NEW REVERSE OSMOSIS MEMBRANES INSTALLED AT THE RICHARD A. REYNOLDS GROUNDWATER DESALINATION FACILITY AS PART OF THE $42 MILLION EXPANSION TO DOUBLE THE FACILITY'S PRODUCTION CAPACITY
strategic plan 2017

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“From Horseback”

Photo by Chyenne Long
Chula Vista High School

First Place Color Category
2014 High School Photo Contest
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THE SWEETWATER RIVER DELIVERS WATER VIA THE 230-SQUARE MILE WATERSHED STRETCHING FROM THE CLEVELAND NATIONAL FOREST IN THE EAST TO THE SAN DIEGO BAY.
I. introduction

OVERVIEW OF SWEETWATER AUTHORITY

Sweetwater Authority (Authority) provides safe, reliable water service to approximately 189,000 people across a 32-square mile area in the South Bay region of San Diego County, California. The Authority’s customers are located in the unincorporated community of Bonita, the City of National City, and the western and central portions of the City of Chula Vista. This includes residential, business, government, industrial and agricultural water users, in an area covering more than 20,480 acres.

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

A Brief History

The elements of the Authority’s water sources and delivery system are rooted in a long history. In May 1869, the Kimball Brothers Water Company began service to 35 local residents with water drawn from wells and the Sweetwater River, followed by construction of the Sweetwater Dam and Reservoir in 1888. Significant population growth and urban development over the decades led to expansion of the system. Yet, as a privately-held entity, infrastructure maintenance and replacement favored maximizing profits rather than supporting the long-term integrity of the system.

Formed as a public agency in 1972, the Authority operated as a financing vehicle to enable public acquisition of the water system from the California American Water Company. In
1977, the Authority began operating the water utility with 56 employees and a new focus on maintaining and strengthening the integrity of the water treatment and distribution system, including hundreds of miles of original (1888) pipe. At that time, a public vote approved authorization of bonds, the SBID purchased the system, and the Authority began operating the water utility with a commitment to retire the SBID debt and assume ownership. In 1990, the Authority financed and assumed ownership of the SBID water system by issuing revenue bonds.

Since taking over operations in 1977, the Authority reduced water main leaks from over 200 per year to less than 10 per year, improved water pressure, and developed new and unique local water supplies and supporting facilities. The Authority and its customers reap the benefits of local supply, with local water sources contributing 24 to 100 percent of the Authority’s annual water demands. Local surface water supply is highly variable depending on the amount of runoff from precipitation. Today, with a contingent of 127 employees, the Authority is empowered to acquire, own, operate, manage, maintain and improve its pioneering water system.

Service Area Profile
The Authority’s service area enjoys mild temperatures year-round with a characteristically semi-arid Mediterranean climate along the coast.

The majority of the service area is within two miles of the San Diego Bay, including the City of National City and the western and central portions of the City of Chula Vista. The Bonita area and the Authority’s two reservoirs are located farther inland, and experience slightly
I. Introduction

Illustration of the 230-square mile Sweetwater River Watershed
hotter summers and colder winters. More than 80 percent of the region’s rainfall occurs from December through March, with an average annual rainfall of 11.3 inches at the Sweetwater Reservoir.

The Authority’s customer base of approximately 189,000 residents include residential, business, government, industrial, and agricultural water users across urban, suburban, and rural areas. While conservation efforts in recent decades have reduced water demand, the service area population is projected to grow by 18 percent by 2040. Much of this growth is planned to occur in redeveloped urban core areas of Chula Vista and National City, converting predominantly commercial and retail uses to mixed-use and residential uses. Additionally, the vacant Chula Vista Bayfront is planned to become newly developed. Overall, while this growth will increase water demands, higher efficiency buildings and water-delivery elements (e.g., low-flow fixtures and landscaping) are projected to reduce per capita water usage, in an effort to minimize the impact of future demands.

Water Supply Sources
The Authority’s diversity of water supply sources and proportion of local resources provides it with a greater degree of local control for an agency of its size in Southern California. A range of sources contribute to the local supply of water.

Sweetwater River
The Sweetwater River delivers the majority of the Authority’s water, when local supplies are available, via the 230-square mile watershed stretching from the Cleveland National Forest in the east to the San Diego Bay.

Sweetwater Reservoir
Located in Spring Valley, Sweetwater Reservoir has a capacity of 28,079 acre-feet. At the time of its completion in 1888, Sweetwater Dam was the country’s largest masonry arch dam. In recent decades, frequent safety inspections have identified opportunities to strengthen the dam’s integrity and lifespan. The Authority will be constructing improvements to the dam to safely direct water and prevent erosion during extreme weather events. Construction will be completed by December 2018. While the reservoir area offers riding and hiking trails, and shoreline fishing to the public, critical animal and plant species are also preserved through a habitat management program.

Loveland Reservoir
Loveland Reservoir, near Alpine, has a capacity of
25,400 acre-feet. Its dam, completed in 1945, is 203 feet high and 765 feet wide. Loveland Reservoir serves as a holding area for water which is released into the Sweetwater Reservoir. Additionally, public fishing access is provided at the reservoir through a unique partnership and land swap with the U.S. Forest Service. Combined, the Authority’s two reservoirs (when full) can store 17 billion gallons of water, enough to supply the Authority’s customers for about 24 months.

Groundwater
Groundwater is pumped from the San Diego Formation at two locations. One is the National City Wells consisting of three wells that have produced an annual average of 1,810 acre-feet since 1954. The second location is the Richard A. Reynolds Groundwater Desalination Facility (Reynolds Facility) consisting of six wells that have produced an annual average of nearly 3,008 acre-feet since 2000, with the most recent fiscal year production being nearly 2,900 acre-feet. The Authority can pump and treat a combined total of nearly six million gallons of drinking water per day from this groundwater aquifer.

Imported Water
Seventy-two percent of the Authority’s water has been purchased from the San Diego County Water Authority (CWA) via the Metropolitan Water District of Southern California (MWD) for the 2015-16 fiscal year. Imported water is transported by massive aqueduct systems from the Colorado River, 242 miles away, or the State Water Project, which carries water about 700 miles from the Sierra-Nevada Mountains through the Sacramento-San Joaquin Bay Delta. The amount of imported water varies due to local rainfall, with higher than average amount resulting in no imported water needed. Comparatively, under normal conditions, most of
the rest of San Diego County receives about 80 percent of its water from imported sources.

Facilities
In addition to owning the Sweetwater and Loveland Reservoirs, the Authority owns and operates facilities and infrastructure that support the water pumping, treatment and delivery processes.

Robert A. Perdue Water Treatment Plant
Located at the Sweetwater Reservoir in Spring Valley, the Robert A. Perdue Treatment Plant (Perdue Plant) can process 30 million gallons of water each day. The four-step cleaning process purifies water from the reservoir or from the untreated CWA aqueduct to meet state and federal requirements for potable water. The Perdue Plant includes four filters, chemical storage and feed equipment, pretreatment facilities, and a 10 million-gallon reservoir that serves as clearwell storage and the point of delivery into the Authority’s 388 miles of pipelines.

Richard A. Reynolds Groundwater Desalination Facility
Completed in 1999, the Reynolds Facility treats “brackish,” or saline, groundwater, producing up to five million gallons of drinking water per day from the San Diego Formation. This facility uses reverse osmosis technology to remove dissolved salts and microscopic particles, coupled with additional treatments to remove iron and manganese and ensure disinfection. In 2015, the Authority began an expansion of the Reynolds Facility to add an additional five millions gallons per day (MGD) of production capacity. The project includes the drilling of five new brackish groundwater wells, then connecting the wells to 19,700 feet of new pipeline to convey the groundwater supply to the Reynolds
Facility for treatment. The project also includes upgrades at the Reynolds Facility to the reverse osmosis system, and a new iron and manganese treatment system, among other system upgrades. The expansion will be completed in June 2017.

**Urban Runoff Diversion System**
Located adjacent to the Sweetwater Reservoir, the Urban Runoff Diversion System (URDS) captures first flush storm flows and low flow runoff before the water enters the reservoir. Depending upon the quality of the runoff water, the system will route the water into the reservoir for treatment at the Perdue Plant, or around Sweetwater Dam and into the Sweetwater River. This system provides the Authority with a high level of control of the reservoir’s water quality, facilitating a more consistent, predictable, and cost-effective treatment process. In an average year, the system removes 535 tons of salts that would have otherwise been sent to Sweetwater Reservoir and recharges 98 million gallons of water to the lower river basin.

**Storage and Distribution**
The Authority manages and maintains an extensive storage and distribution system, including the following components:

- Storage tanks: 25 tanks accommodate 42.8 million gallons of treated water, including a major buried reservoir with a capacity of 18 million gallons
- Pumping stations: 23 pumping stations with a total capacity of 36,000 gallons per minute
- Pipeline: 388 miles with sizes ranging from 2-inch to 48-inch in diameter
- Service connections: 33,045
- Valves: 8,600
- Public fire hydrants: 2,646

**Future Projects**
To ensure a reliable water supply for the future, including sustaining the current infrastructure, the Authority has developed a number of planning documents that provide a guide to describing proposed projects. The major projects are as follows:

- Assure Sweetwater Dam can safely pass the probable maximum flood
- Replace 8 miles of transmission pipelines in the next decade
- Replace 11 miles of distribution pipelines in the next decade
- Construct 14 miles of pipelines to provide capacity, reliability and redundancy
- Construct two new water storage tanks
- Replace existing 10 million gallon Perdue Plant Clearwell
- Develop the Sweetwater Reservoir Habitat Restoration area
STAFF AND BOARD PARTICIPATED IN THE PLANNING PROCESS.
As directed by the Governing Board, the process for developing the 2017 Strategic Plan focused on reviewing and updating the framework from the 2012 Strategic Plan, which served the Authority well in guiding decision-making and providing adequate flexibility to address unforeseen circumstances. The concise yet thorough process to develop the 2017 Strategic Plan included the following:

- Department Heads and Management Team Strategy Session: The General Manager, Assistant General Manager and key managers convened in a strategy session to review accomplishments, key issues, and potential updates to the strategic framework for the Governing Board’s consideration.

- Governing Board: In a special workshop the Governing Board received a report of outcomes from the Department Heads and Management Team Strategy Session, and identified additional accomplishments and key issues. The Governing Board also directed the General Manager on specific revisions to the strategic framework, including vision, performance measures, and objectives.
PUBLIC EXPECTATIONS AND DEMANDS FOR ENVIRONMENTAL QUALITY WILL LEAD TO EVERMORE STRINGENT STANDARDS FOR WATER QUALITY AND SYSTEM RELIABILITY, ESPECIALLY IN TIMES OF EMERGENCY.
III. strategic issues

The Authority strategic planning participants identified the major issues and challenges which must be addressed in light of current and projected future environmental and economic conditions.

ENSURING LONG-TERM WATER SUPPLY
Water supply and reliability continue to be the Authority’s top concerns. Competition among water users and uncertainties related to future climatic conditions and environmental constraints will necessitate a continued focus on this issue.

UPGRADING INFRASTRUCTURE
A quality, well-maintained infrastructure leads directly to a high level of system reliability. The Authority must continue to make planned upgrades to its existing infrastructure to avoid obsolescence and prevent catastrophic system failure.

MAINTAINING FAIR AND REASONABLE WATER RATES FOR ALL CUSTOMERS
Residential and business customers alike demand that the Authority deliver water in a highly efficient and cost effective manner. All customers want to know that the rates they are being charged are fair and reasonable in light of prevailing market conditions.

ENSURING LONG-TERM FINANCIAL HEALTH
The Authority has an obligation to apply best practices in financial management to keep costs of operation as low as possible. The Authority must plan ahead to ensure that it has sufficient capital and operating revenues and reserves to cover all anticipated future costs.

Dissolved air floatation tanks
COMMUNICATING WITH AND ENGAGING CUSTOMERS AND COMMUNITY PARTNERS

The Authority’s customer base is very diverse with respect to user types, income levels, service needs and expectations. Additionally, it is important for the Authority’s customers and community partners to understand the complexities and connections between billing rates, water supply, and infrastructure. Public outreach and educational programs must be tailored for each of the Authority’s major customer groups.

EVOLVING WORKFORCE

The Authority continues to focus on the development of sound training programs that meet regulatory requirements and assist in developing leadership skills that provide value to employees and the organization. Current staffing levels and structures will change in the near future with the retirement of many long-term employees. The Authority is challenged with facilitating knowledge transfer from retirees to new employees, evolving cultural expectations for workplace flexibility and quality, acknowledging accomplishments and performance, and maintaining innovation while maximizing effectiveness and efficiency.

LEADING IN ENVIRONMENTAL TECHNOLOGIES AND SYSTEMS

As technologies and management systems for environmental resources continue to evolve, the Authority must invest in those that improve efficiencies, reduce costs, enhance service delivery, and reduce impacts on the environment. This is particularly imperative due to the Authority’s stewardship of a critical natural resource.

ACHIEVING FAST RECOVERY FROM EMERGENCIES AND CATASTROPHIC EVENTS

During a catastrophic event, water service is a priority need to address health and safety issues. Like other critical public services, the Authority must maintain a high level of preparedness and vigilance across a range of emergency scenarios including fire, earthquake, and power outage.

BUILDING AND MAINTAINING PUBLIC CONFIDENCE

Policy and decision-making for the Governing Board involves complex issues and trade-offs. As a public agency, the Authority must use all feasible means to document and communicate its decision-making process to ensure maximum transparency and public accountability.
III. Strategic Issues

Sweetwater Authority operations and maintenance workers
“Caught In Time”
Photo by Joseph Rodriguez
Hilltop High School
Winner
2009 High School Photo Contest

THE STRATEGIC PLAN PROVIDES THE OVERARCHING ORGANIZATIONAL STRUCTURE FOR THE AUTHORITY IN TRACKING AND ADVANCING POLICIES, PLANS, AND PROGRAMS.
IV. Strategic Plan Framework

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

The Strategic Plan identifies its mission statement, vision statement, values, guiding principles, goals, objectives, and performance measures. Together, these elements are necessary for continued success in Authority operations and management of its resources and assets. The Strategic Plan Framework diagram at the end of this chapter illustrates the relationship among the Strategic Plan elements.

Mission Statement
The Mission statement describes the Authority’s fundamental purpose, reason for existence, and primary roles and functions.

The mission of Sweetwater Authority is to provide its current and future customers with a safe and reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.

Vision Statement
The Vision statement describes the Authority’s desired future condition.

Sweetwater Authority is a premier water agency. We partner with the public and private sectors to maximize value for our rate payers. Our water system infrastructure is innovative, yet functional, practical, and cost-effective. We provide a reliable and sustainable source of water. We consistently deliver industry-leading service to our customers.
Values
Values are shared beliefs that reflect what the Authority considers significant or important.

- **Stewardship**: We produce quality water and care for natural and social environments
- **Respect**: We conduct our work with respect for our customers, our partners, the environment, and each other
- **Excellence**: We strive to meet or exceed the highest professional standards in all that we do
- **Teamwork**: We work together and with community partners to provide the best possible service to our customers
- **Creativity**: We pursue innovative, yet practical solutions to address challenges
- **Integrity**: We are ethical in everything we do
- **Honesty**: Our activities and decisions are transparent

Guiding Principles
Guiding Principles are the rules of conduct that guide day-to-day operations and decision-making.

- Put the customer first
- Be flexible, responding proactively to challenges and opportunities
- Design cost-effective solutions
- Operate with openness and authenticity
- Be fiscally responsible in decisions
- Be accountable to our customers for our actions
- Be a model agency for innovation and results

Goals and Objectives
Goals are statements of long-term direction and intent, each of which includes objectives that are specific results describing an end product and completion date. The Authority’s strategic planning focuses on seven goal areas that provide direction for achieving the Vision and Mission. Objectives and detailed actions are identified for each goal area.

- **Water Quality**: Provide high quality water that meets regulatory requirements
- **System and Water Supply Reliability**: Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation
- **Financial Viability**: Ensure the long-term financial viability of the agency
- **Customer Service**: Provide high-quality customer service
- **Staff Development**: Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment
- **Administrative Effectiveness**: Provide efficient and effective administrative systems and procedures in accordance with best management practices
• **Environmental Stewardship**: Provide core services while maintaining a balanced approach to human and environmental needs

**Performance Measures**

Performance Measures are the basis for assessing progress toward achieving the Authority’s goals. While the Authority measures performance at a detailed level within each of its departments and for each employee, the following measures provide an over-arching perspective related to the Authority’s mission.

**Water Quality**: Provide high quality water that meets regulatory requirements.

Water quality measures are linked to federal, state, and other water quality standards and include:

- Regulatory compliance for turbidity and disinfection
- Taste and odor
- Public notifications

The Authority strives to meet regulatory standards in a cost-effective and efficient manner.

**System and Water Supply Reliability**: Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.

The following measures focus on maintaining a constant flow of water to the Authority’s ratepayers:

- Infrastructure integrity (leaks)

The endangered arroyo toad lives in the Sweetwater Authority watershed.

- System up time
- Adequate pressure under fire flow conditions

In addition to normal conditions, the Authority applies these measures to unforeseen circumstances beyond its control and emergency conditions, when possible.

**Financial Viability**: Ensure long-term financial viability of the agency.

Sound financial management is a high priority for the Governing Board. The Authority ensures near- and long-term financial health for informed and prudent decision-making, operational effectiveness and efficiency, and key performance measures by maintaining:

- Fiscal solvency (balanced budget)
- Reserve funds
- Bond rating
- Nonrevenue water loss
Customer Service: Provide high-quality customer service.

Serving customers with a wide range of service needs and expectations requires the Authority to solicit customer feedback through many methods. Developing expanded customer feedback measures and methods will ensure the Authority responds to customers.

- Customer contact data
- Customer payment data
- Billing accuracy

Staff Development: Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment.

Staff development efforts must expand the Authority’s overall skill base, leadership capacity, and safety, meeting or exceeding state and federal regulatory standards as measured by:

- Certifications
- Accident/injury rate
- Training hours per employee

Administrative Effectiveness: Provide efficient and effective administrative systems and procedures in accordance with best management practices.

Key performance measures of administrative effectiveness include:

- Strategic Plan implementation
- Staffing efficiency

Environmental Stewardship: Provide core services while maintaining a balanced approach to human and environmental needs.

Key performance measures of environmental stewardship include:

- Triple Bottom Line (an indication of a utility’s sustainability efforts)
- Resource usage (energy and water)
- Water efficiency incentives and rebates issued
- Water reduction and management efforts

The Strategic Plan provides the Authority’s overall guidance in implementing its mission and achieving its vision, which are the overarching measures of the Authority’s effectiveness.

Performance Monitoring and Reporting

The performance measures described above provide a framework for the Authority to monitor and report on its performance. Performance monitoring will take place in the form of:

- Quarterly Performance Measurement Reports: Progress on the performance measures and results achieved will be documented and reported in quarterly reports prepared by the Authority’s Management Team.
The mission of Sweetwater Authority is to provide its current and future customers with a safe and reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.

Sweetwater Authority is a premier water agency. We partner with the public and private sectors to maximize value for our rate payers. Our water system infrastructure is innovative, yet functional, practical, and cost-effective. We provide a reliable and sustainable source of water. We consistently deliver industry-leading service to our customers.

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<td>Be fiscally responsible in decisions.</td>
<td>Be accountable to our customers for our actions.</td>
<td>Be a model agency for innovation and results</td>
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**Goals**

- **Water Quality**
  - See page 22
- **System & Water Supply Reliability**
  - See pages 23-25
- **Financial Viability**
  - See page 26
- **Customer Service**
  - See page 27
- **Staff Development**
  - See page 28
- **Administrative Effectiveness**
  - See page 29
- **Environmental Stewardship**
  - See pages 30-31

**Objectives**

- Regulatory compliance for turbidity and disinfection
- Taste and odor
- Public notifications
- Infrastructure integrity (leaks)
- System up time
- Adequate pressure under fire flow conditions
- Fiscal solvency (balanced budget)
- Reserve funds
- Bond rating
- Nonrevenue water loss
- Customer contact data
- Customer payment data
- Billing accuracy
- Certifications
- Accident/injury rate
- Training hours per employee
- Strategic Plan implementation
- Staffing efficiency
- Triple Bottom Line
- Resource usage
- Water efficiency incentives and rebates issued
- Water reduction and management efforts
CONTROLLED TRANSFER OF WATER FROM LOVELAND RESERVOIR TO SWEETWATER RESERVOIR
The following section describes each of the seven goal areas and their related objectives. Detailed Work Plans, produced annually, provide the specific activities required to implement the goals and objectives.

The goals are:

**GOAL #1 Water Quality**  
*Provide high quality water that meets regulatory requirements.*

**GOAL #2 System and Water Supply Reliability**  
*Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.*

**GOAL #3 Financial Viability**  
*Ensure long-term financial viability of the agency.*

**GOAL #4 Customer Service**  
*Provide high-quality customer service.*

**GOAL #5 Staff Development**  
*Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment.*

**GOAL #6 Administrative Effectiveness**  
*Provide efficient and effective administrative systems and procedures in accordance with best management practices.*

**GOAL #7 Environmental Stewardship**  
*Provide core services while maintaining a balanced approach to human and environmental needs.*
## V. Goals and Objectives

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

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Quality</td>
<td>Objective WQ2: 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)</td>
<td>Water Quality/ Distribution</td>
<td>IS</td>
<td>TBD pending drought conditions</td>
</tr>
<tr>
<td>Watershed Protection</td>
<td>Objective WQ3: Track development and manage watershed activities for the beneficial use of the Authority and protect the environment for future benefit of species and Authority operations (Source: EPA Drinking Water Requirements: Interim Enhanced Surface Water Treatment Rule)</td>
<td>Water Quality</td>
<td>MR</td>
<td>Watershed Sanitary Survey conducted every five years</td>
</tr>
<tr>
<td>Cross Contamination and Backflow Prevention</td>
<td>Objective WQ4: 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)</td>
<td>Finance</td>
<td>MR</td>
<td>Annually</td>
</tr>
<tr>
<td>Lead Testing for Schools</td>
<td>Objective WQ5: Implement State-mandatory lead testing program at eligible K-12 schools in the Authority’s service area (Source: State Water Resources Control Board)</td>
<td>Water Quality</td>
<td>MR</td>
<td>January 2020</td>
</tr>
</tbody>
</table>
## GOAL #2 System and Water Supply Reliability (SR)

*Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.*

<table>
<thead>
<tr>
<th>topic</th>
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<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution Systems</td>
<td>Objective SR1: 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 Hydroneumatic Zones (Source: 2015 Water Distribution Master Plan)</td>
<td>Engineering/Distribution</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Cathodic Protection</td>
<td>Objective SR2: Minimize corrosion and extend service life by providing appropriate cathodic protection for metallic mains and steel storage tanks (Source: 2015 Water Distribution Master Plan)</td>
<td>Engineering</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Valves</td>
<td>Objective SR3: Operate all distribution valves over a three-year cycle, and all transmission valves 14 inches and larger once a year, replacing valves that meet established replacement criteria outlined in the Valve Maintenance and Replacement Program (Source: AWWA M44 Distribution Valves)</td>
<td>Distribution</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Hydrants</td>
<td>Objective SR4: Operate all fire hydrants over a three-year cycle and replace fire hydrants that meet established replacement criteria in accordance with the Fire Hydrant Maintenance and Replacement Program (Source: AWWA M17)</td>
<td>Distribution</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Fleet</td>
<td>Objective SR5: Maintain fleet vehicles and equipment (Fleet) according to manufacturers’ standards and replace Fleet according to criteria defined in the Fleet Maintenance and Replacement Program (Source: Vehicle and Equipment Manufacturers’ service standards; Board-approved Vehicle Replacement Program)</td>
<td>Distribution</td>
<td>IS</td>
<td>Annually</td>
</tr>
</tbody>
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GOAL #2 System and Water Supply Reliability (SR) - CONTINUED

Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.

<table>
<thead>
<tr>
<th>topic</th>
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<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dams</td>
<td>Objective SR6: 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)</td>
<td>Engineering</td>
<td>MR</td>
<td>June 2018</td>
</tr>
<tr>
<td>Public Development</td>
<td>Objective SR7: 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 Vista; 1962 Agreement with County of SD; National City incorporated prior to Kimball Bros. Easement)</td>
<td>Engineering</td>
<td>MR</td>
<td>Reported semi-annually</td>
</tr>
<tr>
<td>Private Development</td>
<td>Objective SR8: 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)</td>
<td>Engineering</td>
<td>MR</td>
<td>Reported semi-annually</td>
</tr>
<tr>
<td>Security/Safety</td>
<td>Objective SR9: 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)</td>
<td>All</td>
<td>IS</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Infrastructure Maintenance</td>
<td>Objective SR10: Cost effectively maintain facilities and infrastructure to optimize its useful life and performance (Source: Various projects as identified in Departmental Work Plans and annual budget)</td>
<td>Water Quality/Engineering</td>
<td>IS</td>
<td>Various depending on task</td>
</tr>
</tbody>
</table>

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**GOAL #2 System and Water Supply Reliability (SR) - CONTINUED**

*Achieve an uninterrupted, long-term water supply through investment, maintenance and innovation.*

<table>
<thead>
<tr>
<th>topic</th>
<th>objectives</th>
<th>department</th>
<th>mandatory requirement or industry standard</th>
<th>completion (or due) date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easements</td>
<td>Objective SR11: Maintain the Authority’s easements throughout the service area to ensure access and minimize negative impacts to water system facilities</td>
<td>Engineering</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Water Supply/Sources</td>
<td>Objective SR12: Explore new options for new water sources including but not limited to: conservation, recycled water, stormwater retention, groundwater/desalination, and Urban Runoff Diversion Systems</td>
<td>Management/Engineering</td>
<td>IS</td>
<td>TBD</td>
</tr>
</tbody>
</table>
### V. goals and objectives

**GOAL #3 Financial Viability (FV)**

*Ensure long-term financial viability of the agency.*

<table>
<thead>
<tr>
<th>topic</th>
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</thead>
<tbody>
<tr>
<td>Budget</td>
<td>Objective FV1: Develop an annual budget that determines yearly expenditures, incorporates a five-year projection to track fiscal stability, maintains reserves in accordance with policy, and guides rate-setting decision-making (Source: Authority Policy)</td>
<td>Finance</td>
<td>MR</td>
<td>Annually</td>
</tr>
<tr>
<td>Gov’t Affairs</td>
<td>Objective FV2: Explore new revenue sources for high priority projects and programs including, but not limited to, legislative advocacy, Integrated Regional Water Management, BuRec Title XVI, and Proposition 50</td>
<td>General Manager</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Meters</td>
<td>Objective FV3: Replace meters in a manner consistent with industry standards to allow the Authority to maintain fair and accurate revenue collections (Source: AWWA M6 Manual - Water Meters-Selection, Installation, Testing and Maintenance)</td>
<td>Finance</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Nonrevenue Water</td>
<td>Objective FV4: Implement nonrevenue water program to maximize beneficial and authorized use of water and minimize wasteful and unauthorized loss (Source AWWA M36 Water Audits and Loss Control Manual)</td>
<td>Administration</td>
<td>IS</td>
<td>Reported annually</td>
</tr>
<tr>
<td>Long-Term Financing</td>
<td>Objective FV5: Develop a financing plan for the replacement of the 36” transmission pipeline, the Central-Wheeler Tank, and the stairs at Loveland Dam (Source: Authority Budget and 2015 Water Distribution Master Plan)</td>
<td>Finance</td>
<td>IS</td>
<td>June 2018</td>
</tr>
<tr>
<td>Rate Stabilization</td>
<td>Objective FV6: Explore options for a policy to develop a rate stabilization fund</td>
<td>Finance</td>
<td>IS</td>
<td>June 2018</td>
</tr>
</tbody>
</table>
GOAL #4 Customer Service (CS)

Provide high-quality customer service.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Outreach</td>
<td>Objective CS1: Develop an expanded customer outreach program to include, but not be limited to, attending community events and school programs, producing educational materials, and surveying customer opinion</td>
<td>Administration</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Website/Social Media</td>
<td>Objective CS2: Expand web-based communications to include, but not be limited to, distributing e-notifications/news, and posting to Authority social media pages/sites</td>
<td>Administration</td>
<td>IS</td>
<td>Reported Monthly</td>
</tr>
<tr>
<td>Smart Meters</td>
<td>Objective CS3: Re-evaluate the potential to implement automated meter reading and new tools for customer access to water use data at least bi-annually, considering advancements in technology and financial feasibility</td>
<td>Finance</td>
<td>IS</td>
<td>Reported bi-annually</td>
</tr>
<tr>
<td>Payment Locations</td>
<td>Objective CS4: Explore use of third party locations to receive customer payments</td>
<td>Finance</td>
<td>IS</td>
<td>December 2017</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>Objective CS5: Explore opportunities to provide financial assistance to low-income customers</td>
<td>Management/Legal Counsel</td>
<td>IS</td>
<td>June 2018</td>
</tr>
</tbody>
</table>
## GOAL #5 Staff Development (SD)

**Goal:** Develop a highly-skilled, adaptable workforce and a safe, properly-equipped, and effective work environment.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Certifications</td>
<td>Objective SD1: Achieve professional and regulatory certifications as required by job classifications to perform assigned duties (Source: OSHA, Division of Drinking Water, DMV, and others depending on certification)</td>
<td>Administrative Services</td>
<td>MR</td>
<td>Reported Quarterly</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Objective SD2: Create a Leadership Development Program that engages eligible staff in Authority’s needs for leadership capacity</td>
<td>Administrative Services</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Performance</td>
<td>Objective SD3: Conduct annual performance evaluations (Source: Memoranda of Understanding between Authority and Labor Groups)</td>
<td>Administrative Services</td>
<td>IS</td>
<td>Reported semi-annually</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Objective SD4: Identify and implement expanded risk management and safety protocols to reduce experience modification and incident rates at or below industry standards (Source: Joint Powers Insurance Agency; OSHA)</td>
<td>Administrative Services</td>
<td>MR</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Safety</td>
<td>Objective SD5: Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA and others depending on task)</td>
<td>Administrative Services/Water Quality/Engineering</td>
<td>MR/IS</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Objective SD6: Develop and implement a Succession Planning and Workforce Development Plan</td>
<td>Management</td>
<td>IS</td>
<td>TBD</td>
</tr>
<tr>
<td>Performance/Employee Recognition</td>
<td>Objective SD7: Cultivate employee performance and boost employee loyalty, morale and productivity by implementing an employee recognition and wellness program</td>
<td>Administration/Administrative Services</td>
<td>IS</td>
<td>Annually</td>
</tr>
</tbody>
</table>
**GOAL #6 Administrative Effectiveness (AE)**  
*Provide efficient and effective administrative systems and procedures in accordance with best management practices.*

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Emergency Preparedness</td>
<td>Objective AE1: Maintain a ready state of emergency preparedness, response and recovery, capable of effectively responding to emergencies as they arise</td>
<td>Administrative Services</td>
<td>MR/IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Best Practices</td>
<td>Objective AE2: Assess the requirements, costs, and the Authority’s positioning for pursuing American Public Works Association Accreditation to establish a process for verifying and recognizing compliance with recommended best practices</td>
<td>General Manager</td>
<td>IS</td>
<td>June 2019</td>
</tr>
<tr>
<td>Master Planning</td>
<td>Objective AE3: Conduct master planning of major infrastructure (including Information Systems) to promote innovation, ensure sustainability, and to reliably and effectively plan and allocate Authority resources</td>
<td>General Manager</td>
<td>IS</td>
<td>Various depending on master plan</td>
</tr>
<tr>
<td>Performance Measurement</td>
<td>Objective AE4: Evaluate opportunities for expanding the Authority’s performance measurement system to evaluate Authority’s performance</td>
<td>General Manager</td>
<td>IS</td>
<td>TBD</td>
</tr>
</tbody>
</table>
## GOAL #7 Environmental Stewardship (ES)

**Provide core services while maintaining a balanced approach to human and environmental needs.**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Water Efficiency</td>
<td>Objective ES1: 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)</td>
<td>Administrative Services</td>
<td>MR</td>
<td>2020</td>
</tr>
<tr>
<td>Water Efficiency</td>
<td>Objective ES2: 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 (State Water Resources Control Board Regulations)</td>
<td>Administration/Administrative Services</td>
<td>MR</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Energy Efficiency</td>
<td>Objective ES3: Perform a systematic audit of the energy usage at Authority facilities and pursue energy saving measures</td>
<td>Administrative Services</td>
<td>IS</td>
<td>Various depending on task</td>
</tr>
<tr>
<td>Air Quality</td>
<td>Objective ES4: Comply with Heavy Equipment Replacement policies from the regulatory agencies (EPA Emissions Standards; CalEPA Air Resources Board Diesel Truck regulations)</td>
<td>Distribution</td>
<td>MR</td>
<td>June 2025</td>
</tr>
<tr>
<td>Habitat Management</td>
<td>Objective ES5: 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)</td>
<td>Water Quality</td>
<td>IS</td>
<td>Annually</td>
</tr>
<tr>
<td>Groundwater Management</td>
<td>Objective ES6: 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; Sustainability Groundwater Management Act)</td>
<td>Engineering</td>
<td>MR</td>
<td>June 2018</td>
</tr>
</tbody>
</table>

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GOAL #7 Environmental Stewardship (ES) - CONTINUED
Provide core services while maintaining a balanced approach to human and environmental needs.

<table>
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<tbody>
<tr>
<td>Operational Regulatory Requirements</td>
<td>Objective ES7: Develop and implement a Comprehensive Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulatory Agencies</td>
<td>Water Quality</td>
<td>MR</td>
<td>June 2021</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Objective ES8: Implement the Sustainability Action Plan (Source: Authority Sustainability Action Plan)</td>
<td>Administrative Services</td>
<td>IS</td>
<td>Work Plan developed annually</td>
</tr>
</tbody>
</table>
V. goals and objectives

Current Sweetwater Authority organization
THE AUTHORITY IS PROUD TO PROVIDE SAFE, RELIABLE DRINKING WATER TO ITS CUSTOMERS
VI. plan implementation, monitoring and reporting

Implementation of the Strategic Plan is directed by the Authority’s General Manager through the Management Team consisting of the Assistant General Manager and Department Heads. The Management Team is responsible for implementing the goals and objectives as shown in Chapter V - Goals and Objectives.

Each year, the Governing Board holds a public workshop to review the goals and objectives of the Strategic Plan. Following that workshop, staff develops a Detailed Work Plan in conjunction with the development of the Annual Budget. The Detailed Work Plan identifies specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan. The Strategic Plan and corresponding Detailed Work Plan is designed to be highly correlated and integrated with the Annual Budget.

The Governing Board has approved the following reporting mechanisms to demonstrate progress in implementation of the Strategic Plan:

- Quarterly Performance Measures Report – The Quarterly Performance Measure Report provides metrics and benchmarks related to the seven goal areas of the Strategic Plan. When practical, industry benchmarks are used to show the Authority’s position relative to other agencies.
- Detailed Work Plan Status Report – Semi-annually, once at mid-year and once at the end of the fiscal year.
V. Plan implementation, monitoring and reporting

close of the fiscal year, staff provides a status report on the Detailed Work Plan, providing updates on each of the tasks identified in the Work Plan and making any necessary adjustments.

• Year-End Annual Performance Report – At the close of the fiscal year, staff provides a comprehensive annual performance report on the Strategic Plan, highlighting achievements from the year and summarizing the performance data reported during the year. This document serves as an outreach and communication tool for the Authority’s customers and other stakeholders.

• The Strategic Plan is a living document, that is updated as circumstances warrant, but generally no less frequently than every five years to ensure that the plan is current, relevant and meaningful in guiding the Authority’s operations.
THE AUTHORITY SERVES APPROXIMATELY 189,000 PEOPLE IN THE SOUTH BAY REGION OF SAN DIEGO COUNTY, CALIFORNIA.

“Diamonds in the Grass”
Photo by Shiv Jariwala
Hilltop High School
Second Place Color Category
2015 High School Photo Contest