

Sweetwater Authority Strategic Plan  
FY 2019-20 DETAILED WORK PLAN

Department/ Topic	Action Steps	IMPLEMENTATION			Completion Date
		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)				
	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
	002.00 Achieve a combined filter effluent turbidity goal of less than 0.3 Nephelometric Turbidity Units (NTU) at least 95% of the time and report results	X	X	X	Quarterly
	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
	004.00 Install a powdered activated carbon storage and feed system to improve taste and odor and cyanotoxin concentrations	X			June 2025
	005.00 Install iron and manganese removal system at the National City Wells	X	X		June 2022
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)				
	001.00 Implement three-year program of unidirectional flushing of distribution system	X	X		June 2022
	002.00 Evaluate purchase of NO-DES equipment for future and ongoing flushing activities	X	X		June 2022

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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 (Source: Cal. Administrative Code, Title 22; Sweetwater Authority Board Resolution 84-8)				
	001.00 Track development in watershed for purposes of assessing Urban Runoff Diversion System Collection Fee pursuant to Resolution 84-8 (amended as Resolution 88-5)	X	X	X	Annually
	002.00 Complete Sweetwater River Watershed Sanitary Survey		X		December 2022
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)				
	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
	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
	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		December 2023

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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)				
	001.00 Develop lead testing sampling plan for all eligible schools that request testing (2017 permit amendments)	X			November 2019
	002.00 Develop lead testing sampling plan for all eligible schools. Mandatory testing included at all public, K-12 schools and preschools and child day care facilities located on public school property. (AB 746)	X			July 2019
	003.00 Conduct testing in accordance with sampling plan; conduct any necessary follow up testing	X			November 2019
	004.00 Report results to school and State Water Resources Control Board	X			November 2019

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<b>GOAL #1 Water Quality (WQ)</b>					
<i>Provide high quality water that meets regulatory requirements.</i>					
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				
	001.00 Replace Remote Terminal Units as recommended in study conducted in FY 2017-18 and designed in FY 2018-19	X			June 2020
	002.01 Select a SCADA integrator pursuant to the competitive selection process	X			December 2019
	002.02 Implement a transition plan, if necessary, to include overlapping training of new integrator and development of a SCADA Emergency Operating Plan	X			January 2020
	003.00 Replace SCADA Historian Program (PAYGO)	X			December 2019
	004.00 Complete the SCADA Operating system evolution project as identified in the SCADA Master Plan to replace obsolete, unsupported SCADA operating systems	X			March 2020

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<b>GOAL #1 Water Quality (WQ)</b> <i>Provide high quality water that meets regulatory requirements.</i>					
Water Quality - Reservoir	<b>Objective WQ7:</b> Ensure long-term sustainable health of Sweetwater Reservoir				
	001.01 Implement recommendations of white paper (March 2018) addressing technical and regulatory requirements permitting the discharge of filter backwash water; monitor water quality for impacts from discharges, document discharges, and evaluate potential treatment processes	X	X		December 2023
	001.02 Remove accumulated sludge from Sweetwater Reservoir			X	TBD
Water Quality- Distribution System Storage Tanks	<b>Objective WQ8:</b> Improve water quality in distribution system storage tanks.				
	001.00 Pilot test the ability of a Residual Control System (RCS) to stabilize chlorine residual in a distribution system storage tank	X			June 2020
Water Quality - Laboratory Standards	<b>Objective WQ9:</b> Bring Laboratory Quality Systems, SOPs and Policies and Procedures in compliance with the NELAC Institute (TNI) Accreditation Standards, which are being adopted by SWRCB-DDW. (Compliance required within 3 years of adoption)				
	001.00 Initial onsite visit to assess current documents and practices	X			December 2019
	002.00 Write/rewrite current analytical SOPs, Policies and/or Procedures, and Quality System Manual to be compliant with TNI Standards	X			June 2020
	003.00 Onsite visit to provide review and training with the new document protocols	X			August 2020
	004.00 Conduct a "practice" onsite assessment against the the new TNI Standards	X			March 2021

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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, innovation and developing local water resources.</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)					
	001.00 Complete replacement of identified portions of the 36-inch transmission main and secondary mains (Bond funded)		X			December 2020
	002.00 Prepare designs, environmental documents, Work Orders, contracts, 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
	002.01 Prior to award of contracts for pipeline replacements, agendize for Board discussion, the Authority's pipeline replacement criteria and methodology used to prioritize main replacements		X			October 2019
	003.00 Prepare designs, environmental documents, Work Orders, contracts, 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
	004.00 Prepare design, environmental document, advertise for bids, and construct new Central-Wheeler Tank (Bond funded)		X			December 2020
	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
	005.01 Design, bid and construct pump station at O.D. Arnold Hydro No. 17		X			June 2020

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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, innovation and developing local water resources.</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)					
	001.00	Prepare Annual Cathodic Protection Survey to identify needed repairs and improvements	X	X	X	Annually
	002.00	Complete the top three Cathodic Protection repairs/improvements based on the previous year's Annual Cathodic Protection Survey (PAYGO)	X	X	X	Annually
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					
	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
	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
	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
	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

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Distribution - Preventive Maintenance Programs (continued)	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
	006.00 Identify all transmission and distribution system air-valves (approx. 401) and develop a preventive maintenance program	X			June 2020
	007.00 Identify all transmission and distribution system blow-offs (approx. 929) and develop a preventive maintenance program	X			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
	009.00 Relocate and upsize the Otay Water District Interconnect at Douglas Street to improve access/safety and increase capacity	X			June 2020
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)				
	001.00 Service and maintain approximately 180 vehicles and equipment	X	X	X	Annually
	002.00 Evaluate individual vehicle and equipment costs annually, and identify replacement schedules to be considered as part of the budgeting process	X	X	X	Annually
	003.00 Service and maintain approximately 60 pieces of small equipment in accordance with manufacturers' recognized standards and practices	X	X	X	Annually



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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)					
	001.00	Design, bid, and construct replacement stairs at Loveland Dam (Bond funded)	X			June 2021
	002.00	Prepare design, environmental document, advertise for bids, and construct Sweetwater Dam PMF and South Spillway Improvements (Bond funded)	X			June 2021
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)					
	001.00	Report the number of projects reviewed for each agency	X	X	X	Semi-annually
	002.00	Submit comments on plans received from CV, NC, or County, within 3 weeks of receipt and report semi-annually on success rate	X	X	X	Semi-annually
	003.00	Report on number of water facility projects installed within pavement cutting moratorium (goal is zero)	X	X	X	Semi-annually
	004.00	Complete listing of proposed CIP projects, coordinate with CV, NC, and County by March, and resolve potential conflicts	X			June 2020

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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)					
	001.00 Report on the number of submittals received and facilities installed	X	X	X		Annually
	002.00 Issue Fees and Deposit letters to developer within six weeks of approved developer plans and track achievement rate	X	X	X		Annually
	003.00 Complete construction of required water facilities within eight weeks (excluding jurisdictional permit processing time) of receiving developer funds and track achievement rate	X	X	X		Annually
Administrative Services (Programs) - 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)					
	001.00 Expand master key control program by re-keying all facility doorlocks and assigning authorized levels of access	X				June 2020
	002.00 Maintain the intrusion alarms, video monitoring and access card control systems to optimize performance and functionality, and ensure hardware and software compatibility across the systems and with security service providers	X	X	X		Annually

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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)					
	001.00	Complete rehabilitation of the Morris Starr and Bonita Highland No. 2 Tanks	X			June 2020
	002.00	Repair access road and parking lots around various Authority facilities (varies annually; see Capital Investment Budget)	X			June 2020
	003.00	Replace suction valves and inefficient pumps and motors in the distribution system	X			June 2021
	004.00	Replace various reverse osmosis (RO) membranes at the Desal Facility as needed to optimize performance of facility and water quality.	X			June 2020
	005.00	Inspect and rehabilitate San Diego Formation Well #1 to improve water production efficiency and protect pumps from burnout	X			June 2020
	006.00	Repair URDS channels and gates and remove sediment from the upstream side of the lowflow barrier	X			June 2020
	007.00	Replace roof of Bonita Valley Reservoir Control Building	X			June 2020
	008.00	Replace 85' of fencing along the northwest perimeter of the Operations Yard to improve security	X			June 2020
	009.00	Replace ferrous chloride bulk tanks at the Perdue Water Treatment Plant	X			June 2020

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Engineering - Easements	<b>Objective SR10:</b> Inspect and maintain the Authority's easements throughout the service area to ensure access and minimize negative impacts to water system facilities					
	001.00	Notify service area property owners of existing easements via form letters	X	X	X	Bi-Annually
	002.00	Review Multiple Listing Service (MLS) listings (real estate for sale), notify all owners with existing easements, and request removal of any encroachments prior to transfer of property ownership	X	X	X	Annually
	003.00	Resolve two major easement encroachments per year	X	X	X	Annually
Management/ Engineering - Water Supply/Sources	<b>Objective SR11:</b> Explore options for new water sources including but not limited to: conservation, recycled water, potable reuse, stormwater retention, groundwater/desalination, and Urban Runoff Diversion Systems					
	001.00	For increased water supplies through conservation, see Goal #7 Environmental Stewardship, Objective ES2	X	X	X	See ES2
	002.00	Implement the highest priority supplemental water supply option from the Water Resources Master Plan (see Goal #6 Administrative Effectiveness, Objective AE2 002.00)			X	June 2040
	003.00	Conduct a feasibility study including cost/benefit analyses and an evaluation of environmental impacts, for developing new water resources such as recycled water and potable reuse (See also FV5.001.00)		X		June 2024

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<b>GOAL #3 Financial Viability (FV)</b>					
<i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>					
All - Budget	<b>Objective FV1:</b> Develop an annual budget that determines yearly expenditures, incorporates a five-year projection to track fiscal stability, and guides rate-setting decision-making				
	001.00 Develop initial budget calendar and identify key budget issues for the upcoming fiscal year	X	X	X	Annually - January
	002.00 Develop department expense and capital budget detail for upcoming year	X	X	X	Annually - March/April
	003.00 Review draft Budget, Five-year Projection, Financial Policies and Water Rates with the Board and public and incorporate comments	X	X	X	Annually - April
	003.01 Explore the feasibility of not funding, or funding at a reduced rate, the Rate Stabilization Reserve as adopted at the 2018 Proposition 218 Public Hearing, and bring back a review of the 2018 Five-year Water Rate Study based on current conditions and trends in association with the FY 2019-20 Budget (per Board action on April 24, 2019)	X			January 2020
	004.00 Adopt final budget and establish water rates based on current Board policy and legal requirements	X	X	X	Annually - June
	005.00 Review Rates and Rules for any needed changes and present to the Board of Directors for approval	X	X	X	Annually - Sep./Dec.

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<b>GOAL #3 Financial Viability (FV)</b> <i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>						
General Manager - Gov't Affairs	<b>Objective FV2:</b> 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					
	001.00 Management to work with federal lobbyist to develop annual legislative strategy		X	X	X	Annually - Oct./Nov.
	002.00 Provide local community governmental and non-governmental leaders with opportunities to educate, promote, and build relationships (tours, presentations, etc.)		X	X	X	Annually
	003.00 Apply for a grant through the FEMA Hazard Mitigation Fund for funding of the Sweetwater Reservoir Dam improvements; seek letters of support from congressional delegation		X			October 2019
Administrative Services - Meters	<b>Objective FV3:</b> 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)					
	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
	002.00 - Develop a meter testing program in accordance with AWWA Manual M6 to evaluate cost-effectiveness of Authority's current meter replacement criteria		X			June 2020

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		<b>GOAL #3 Financial Viability (FV)</b>				
		<i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>				
Administration - Nonrevenue Water	<b>Objective FV4:</b> 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)					
	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
	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
	003.00	Conduct a Real Loss Component Analysis as identified in the Water Research Foundation Project 4372	X			October 2022
	004.00	Implement the recommendations of ME Simpson's meter testing report for the clearwell effluent meters at the Richard A. Reynolds Groundwater Desalination Facility and the Robert A. Perdue Treatment Plant (Source: Report titled "Meter Testing Report - Master Meters at Two Production Facilities", ME Simpson Co., Inc., September 21, 2018)	X			June 2022

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<i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>						
Management/ Engineering - Leverage Assets	<b>Objective FV5:</b> Explore innovative opportunities for leveraging Authority assets (e.g., reservoirs, property) to reduce financial burden on Authority ratepayers					
	001.00 Conduct a feasibility study, including cost/benefit analyses and an evaluation of environmental impacts, for maximizing the Loveland and Sweetwater Reservoirs including but not limited to consideration of a pipeline between the two reservoirs and reducing the emergency storage requirement at Loveland Reservoir. (see also SR11.003.00)	X				August 2020
	002.00 Conduct an exploratory market analysis to determine the feasibility and interest in material dredging/sandmining opportunities in and around Authority reservoirs	X				June 2020



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<b>GOAL #4 Customer Service, Citizen Engagement and Community Relations (CS)</b> <i>Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.</i>					
Administration/ Administrative Services - Outreach	<b>Objective CS1:</b> Develop an outreach program that includes a multi-faceted approach to communications and customer outreach - including, but not limited to, press releases, web-based communications, social media, community presentations, community events, educational opportunities, and periodically surveying customer opinion				
	001.00 Coordinate and participate in community events, which may include a booth and/or water tanker	X	X	X	Annually
	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
	003.00 Maintain partnerships with Olivewood Gardens and the Chula Vista Elementary School District for outreach and educational opportunities	X	X	X	Annually
	004.00 Complete and begin implementing Five-year Strategic Communications Plan	X			June 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
	006.00 Post and update the Authority's Facebook and Twitter accounts and report on stats semi-annually	X	X	X	Semi-annually
	007.00 Develop a Customer Bill of Rights	X			June 2020
	008.00 Provide resources to schools in the Authority's service area through the Mini Grant program to fund water based education programs	X	X	X	Annually
	009.00 Develop a pilot program to help fund installation of water bottle filling stations in schools in the Authority's service area	X			June 2020
	010.00 Develop and disseminate notifications and educational information regarding the system-wide flushing program	X			As needed
011.00 Launch the Hydrostation at the Desalination Facility in partnership with the Chula Vista Elementary School District and Otay Water District	X			September 2019	

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<b>GOAL #4 Customer Service, Citizen Engagement and Community Relations (CS)</b> <i>Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.</i>					
Administration - AMI	<b>Objective CS2:</b> Continue to evaluate implementation of automated meter reading and new tools for customer access to water use data, considering advancements in technology and financial feasibility				
	001.00 Develop a funding strategy			X	TBD
	002.00 Select a vendor and implement			X	TBD
Administration - Developer Customers	<b>Objective CS3:</b> Explore and implement process improvements to better serve developer customers				
	001.00 Facilitate a developer's forum once per year to educate developer customers on water service processes and receive feedback/input on process improvements	X	X	X	Annually
	002.00 Clarify language on developer correspondence regarding fee estimates	X			June 2019
Finance - Community Relations	<b>Objective CS4:</b> Support local and disadvantaged businesses in the community.				
	001.00 Update the Purchasing Policy to promote local and disadvantaged businesses in the community, as allowable by law and compability with cost effective procurement (See also AE3)	X			June 2020

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Administration - Citizen Engagement	<b>Objective CS5:</b> Establish a Citizens Advisory Committee to advise the Authority in accordance with parameters set by the Board				
	001.00 Board appoints members to a Citizen's Advisory Committee (CAC)	X			November 2019
	002.00 CAC will meet on a regular basis for a period of one year	X			December 2019
	003.00 CAC will provide recommendations to the Board on operational efficiency and improvements associates with one Strategic Plan goal area	X			December 2020
	004.00 Staff will integrate recommendations into the Strategic Plan Workplan as directed by the Board	X			May 2020

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		<b>GOAL #5 Workforce Development and Constructive Labor Relations (WD)</b> <i>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.</i>				
Administrative Services - Certifications	<b>Objective WD1:</b> 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)					
	001.00	Report to Board the number of professional certifications held by staff, and compliance with certification requirements	X	X	X	Quarterly
	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
Administrative Services - Workforce Development	<b>Objective WD2:</b> Implement a Leadership Development Program that engages eligible staff in Authority's needs for leadership capacity					
	001.00	Ensure all new employees are provided with DISC training, and provide opportunities for refresher training to existing employees	X	X	X	Annually
	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
	003.00	Ensure all new supervisory staff attend leadership academies appropriate for their level in the organization	X	X	X	Annually

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		<b>GOAL #5 Workforce Development and Constructive Labor Relations (WD)</b> <i>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.</i>				
Administrative Services - Performance	<b>Objective WD3:</b> 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)					
	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	
Administrative Services - Risk Management	<b>Objective WD4:</b> 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)					
	001.00 Evaluate training needs and develop a schedule to address identified needs	X	X	X	Annually (August)	
	002.00 Report on the accident/injury rate quarterly (as measured by incidents reported to the Safety Committee)	X	X	X	Quarterly	
	003.00 Report on the selected ACWA-JPIA Commitment to Excellence program Best Management Practices	X	X	X	Annually (June)	
	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)	

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<b>GOAL #5 Workforce Development and Constructive Labor Relations (WD)</b>						
<i>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.</i>						
All - Safety	<b>Objective WD5:</b> Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA; Cal-OSHA)					
	001.00 Perform or validate a minimum of four job hazard analyses 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)	
	002.00 Replace outdated laboratory instruments	X	X	X	Annually (June)	
	003.00 Implement drone program for photography, including trained and certified remote operators from multiple departments	X			June 2020	
	004.00 Upgrade existing telephone system to use modern technology	X			June 2020	
	005.00 Inspect, upgrade or replace personal protective equipment (such as Level A chemical suits, respiratory protection, ergonomic equipment, safety footwear etc.) per manufacturer's specifications, or when the level of protection is compromised	X	X	X	Annually	
	006.00 Replace outdated calibration devices, testing equipment, and life safety supplies	X	X	X	Annually	
	007.00 Purchase a scissor lift for the desalination facility to provide safe access to equipment.	X			June 2020	
	008.00 Replace seismic monitoring equipment for Sweetwater Reservoir main dam	X			June 2020	
	009.00 Purchase trailer-mounted burrow filling equipment to maintain the URDS and protect roads at Sweetwater Reservoir	X			June 2020	
	010.00 Improve access to and protect an existing 4" compound meter at the Naples Court Apartments by installing a vault with a traffic rated lid	X			June 2020	
	011.00 Purchase two (2) electromagnetic locators to improve accuracy and efficiency in locating underground infrastructure	X			June 2020	

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<b>GOAL #5 Workforce Development and Constructive Labor Relations (WD)</b> <i>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.</i>						
Management/ Administrative Services - Employee Recognition	<b>Objective WD6:</b> Cultivate employee performance and boost employee loyalty, morale, and productivity by implementing employee recognition and wellness programs.					
	001.00 Hold an Employee Recognition Event to recognize safety, health, wellness, teamwork, and other achievements	X				November 2019
	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
	003.00 Host semi-annual service awards luncheon to recognize various lengths of employee service (in 5 year increments)	X	X	X		Semi-annually
Management - Labor Relations	<b>Objective WD7:</b> Promote constructive labor relations					
	001.00 Direct Management representatives to meet with all three labor groups on a monthly basis to discuss labor related issues of concern to either party (Source: Memoranda of Understanding)	X	X	X		Monthly
	002.00 Negotiate terms of Memoranda of Understanding with each of the three labor groups.	X				June 2020
	003.00 Conduct a Classification and Compensation Study in accordance with the Memorandum of Understanding	X				Jan. 2020

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			Short Term (0-2 years)	Mid Term (2-5 years)	Long Term (+ 5 Years)	Completion Date
		<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: America's Water Infrastructure Act of 2018)				
		001.00 Develop an emergency preparedness/response/recovery exercise schedule, and report activities semi-annually to the Board	X			Annually (June 2020)
		002.00 Conduct a risk and resiliency assesment	X		X	March 2020 and every 5 years thereafter
		002.01 Perform a comprehensive review and overhaul of the Emergency Response and Recovery Plan that incorporates the findings of the risk and resiliency assessment	X		X	September 2020 and every 5 years thereafter
		003.00 Review and update hazardous materials emergency response plans, Dam Emergency Action Plans, and other interagency emergency response and recovery plans	X			Annually
		003.01 Update inundation maps in accordance with dam safety regulations	X			June 2020
		004.00 Add a fire suppression system at the Admin server room (Year 3 of 3) and construct Information Systems work space improvements	X			June 2020



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<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.					
	001.00	Update the Water Distribution System Master Plan, to include the incorporation of asset management tools and practices		X	X	June 2021 and every five-years thereafter
	002.00	Update the Water Resources Master Plan		X	X	June 2021 and every five years thereafter
	003.00	Update the Urban Water Management Plan		X	X	July 2021 and every five years thereafter
	004.00	Develop the Strategic Communications Plan (see also CS1.004.00)	X	X	X	June 2019 and every five years thereafter
	005.00	Update Authority Strategic Plan to include public, employee and Board input	X	X	X	June 2022 and every five years thereafter
Finance - Purchasing	<b>Objective AE3:</b> Update the Authority's Purchasing Policy to reflect Board policy and current best practices (See also CS4.001.00)		X			June 2020
Management - Governance	<b>Objective AE4:</b> Seek District of Distinction accreditation through the California Special District Association		X			June 2020

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			Short Term (0-2 years)	Mid Term (2-5 years)	Long Term (+ 5 Years)	Completion Date
<b>GOAL #6 Administrative Effectiveness (AE)</b> <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>						
Management - Records Management	<b>Objective AE5:</b> Update the Authority Records Retention Policy and Retention Schedule in accordance with legal requirements and best management practices					
	001.00 Update Records Retention Policy in consultation with legal counsel and present to Board for adoption		X			June 2020
	002.00 Develop a records retention schedule and present to Board for adoption		X			June 2020

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			Short Term (0-2 years)	Mid Term (2-5 years)	Long Term (+ 5 Years)	
<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)					
	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
	002.00 Meet 2020 water use target of 115 GPCD		X			2020
	003.00 Incorporate State-adopted water efficiency targets into water use efficiency plans		X			2019
	004.00 Incorporate State-adopted shortage contingency requirements into the Drought Response and Recovery plan		X			2021

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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>						
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)					
	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
	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
	003.00 Report 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
	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
	005.00 Provide a minimum of 20 customers with water efficiency audits	X	X	X		Annually
	006.00 Develop and administer a targeted water efficiency call-to-action campaign to compliment the annual EPA-sponsored Fix a Leak Week	X	X	X		Annually each spring
	007.00 Implement the water efficiency grant program to encourage applications from a wide variety of stakeholders for innovative water efficiency partnerships and programs, and report to the Board on the grants provided	X				Annually
	008.00 Implement a program to replace customer pressure reducing valves in targeted areas	X				June 2020

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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>						
Administrative Services - Energy Efficiency	<b>Objective ES3:</b> Perform a systematic audit of the energy usage at Authority facilities and pursue energy saving measures.					
	001.00 Monitor energy usage at each facility against historical usage trends	X	X	X	June each year through 2035	
	002.00 Install at photovoltaic (i.e. solar) system at Loveland Lake	X			June 2020	
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)					
	001.00 Replace equipment beginning in FY 2012-13 and ending in FY 2024-25 to meet requirements of CARB (Approximately one replacement every other year)	X	X	X	June 2025	
	002.00 Replace equipment beginning in FY 2018-19 and ending in FY 2024-25 to meet requirements of the Air Pollution Control District (Approximately one replacement every other year)	X			June 2020	

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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>				
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)					
	001.00	Complete Habitat Recovery Project		X		December 2023
	001.01	Additional HRP Environmental Review and Permitting (IRWM Grant)	X			June 2020
	001.02	HRP Implementation (IRWM Grant)		X		July 2021
	001.03	HRP Maintenance and Monitoring (IRWM Grant)		X		August 2023
	002.00	Implement the updated HMP Management Plan to be prepared and permitted as part of the HRP	X	X	X	Annually
	003.00	Assess potential opportunities for developing mitigation banks within the HMP for current and future Authority projects (e.g., solar panels at Desal Facility)	X	X		July 2020
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)					
	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
	002.00	Prepare Groundwater Sustainability Plan (GSP)	X			June 2020

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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>						
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					
	001.00 Prepare Property Operations and Maintenance Plan	X				December 2019
	002.00 Environmental Review and Permitting	X				June 2022
	003.00 Implement Plan according to permit requirements		X	X		TBD
Administrative Services - Sustainability	<b>Objective ES8:</b> Implement the Sustainability Action Plan (Source: Authority Sustainability Action Plan)					
	001.00 Engage Green Team to implement a minimum of five SAP initiatives	X				Annually
	002.00 Continue to monitor waste streams to ensure recyclable and reusable resources are diverted to appropriate facilities and report on the quantity of generated waste	X	X	X		Quarterly
Management - Land Acquisition	<b>Objective ES9:</b> Explore acquisition of property within the Sweetwater River Watershed when properties become available for sale of the protection of the watershed and water quality.					
	001.00 Discuss land acquisition opportunities with Board, as properties become available on the market	X	X	X		As opportunities arise