduce cyanotoxin concentrations		X		June 2021-June 2025	N/A	The completion date of this project was revised to June 2025 in the FY 2019-20 work plan to allow for further study on efficacy and reallocation of funding to high priority projects (see WQ1.005.00).			
	005.00 Install iron and manganese removal system at the National City Wells			X	<del>FBD</del> June 2022	N/A	Based on Board direction, this project was funded in the five-year Capital Investment Plan and will commence in FY 2020-21.			
Water Quality/ Distribution - Water Quality	<b>Objective WQ2:</b> 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)							<b>On target.</b>		
	001.00 Implement three-year program of unidirectional flushing of distribution system	X	X		June 2022	10%	Contractor selected through Competitive bid. Worked with Division of Drinking Water for approval process (approved). Final contract documents in legal review process.			
	002.00 Purchase a hydraulic valve exerciser to assist in the performance of the flushing program (PAYGO)	X			June 2019	100%	Unit was delivered and fitted for use.			

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<b>GOAL #1 Water Quality (WQ)</b> <i>Provide high quality water that meets regulatory requirements.</i>									
Water Quality - Watershed Protection	<b>Objective WQ3:</b> Track development and manage watershed activities for the beneficial use of the Authority operations and protection of environmental resources								<b>On target.</b>
	001.00 Complete Sweetwater River Watershed Sanitary Survey		X			Dec. 2022	N/A	This survey is required every five years. Last survey was completed in 2017.	
Admin Services/ Customer Service - Cross Contamination and Backflow Prevention	<b>Objective WQ4:</b> 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)								<b>On target.</b>
	001.00 Review San Diego County Environmental Health well permit list and inspect sites located within the Authority's service area	X	X	X		Annually	100%	The San Diego County Environmental Health well permit list was reviewed and sites located within the Authority service areas were inspected.	
	002.00 Review San Diego County Environmental Health hazardous materials permit list and inspect sites located in the Authority's service area	X	X	X		Annually	25%	The hazardous materials permit list was been obtained and cross-referenced with the list of existing backflow devices in the service area. Facilities on the list currently without backflow devices will be sent an installation letter informing the property owners they will need to install a backflow device. The goal was not completed as staff efforts were focused on goal 003.00 after Board approval in April 2018.	
	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	X	X			Dec. 2023	In process	The plan was approved by the Board in April 2018 and notices were mailed to consumers in October 2018 with a four year timeframe to upgrade the fire services. The second notice is scheduled to be mailed in October 2019.	

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FY 2018-19 DETAILED WORK PLAN

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<b>GOAL #1 Water Quality (WQ)</b> <i>Provide high quality water that meets regulatory requirements.</i>								
Water Quality - Lead Testing for Schools	<b>Objective WQ5:</b> 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)							<b>On target.</b>
	001.00 Develop lead testing sampling plan for all eligible schools that request testing	X			Nov. 2019	100%	Complete.	
	002.00 Conduct testing in accordance with sampling plan; conduct any necessary follow up testing	X			Nov. 2019	100%	Complete.	
	003.00 Report results to school and State Water Resources Control Board	X			Nov. 2019	100%	Complete.	
Water Quality - SCADA	<b>Objective WQ6:</b> Maintain and improve the Supervisory Control and Data Acquisition (SCADA) system for all treatment and distribution facilities as defined in the SCADA Master Plan							<b>On target.</b>
	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	X			June 2019	100%	Complete.	
	001.02 Replace the RTUs as recommended in the study	X			June 2020	35%	Preliminary design phase completed. Final design to be completed early in FY 2019-20. Procurement of RTU cabinet components has started.	
	002.00 Issue a Request for Qualifications/Proposals for competitive selection of on-call consultants to design and construct improvements to the SCADA System	X			June-July 2019	50%	An RFQ is in the process of being developed and will be presented to the Board at the July 24, 2019 Board meeting.	
	003.00 Replace SCADA Historian Program (PAYGO)	X			July 2019	100%	Complete.	
Water Quality - Reservoir	<b>Objective WQ7:</b> Ensure long-term sustainable health of Sweetwater Reservoir							<b>On target.</b>
	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	X			Dec. 2018 - March 2019	100%	White paper completed by consultant, Water Quality and Treatment Solutions. Findings are that treatment plant discharges are not a high priority of the SD RWQCB. Recommendations are to record discharges, monitor discharges, and investigate solids handling processes.	
	001.02 Depending on results from the 001.01 study, either extend waste washwater pipeline to the east, or install facility solids handling capabilities		X	X	Dec. 2023	N/A	This task is on hold per the recommendations of the white paper (see WQ7.001.01).	
	001.03 Remove accumulated sludge from Sweetwater Reservoir			X	TBD	N/A	This is a proposed future project that is currently unfunded.	



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<b>GOAL #2 System and Water Supply Reliability (SR)</b>								
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</i>								
Engineering/ Distribution - Pipelines	<b>Objective SR1:</b> 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)							<b>On target.</b>
	001.00 Complete replacement of identified portions of the 36-inch transmission main and secondary mains (Bond funded)	X			Dec. 2020	45%	Construction project awarded to CCL Contracting, Inc. Welded steel pipe being fabricated at West Coast Pipe in Rialto, CA. Secondary Mains project delayed due to Caltrans permits. Permits received 6/24/19. Construction to start in July 2019.	
	002.00 Prepare designs, environmental documents, Work Orders/advertisement for bids, and construct main replacements in accordance with the Board-approved Capital Budget (See Capital Budget for list of approved projects) (PAYGO)	X	X	X	Annually	100%	Designs for seven FY 2019-20 projects completed (3 of which were placed on hold by Board). All of the FY 2018-19 pipeline replacement project construction has been completed.	
	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 (see Capital Budget for list of approved projects) (PAYGO)	X	X	X	Annually	75%	Designs for three FY 2019-20 projects completed (2 of which were placed on hold by Board). Two of the FY 2018-19 pipeline projects carried over to FY 2019-20.	
	004.00 Prepare design, environmental document, advertise for bids, and construct new Central-Wheeler Tank (Bond funded)	X			Dec. 2020	15%	IS/MND is being prepared by ESA. Preliminary design of tank being developed.	
	005.00 Design, bid and construct additional pumps to meet fireflow requirements in accordance with the 2015 Water Distribution Master Plan, as needs dictate	X	X	X	June 2040	N/A	—	
005.01 Design, bid, and construct pump station at O.D. Arnold Hydro No. 17 (PAYGO)	X			June Dec. 2019	50%	Construction contract awarded to NEWest Construction Co., Inc. Shop drawing submittals nearly complete. Site work to start in July 2019. Project timeline has been pushed out 6 months due to delays in design phase.		

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<b>GOAL #2 System and Water Supply Reliability (SR)</b>							
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</i>							
Engineering - Cathodic Protection	<b>Objective SR2:</b> Minimize corrosion and extend service life by providing appropriate cathodic protection for metallic mains and steel storage tanks (Source 2015 Water Distribution Master Plan)						<b>On target.</b>
	001.00 Complete inspections of Cherry Hills Tank and the following Hydropneumatic Tanks: O.D. Arnold, Robinhood, Sea View, Steeplechase A&B (PAYGO)	X			June 2019	100%	Complete.
	002.00 Prepare Annual Cathodic Protection Survey to identify needed repairs and improvements	X	X	X	Annually	100%	Complete.
	003.00 Complete the top three Cathodic Protection repairs/improvements based on the previous year's Annual Cathodic Protection Survey (PAYGO)	X			June 2019	100%	Replaced rectifier at Second Avenue and E Street in Chula Vista with new unit. Completed CP repairs on 42-inch transmission main in vicinity of Sweetwater Dam (near SDCWA aqueduct) and near Willow Street. Completed CP repairs at OD Arnold Reservoir outlet. Installed anodes for 20-inch OD Arnold PS supply pipeline.
	004.00 Prepare a Steel Storage Tank Cathodic Protection Master Plan (see also AE2)	X			June Sept. 2019	90%	Draft Tank CP Master Plan was completed. Final master plan to be completed by September 2019.

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<b>GOAL #2 System and Water Supply Reliability (SR)</b> <i>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</i>								
Distribution - Preventive Maintenance Programs	<b>Objective SR3:</b> Develop and implement specific infrastructure preventive maintenance programs that ensure all transmission and distribution system appurtenances are functional and effective						100%	On target.
	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)	X	X	X	Annually (Feb./Mar.)	100%	Complete.	
	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	X	X	X	Annually	100%	2,658 valves were maintained this fiscal year.	
	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	X	X	X	Annually	93%	28 valves were replaced.	
	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	X	X	X	Annually	100%	1,211 fire hydrants were maintained this fiscal year.	
	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	X	X	X	Annually	100%	58 fire hydrants were identified and replaced based on established replacement criteria.	
	006.00 Identify all transmission and distribution system air-valves (approx. 401) and develop a preventive maintenance program	X			June 2020	5%	Quantifying and establishing criteria. To be completed by June 2020.	
	007.00 Identify all transmission and distribution system blow-offs (approx. 929) and develop a preventive maintenance program	X			June 2021	5%	Quantifying and establishing criteria. To be completed by June 2021.	
	008.00 Identify all plastic service laterals within the transmission and distribution systems and develop a plastic lateral replacement program	X			June 2022	5%	Quantifying and establishing criteria. To be completed by June 2022.	

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<b>GOAL #2 System and Water Supply Reliability (SR)</b> <i>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</i>							
Distribution - Fleet Management	<b>Objective SR4:</b> 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)						<b>On target.</b>
	001.00 Service and maintain approximately 114 vehicles annually	X	X	X	Annually	100%	Ongoing monitoring of fleet and service schedules were conducted based on manufacturers' recommendations.
	002.00 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)	X	X	X	Annually	N/A	Per Board direction, the Authority will contract with a fleet consultant to review the Authority's current fleet replacement criteria and practices for lifecycle of the assets and compare the findings with current industry standards and practices; RFP advertised, consultant selected, contract in process. Report to be presented to the Board by December 2019.
	003.00 Replace Fuel Management System due to software obsolescence	X			June 2019	100%	Fuel island and software have been replaced. Fuel Rings cancelled due to issues with reliability. Project complete.
	004.00 Service and maintain approximately 60 pieces of small equipment in accordance with manufacturers' recognized standards and practices	X	X	X	Annually	100%	Ongoing monitoring and services for small equipment were conducted based on manufacturers' recommendations.
Engineering - Dams	<b>Objective SR5:</b> 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)						<b>Delayed by DSOD.</b>
	001.00 Design, bid, and construct replacement stairs at Loveland Dam (Bond funded)		X		June 2021	45%	GEI has completed the design. CEQA exemption to be issued in FY 2019-20, followed by bidding, award, and construction.
	002.00 Prepare design, environmental document, advertise for bids, and construct Sweetwater Dam PMF and South Spillway Improvements (Bond funded)	X			June 2021 <del>20</del>	50%	Project timeline delayed due to additional requirements imposed by DSOD to investigate subsurface conditions of the north and south spillways. GEI conducted field investigation in June 2019 and will analyze the data to determine condition of spillways. Report on investigation to be submitted to DSOD once complete.

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		X	X	X	X	X			
<b>GOAL #2 System and Water Supply Reliability (SR)</b>									
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</i>									
Engineering - Public Development	<b>Objective SR6:</b> 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)								<b>On target.</b>
	001.00 Report the number of projects reviewed for each agency	X	X	X	Semi-annually	N/A	23 for Chula Vista, 15 for National City, and 6 for County of San Diego (Bonita).		
	002.00 Submit comments on plans received from CV, NC, or County, within 2 weeks of receipt and report semi-annually on success rate	X	X	X	Semi-annually	N/A	Plans/Plats and maps were reviewed and comments drafted onto formal response letters within two weeks for all jurisdictional submittals, except for four: (1) A NC project was delayed two weeks due to heavy Engr. Dept. workload at the time, (2) a CV project was delayed four weeks due to incorrect delivery method, (3) a NC project was delayed beyond two weeks because City waited five months to inform SWA that they had not received comments (comments resubmitted within one week), and (4) a NC project was delayed beyond two weeks because City announced it was deferring project for two years.		
	003.00 Report on number of water facility projects installed within pavement cutting moratorium (goal is zero)	X	X	X	Semi-annually	N/A	No water facilities were installed within a pavement moratorium.		
	004.00 Complete listing of proposed CIP projects, coordinate with CV, NC, and County by January, and resolve potential conflicts	X			June 2019	N/A	A five year listing of proposed CIP projects was previously submitted to CV, NC, and the County in an effort to resolve potential conflicts. This listing is updated annually; reviewed and revised when necessary during monthly Utility Coordination Committee (UCC) meetings.		

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Department/ Topic	Action Steps	Short Term (0-2 Years)			Mid Term (2-5 Years)		Completion (or Due) Date	% Complete	Status
		X	X	X	X	X			
<b>GOAL #2 System and Water Supply Reliability (SR)</b> <i>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</i>									
Engineering - Private Development	<b>Objective SR7:</b> 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)						<b>On target.</b>		
	001.00 Report on the number of submittals received and facilities installed	X	X	X	Annually	N/A	235 total: 135 for Chula Vista, 71 for National City, and 29 for County of San Diego. 670 LF of 12" PVC Water Main, 412 LF of 8" PVC Water Main, 52 Water Service Laterals and 4 Fire Hydrants, 1 2" Blow-off, and 1 1" Air Relief installed.		
	002.00 Issue Fees & Deposit letters to developer within six weeks of approved developer plans and track achievement rate	X	X	X	Annually	N/A	46 Fees and Deposit letters issued to developers; Seven letters were provided after the 6-week target, but all seven were due to the developer implementing project changes and their request to stop the letter.		
	003.00 Complete construction of required water facilities within eight weeks of receiving developer funds and track achievement rate	X	X	X	Annually	N/A	8 of 31 projects were completed within 8 weeks of receiving developer funds. 23 projects were delayed due to the City of NC, City of CV, and County of SD permit processes.		
Water Quality/ Engineering - Security/Safety	<b>Objective SR8:</b> 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)						<b>On target.</b>		
	001.00 Expand master key control program by re-keying all facility doorlocks and assigning authorized levels of access	X			June 2020	50%	Operations Center key project kickoff held Spring 2019.		

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<b>GOAL #2 System and Water Supply Reliability (SR)</b> <i>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</i>								
Water Quality/ Engineering - Infrastructure Maintenance	<b>Objective SR9:</b> 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)							<b>Delayed.</b>
	001.00 Replace motor control centers at five booster stations	X			June 2019	100%	Complete.	
	002.00 Repair access road and parking lots around various Authority facilities (varies annually; see Capital Investment Budget)	X			June 2019	100%	Complete.	
	003.00 Dispose of sediment from the URDS Gum Tree forebay and pond, Alacena forebays and pond, and Hansen's pond (maintenance)	X			June 2019	100%	Complete.	
	004.00 Replace suction valves and inefficient pumps and motors in the distribution system		X		June 2021	100%	To date, all suction valves with known problems have been replaced. Any additional valves that may need replacement will be identified during routine pump control valve maintenance.	
	005.00 Replace ferrous chloride bulk tanks at the Perdue Water Treatment Plant	X			June 2019	30%	The Board awarded a contract to Belco Manufacturing on May 08, 2019. A NTP has been received with submittals pending. This project was carried over to the FY 2019-20 Budget and Work Plan with a completion date of June 2020.	
	006.00 Relocate and upgrade the water capacity for the Otay Water District System interconnection located at Douglas Street, Chula Vista	X			June 2020 <del>19</del>	20%	Preliminary design is complete. Work deferred to FY 2019-20.	
	007.00 Replace the roof of the Control Building at the Bonita Valley Reservoir	X			June 2020 <del>19</del>	10%	Preliminary design documents being developed. Work deferred to FY 2019-20.	
Engineering - Easements	<b>Objective SR10:</b> Maintain the Authority's easements throughout the service area to ensure access and minimize negative impacts to water system facilities.							<b>On target.</b>
	001.00 Notify approximately 20 percent of property owners of existing easements	X	X	X	Annual Bi-Annually	In process	Task to occur bi-annually rather than annually due to staff resource constraints and higher priorities. Notifications to be sent in FY 2019-20.	
	002.00 Review Multiple Listing Service (MLS) listings (real estate for sale) and notify all owners of existing encroachments during transition of property ownership	X	X	X	Annual	100%	All listings to date have been reviewed for potential conflicts. Encroachment resolved at 3672 Valley Rd, NC, as a result of the MLS reviews.	
	003.00 Resolve two major easement encroachments per year	X	X	X	Annual	100%	Encroachments resolved at 1070 Fifth Avenue, CV; 3685 Valley Road, BN; and 123 Second Avenue, CV.	



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
<b>GOAL #2 System and Water Supply Reliability (SR)</b>							
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation.</i>							
Management/ Engineering - Water Supply/Sources	<b>Objective SR11:</b> Explore options for new water sources including but not limited to: conservation, recycled water, stormwater retention, groundwater/desalination, and Urban Runoff Diversion Systems						<b>On target.</b>
	001.00 For increased water supplies through conservation, see Goal #7 Environmental Stewardship, Objective ES2	X	X	X	Annual	N/A	See ES2.
	002.00 Implement the highest priority supplemental water supply option from the Water Resources Master Plan			X	Ongoing	N/A	The Board authorized and funded a study to occur in FY 2019-20 to evaluate options to expand local water. This is one of the Board's highest priorities and is included in the FY 2019-20 Work Plan.

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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
<b>GOAL #6 Administrative Effectiveness (AE)</b>							
<i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>							
Administrative Services - Emergency Preparedness	<b>Objective AE1:</b> 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)						<b>On target.</b>
	001.00 Annually develop an emergency preparedness/response/recovery exercise schedule, and report activities semi-annually to the Board	X			June 2019	100%	Complete - eight exercises/drills completed for chemical release responses, EOC set up, fire extinguisher hands on, and radio system check.
	002.00 Perform a comprehensive review and overhaul of the Emergency Response and Recovery Plan	X			Dec. 2019	20%	Draft completed August 2017. New mandate in 2018. Contract budgeted FY 2019-20.
	003.00 Review and update hazardous materials emergency response plans, Dam Emergency Action Plans, and other interagency emergency response and recovery plans	X			Annually	100%	Complete - 9 Hazardous materials business plans, Risk Management Plan/Process Safety Plan three-year Audit and five-year revalidation, and Spill Prevention Countermeasure Control plans.
	004.01 Add a fire suppression system at the Admin server room (Year 2 of 3)	X			June 2020	10%	Preliminary Design progressing by SWA Engineering Department.
	004.02 Install space optimization at Operations server room (Year 3 of 3)		X		Oct. 2018	100%	Complete.
	004.03 Addition of storage area network at Desal Facility server room to allow for faster Disaster Recovery	X			<del>March 2019</del> June 2019	100%	Installation of equipment began by SWA staff in June 2019.

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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
<b>GOAL #6 Administrative Effectiveness (AE)</b>							
<i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>							
All - Master Planning	<b>Objective AE2:</b> Conduct master planning of major infrastructure (including Information Systems) to promote innovation, ensure sustainability, and reliably and effectively plan and allocate Authority resources.						<b>On target.</b>
	001.00 Update the Water Distribution System Master Plan, to include evaluation of standards applied in asset management		X	X	June 2021 and every five-years thereafter	N/A	--
	002.00 Update the Water Resources Master Plan		X	X	June 2021 and every five years thereafter	N/A	--
	003.00 Update the Urban Water Management Plan		X	X	July 2021 and every five years thereafter	N/A	--
	004.00 Update the Information Systems Master Plan	X			<del>March 2019</del> Sept. 2019	75%	Work underway by selected consultant. Expect draft in late July 2019.
	005.00 Develop the Strategic Communications Plan (see also CS1.004.00)	X	X	X	June 2019 and every five years thereafter	100%	Plan finalized in June 2019.
	006.00 Update Authority Strategic Plan to include public, employee and Board input	X	X	X	June 2022 and every five years thereafter	N/A	--
	007.00 Prepare a Steel Storage Tank Cathodic Protection Master Plan (see also SR2)	X			June-September 2019	90%	Draft Tank CP Master Plan was completed. Final master plan to be completed by September 2019.

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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
<b>GOAL #7 Environmental Stewardship (ES)</b>							
<i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>							
Administrative Services - Water Efficiency	<b>Objective ES1:</b> 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)						On target.
	001.00 Implement Demand Management Measures to meet or exceed water efficiency goals listed in the 2015 Urban Water Management Plan (UWMP)	X	X	X	June each year through 2035	100%	Complete.
	002.00 Meet 2020 water use target of 115 GPCD		X		2020	100%	Authority has met target.
	003.00 Incorporate State-adopted water efficiency targets into water use efficiency plans		X		2019	N/A	Pending state water efficiency target adoption.
	004.00 Incorporate State-adopted shortage contingency requirements into the Drought Response and Recovery plan		X		2021	N/A	Pending State rules.

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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
<b>GOAL #7 Environmental Stewardship (ES)</b>							
<i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>							
Administration - Water Efficiency	<b>Objective ES2:</b> 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)						<b>On target.</b>
	001.00 Use a mix of outreach methods to raise customer awareness such as: "On Tap" customer newsletter, special bill inserts, advertising, Speakers' Bureau, and social media; report on outreach methods quarterly	X	X	X	Annually	100%	On track. Outreach methods included: Authority Website updates, On Tap customer newsletter, Facebook, Twitter, Nextdoor, Nixel via City of Chula Vista (CV), Go Green and Clean CV newsletter, bill inserts, direct mail, envelope artwork, and Facebook ads. Reported to Board quarterly.
	002.00 Host and/or partner to provide a minimum of four customer education events per year on water efficiency topics	X	X	X	Annually	100%	5 efficiency outreach events (Customer Appreciation Day, Fall Garden Festival, Landscape Design Class, Spring Garden Festival, and United Technologies Earth Day).
	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	X	X	X	Quarterly	100%	Reported quarterly to the Board. Tabulated from monthly reports. (75)
	004.00 Implement an Authority conservation rebate program, and report quarterly on the number of applications received, devices rebated, and proposed program adjustments	X	X	X	Quarterly	100%	Reported quarterly to the Board. Tabulated from monthly reports. (75)
	005.00 Annually provide a minimum of 20 customers with water efficiency audits	X	X	X	Annually	100%	46 Site Visits.
	006.00 Develop and administer a targeted water efficiency call-to action campaign during the annual EPA-sponsored Fix a Leak Week	X	X	X	Annually each spring	100%	32 accounts participated in the March 2019 campaign.
	008.00 Expand the Water Efficiency and Education Grant Program and invite applications for a local water conservation demonstration garden	X			June 2019	100%	Grants awarded: 1 WEEP for City of Chula Vista, 1 STEP for Glenn Autry HOA.
Administrative Services - Energy Efficiency	<b>Objective ES3:</b> Perform a systematic audit of the energy usage at Authority facilities and pursue energy saving measures.						<b>Delayed.</b>
	001.00 Audit energy usage at each facility against annual usage goals	X	X	X	June each year through 2035	100%	Monthly monitoring of facility energy consumption. Preliminary feasibility assessment initiated in Q2 to identify new potential energy conservations measures.
	002.00 Install at photovoltaic (i.e. solar) system at Loveland Reservoir	X			June 2020 <del>19</del>	10%	Project to be implemented in FY 2019-20.

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		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	
<b>GOAL #7 Environmental Stewardship (ES)</b>								
<i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>								
Distribution - Air Quality	<b>Objective ES4:</b> Comply with Heavy Equipment Replacement policies from the regulatory agencies (EPA Emissions Standards; CalEPA Air Resources Board Diesel Truck Regulations)						<b>On target.</b>	
	001.00 Replace equipment beginning in FY 2012-13 and ending in FY 2024-2025 to meet requirements of CARB (Approximately one replacement every other year)	X	X	X	June 2025	100%	Vermeer wood chipper and backhoe were ordered and delivered.	
	002.00 Replace equipment beginning in FY 2018-19 and ending in FY 2024-2025 to meet requirements of the Air Pollution Control District (Approximately one replacement every other year)	X	X	X	June 2025	N/A	No action required FY 2018-19.	
Water Quality - Habitat Management Program	<b>Objective ES5:</b> 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)						<b>On target.</b>	
	001.00 Complete Habitat Recovery Project	X			December 2023	25%	DWR approved the amended project in January 2019 and subsequently SDCWA executed an amended local sponsor agreement in May 2019.	
	001.01 Redesign HRP (Integrated Regional Water Management [IRWM] Grant)	X			June 2019	30%	Work is ongoing with ESA and River Partners.	
	001.02 Additional HRP Environmental Review and Permitting (IRWM Grant)		X		June 2020	10%	Work will commence pending completion of the redesign.	
	001.03 HRP Implementation (IRWM Grant)		X		July 2021	N/A	--	
	001.04 HRP Maintenance and Monitoring (IRWM Grant)		X		August 2023	N/A	--	
	002.00 Implement the updated HMP Management Plan to be prepared and permitted as part of the HRP.	X	X	X	Annually	N/A	Updated Management Plan to be prepared and approved in conjunction with the permit process (001.02).	
003.00 Assess potential opportunities for developing mitigation banks within the HMP for future Authority projects.	X	X		July 2020	N/A	Staff will be proposing "advanced permittee responsible mitigation" (APRM) credit as part of the HRP project, and determining the course of action of approval during the HRMP permitting process. These APRM credits would be intended for future SWA projects only.		

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<b>GOAL #7 Environmental Stewardship (ES)</b> <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>							
Engineering - Groundwater Management	<b>Objective ES6:</b> 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)						<b>On target.</b>
	001.00 Conduct groundwater studies by the U.S. Geological Survey to further understand the San Diego Formation and support development of the GSP	X			June 2021 <del>19</del>	70%	USGS continues to make progress on the development of this multi-year project. Journal articles expected by end of FY 2019-20.
	002.00 Prepare Groundwater Sustainability Plan (GSP)	X			June 2020	50%	AECOM, the consultant for the City of San Diego and the Authority, is preparing a draft of the Sustainable Management Criteria for the GSP.
Water Quality/ Engineering - Operational Regulatory Requirements	<b>Objective ES7:</b> Develop and Implement Comprehensive Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulating Agencies						<b>Delayed.</b>
	001.00 Prepare Operations and Maintenance Plan	X			February Dec. 2019	90%	Staff is reviewing draft O&M Plan, draft will be finalized by the end of the calendar year.
	002.00 Environmental Review and Permitting	X	X		June 2022 <del>4</del>	N/A	Pending completion of Plan development.
	003.00 Implement Plan according to permit requirements		X	X	TBD	N/A	--
Administrative Services - Sustainability	<b>Objective ES8:</b> Implement the Sustainability Action Plan (Source: Authority Sustainability Action Plan)						<b>On target.</b>
	001.00 Engage Green Team to implement a minimum of five SAP initiatives annually	X			Annually	100%	Implemented in Q1 and Q2: Administration parking lot LED lighting replacement, best practice reminders to landscape and janitorial contractors, and installation of smart thermostats at Operations. Implemented in Q3 and Q4: Install water bottle fill stations at Admin, Desal, and Perdue; investigate options to reuse water at water meter test bench.
	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	X	X	X	Quarterly	100%	Reporting to the Board quarterly. Approximately 70-90 percent recyclable waste is being diverted. Continued dialogue with janitorial service for quality control of separated wastes.



# SWEETWATER AUTHORITY

505 GARRETT AVENUE  
POST OFFICE BOX 2328  
CHULA VISTA, CALIFORNIA 91912-2328  
(619) 420-1413  
FAX (619) 425-7469  
<http://www.sweetwater.org>

## GOVERNING BOARD

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GENERAL MANAGER

JENNIFER H. SABINE  
ASSISTANT GENERAL MANAGER

## SWEETWATER AUTHORITY OPERATIONS COMMITTEE MEDIA INDEX BY AGENDA ITEM

### AGENDA

**DATE:** Wednesday, July 17, 2019

**TIME:** 10:00 a.m.

- 1. CALL MEETING TO ORDER AND ROLL CALL. (00:29)**
- 2. ITEMS TO BE ADDED, WITHDRAWN, OR REORDERED IN THE AGENDA. (00:39)**
- 3. PUBLIC COMMENT. (00:46)**  
Opportunity for members of the public to address the Committee. (Government Code Section 54954.3).
- 4. ACTION AGENDA. (00:56)**  
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. (41:22)**  
At any time during the regular session, the Committee may adjourn to closed session to discuss real property matters within the attorney-client privilege, subject to the appropriate disclosures. (Government Code Section 54956.8).
- 6. NEXT MEETING DATE: Wednesday, August 7, 2019 at 10:00 a.m. (41:26)**
- 7. ADJOURNMENT. (43:23)**

*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](http://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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