



Sweetwater Authority Strategic Plan
 FY 2022-23 DETAILED WORK PLAN

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	% Complete
GOAL #1 Water Quality (WQ) <i>Provide high quality water that meets regulatory requirements.</i>				
Water Quality - Water Quality	Objective WQ1 (2012): Meet all primary and secondary water quality standards (Source: EPA National Primary Drinking Water Regulation Secondary Standards)			
	001.00 Report to the Board quarterly on chlorine residual, turbidity, and taste/odor at the Perdue Water Treatment Plant and distribution system, utilizing standards set by the Division of Drinking Water, as well as more stringent standards set by Sweetwater Authority	N/A	Quarterly	
	002.00 Provide an annual consumer confidence report to Authority customers on all state and federal drinking water health standards	N/A	June 2023	100%
	003.00 Develop a methodology and implementation plan for identifying lead service lines (consumer side) and sampling at all schools for lead in compliance with new lead and copper rule requirements	Water Quality - Q4	June 2023 -October 2023	100%

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GOAL #1 Water Quality (WQ) <i>Provide high quality water that meets regulatory requirements.</i>				
Water Quality/ Distribution - Flushing	Objective WQ2 (2012): Maintain water quality in distribution system through a systematic and programmed flushing program, utilizing no-discharge technology (Source: AWWA Partnership for Safe Drinking Water)			
	001.00 Resume flushing of the distribution system to remove biofilms and sedimentation to improve water quality (previously approved by Board on January 23, 2019); Once NO-DES equipment is received (approx. August 2022), complete all sections of the service area that have not been flushed since last flushing program in 2005-2008	E&O	December 2027 June 2023	100%
Water Quality - Watershed Protection	Objective WQ3 (2018): 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 Complete Sweetwater River Watershed Sanitary Survey	N/A	December 2022 February 2023	100%
	002.00 Procure consultant services for biological and toxicity monitoring as related to the Reynolds Desalination Facility discharge permit requirements	Water Quality - Q2	December 2022	100%

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GOAL #1 Water Quality (WQ) <i>Provide high quality water that meets regulatory requirements.</i>				
Admin Services/ Customer Service - Cross Contamination and Backflow Prevention	Objective WQ4 (2018): 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 Implement a plan to replace all existing single check valves on fire service lines with back-flow prevention devices required by current Authority standards (plan approved by Board on April 25, 2018)	N/A	December 2025	
Water Quality - SCADA	Objective WQ5 (2012): 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 Conduct an assessment for automation of distribution pumping Time-of-Use, as recommended by the DHK Energy Audit to reduce energy costs	Water Quality - Q1	June 2023	
002.00 Create improvements for SCADA Integrator Remote Access	Water Quality - Q1	June 2023 September 2023	100%	

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	003.00 Replace and upgrade the backup Programmable Logic Controller (PLC) (monitors/controls sensors) for the Perdue Water Treatment plant due to obsolescence and potential failure of current backup PLC	Water Quality - Q1	June 2023	100%
	004.00 Create automated discharge reports for the Reynolds Desalination Plant	Water Quality - Q1	June 2023	100%
	005.00 Develop and issue a Request for Proposals for a new SCADA Design Consultant	Water Quality - Q1	June 2023	100%
Water Quality - Reservoir	Objective WQ6 (2019): Ensure long-term sustainable health of Sweetwater Reservoir			
	001.00 Continue to explore the cost/benefit of implementing resource recovery in and around Authority Reservoirs, utilizing a consultant team of experts selected by the Board - Reservoir Enhancement Project (See also FV6.001)	Board	December 2022	100%

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GOAL #1 Water Quality (WQ) <i>Provide high quality water that meets regulatory requirements.</i>				
	001.01 Complete development of project scenarios and preliminary economic analysis and risk analysis (Benchmark Resources Task 5)	E&O	September 2022	100%
	002.00 Complete Comprehensive Assessment of Sweetwater Dam (see also SR5-002.00)	E&O	Pending Response from DSOD December 2024	30%
	003.00 Prepare design, environmental document, advertise for bids, and construct Sweetwater Dam PMF and South Spillway Improvements (Bond funded) (see also SR5-003.00)	E&O	Pending Findings of Comprehensive Assessment	45%
Water Quality- Taste, Color, Odor	Objective WQ7 (2021): Implement process and water treatment improvements to enhance water quality (e.g., taste, color, odor)			
	001.00 Construct an iron and manganese removal system for the National City Wells	E&O	TBD December 2024	45%
	002.00 Begin operational and financial planning for a vertical mixing/destratification system in Sweetwater Reservoir to maintain healthy levels of dissolved oxygen throughout the water column per the recommendations of the Gillingham Study	E&O	December 2023 August 2025	40%

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GOAL #1 Water Quality (WQ) <i>Provide high quality water that meets regulatory requirements.</i>				
Water Quality - Laboratory Standards	Objective WQ8 (2020): 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 Write/rewrite current analytical SOPs, Policies and/or Procedures, and Quality System Manual to be compliant with TNI Standards	N/A	August-March-September 2022-2023	70%
	002.00 Onsite visit to provide review and training with the new document protocols	N/A	November-April-August 2022-2023	0%
	003.00 Conduct a "practice" onsite assessment against the new TNI Standards	N/A	February-August-October 2023	0%
	004.00 Procure and install a Laboratory Information Management System to assist the Authority with compliance with new TNI standards	N/A	June October 2023-2024	40%

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GOAL #2 System and Water Supply Reliability (SR) <i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
Engineering/ Distribution - Pipelines	Objective SR1 (2012): 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: 2020 Water Distribution Master Plan)			
	001.00 Prepare design, environmental document, advertise for bids, and construct new Central-Wheeler Tank (Bond funded)	E&O	FBD January 2025	30%
	001.01 Award a contract for installation of a water pipeline in Summit Meadow Road that connect from an existing pipeline to the future location of the new Central-Wheeler Tank	E&O	September 2022	100%
	002.00 Replace pipelines in FY 2022-23 that meet established criteria	E&O	December 2023	100%
	003.00 Implement an AC Pipe testing program to determine structural integrity of AC Pipes throughout the service area	E&O	Ongoing June 2025	0%

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Engineering - Cathodic Protection	Objective SR2 (2012): Minimize corrosion and extend service life by providing appropriate cathodic protection for metallic mains and steel storage tanks (Source: 2020 Water Distribution Master Plan)			
	001.00 Install cathodic protection at up to three steel storage tanks	E&O	December 2023 December 2024	45%
	002.00 Design deep well anode bed for 30-inch Second Avenue pipeline rectifier	N/A	June 2024	0%
	003.00 Complete a cathodic protection survey	N/A	June 2023	100%
Distribution - Preventative Maintenance Programs	Objective SR3 (2012): Develop and implement specific infrastructure preventive maintenance programs that ensure all transmission and distribution system appurtenances are functional and effective			
	001.00 Implement a valve maintenance and replacement program in accordance with recommendations in Water Distribution System Master Plan. In FY 2022-23, Authority will install 5 new valves and replace 35 valves.	N/A	June 2023	100%
Distribution - Fleet Maintenance	Objective SR4 (2012): Maintain and replace fleet vehicles and equipment in accordance with manufacturers' recognized standards and practices, and the Board-approved Green Fleet Plan and Vehicle and Equipment Replacement Policy			
	001.00 Install EV chargers at Operations Center and explore chargers for employee vehicles	N/A	June 2023 June 2024	40%

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	002.00 Cross reference with ES Objective for Green Fleet (see also ES8)	N/A	Ongoing December 2023	80%
Engineering - Dam Safety	Objective SR5 (2012): Maintain Sweetwater Authority Dams in compliance with requirements of Division of Safety of Dams (DSOD) and other necessary improvements to ensure the integrity and reliability of the infrastructure			
	001.00 Design, bid, and construct replacement stairs at Loveland Dam (Bond funded)	E&O	TBD December 2025	40%
	002.00 Complete Comprehensive Assessment of Sweetwater Dam (see also WQ6-002.00)	E&O	Pending DSOD Direction December 2024	30%
	003.00 Prepare design, environmental document, advertise for bids, and construct improvements at Sweetwater Dam per the requirements of the Division of Safety of Dams (Bond funded) (see also WQ6.003.00)	E&O	Pending Findings of Comprehensive Assessment	45%
	004.00 Replace Bunger, Guard, and Bypass valves at Loveland Dam	E&O	TBD December 2025	10%

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Engineering - Public Development	Objective SR6 (2012): Review street improvement plans submitted by Chula Vista, National City, and County of San Diego to identify potential conflicts with Authority facilities and develop cost-effective modifications/relocations to address 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 Replace emergency interconnection between the City of San Diego, Otay 2nd Pipeline, and the Authority's transmission main in Sweetwater Road	E&O	TBD July 2026	0%
Engineering - Private Development	Objective SR7 (2012): 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 Provide quarterly updates to the Board on highlights of development services efforts	Board - Quarterly	Quarterly	100%

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Administrative Services (Programs) Security/Safety	Objective SR8 (2014): Provide adequate security to safeguard Authority property and infrastructure against theft, damage, illegal entry, vandalism, abuse, terrorism, cyberthreats 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 Perform a security assessment of facilities in conjunction with the Facilities Master Plan (see also SR9.002.00 and AE2.002.00)	E&O - TBD	June 2023 June 2024	0%
	Objective SR9 (2014): 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 Conduct repairs to URDS channels and culverts	N/A	June 2023 January 2023	100%

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Water Quality/ Engineering - Infrastructure Maintenance	002.00 Complete a Facilities Master Plan once a Facilities Maintenance position is hired - see also AE2.002.00	TBD	Pending staffing- reorganization June 2024	0%
	003.00 Replace roof of Bonita Valley Reservoir Control Building (BVR); reline Cherry Hills Tank Relining and replace drain BVR	E&O	TBD December 2024	10%
	004.00 Replace reverse osmosis membranes that have reached the end of their useful life	N/A	Annual	100%
	005.00 Replace the aging roofing system at the Loveland Reservoir Residence and install a roof-mounted solar photovoltaic system	N/A	TBD December 2025	10%

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	006.00 Assess need for improvements to Loveland Reservoir's Boat Ramp, Dock Anchors, and Log Boom associated with operation of reservoir water levels and initiate design and environmental review as necessary	E&O	June 2024- December 2023	85%
	007.00 Install a new meter vault at existing 4-inch compound water meter on Naples Street (waiting on expiration of City moratorium)	N/A	June 2026	0%
	008.00 Replace plastic Fire Storage Tank at Loveland Reservoir with Steel Tank	E&O	FBD December 2024	10%
	009.00 Replace and repair inefficient pumps, motors and wells in the distribution system and productions wells	N/A	June 2023	100%

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Water Quality/ Engineering - Infrastructure Maintenance	010.00 Implement facility improvements at the Operations Yard including sealing the parking lot, paving the storage area and drainage channel, painting building interior and replacing carpet	N/A	June 2025	0%
	011.00 Install Astec Reply white coat roof system at the Administration Building	N/A	December 2022 December 2023	0%
	012.00 Procure the services of a consultant to assist the Authority with assessing and developing solutions for the elevated nitrate levels at SDF Well No. 7	N/A	June 2023 June 2024	30%

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	013.00 Complete tank inspections that are due in Calendar Year 2022 to assess condition	N/A	June 2023 June 2024	80%
	014.00 Repair access road and parking areas around existing Authority facilities at various locations	N/A	June 2023	100%
Engineering - Easements	Objective SR10 (2014): Inspect and maintain the Authority's easements throughout the service area to ensure access and minimize negative impacts to water system facilities		December 2024	10%
	Objective SR11 (2018): Ensure future reliability of cost-effective water supplies by exploring options for new water sources including but not limited to: conservation, recycled water, potable reuse, stormwater retention, and groundwater/desalination			

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Management/ Engineering - Water Supply/Sources	001.00 Install a new San Diego Formation well in National City to provide brackish water for treatment at the Reynolds Desalination Plant	Water Quality	TBD June 2025	0%
	001.01 Conduct a well siting study and acquire land for well site	Water Quality	December 2023 March 2024	40%
	002.00 Collaborate with Otay Water District to investigate a potential partnership to leverage new water supplies, such as recycled water and indirect potable reuse (See also AE4.002.00)	Board- periodic updates	June 2023 August 2023	90%
	Objective SR12 (2016): Develop and Implement Comprehensive Property Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulatory Agencies in order to allow the Authority greater certainty in the operations of its assets including water transfers between Loveland and Sweetwater reservoirs (see also ES6)			

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GOAL #2 System and Water Supply Reliability (SR) <i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
Water Quality/ Engineering - Operational Regulatory Requirements	001.00 Complete Environmental Review and Programmatic Permitting for Property Operations and Maintenance Plan	E&O	Pending completion of initial study for CEQA June 2028	20%
	002.00 Implement Plan according to permit requirements	E&O	TBD June 2028	0%
	003.00 Execute water transfer to designated water level limits in accordance with Board direction	N/A	Pending Water Availability February 2023	100%

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GOAL #3 Financial Viability (FV) <i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>				
All - Budget	Objective FV1 (2012): Implement short-term (i.e., annual) and long-term (i.e., five-year) financial plans that demonstrate continued financial sustainability for the Authority and cost effective operations and guide rate setting decision making			
	Objective FV2 (NEW!): Develop a rate structure that cover the costs to provide safe and reliable water to Authority customers, meets all legal requirements, promotes water conservation, and fairly apportions cost centers to meter and commodity prices; utilize a rate stabilization reserve to regulate cost impacts associated with fluctuating water supplies			
Finance - Rates	001.00 Complete the 2023 Water Rate Study	Finance and Administration - Q2	June 2023 October 2023	50%
	Objective FV3 (2012): Develop strategies at both the State and Federal levels to identify and pursue grant funds for high priority projects and programs, and advocate for legislative priorities			
General Manager - Gov't Affairs	001.00 Coordinate with federal lobbyist to develop strategies and continue building relationships with congressional delegation and federal agencies.	Leg. Affairs/ Communications - Q2	June 2023	Ongoing
	002.00 Coordinate with state lobbyist to seek project funding and advocate for legislative priorities	Leg. Affairs/ Communications - Q2	June 2023	Ongoing
	003.00 Issue an RFP for a grant writer to assist the Authority in identifying and seeking grant funds	N/A	August 2022	100%

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GOAL #3 Financial Viability (FV) <i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>				
Administrative Services - Meters	Objective FV4 (2012): 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)			
	Analyze impacts associated with the implementation of a new meter test bench	N/A	June 2023 September 2023	85%
Objective FV5 (2012): 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)				
Administration - Nonrevenue Water	001.00 Implement the recommendations of 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) - Desal meter deferred via operational changes; Perdue meter to be designed then constructed	E&O	FBD September 2024	40%
Objective FV6 (2019): Explore innovative opportunities for leveraging Authority assets (e.g., reservoirs, property) to reduce financial burden on Authority ratepayers				

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GOAL #3 Financial Viability (FV) <i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>				
Management/ Engineering - Leverage Assets	001.00 Continue to explore the cost/benefit of implementing resource recovery in and around Authority Reservoirs, utilizing a consultant team of experts selected by the Board - Reservoir Enhancement Project (see also WQ6.001.00)	E&O	Completed- December 2022	100%
	002.00 Consider lease agreements (e.g., renewable energy projects) and public/private partnerships to leverage Authority assets to generate revenue	As-needed	Ongoing	

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GOAL #4 Customer Service, Citizen Engagement and Community Relations (CS) <i>Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.</i>				
Administration/ Administrative Services - Outreach	Objective CS1 (2012): 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 Increase messaging to customers through direct mail outreach (e.g., envelope artwork and billing inserts), to include the Authority's flushing program, drought messaging, and water efficiency programs and rebates.	Leg. Affairs/ Communications - Q1	June 2023	100%
	002.00 Work with communications consultant to strengthen relationships and increase coverage in English and Spanish media.	N/A	Ongoing	100%
	003.00 Develop a plan to increase community awareness and understanding of the Authority's water delivery system, in anticipation of the new rate study (where water comes from, how the system works, and how revenues and billing rates support the system)	Leg. Affairs/ Communications - Q1	September 2023	30%
Administration - AMI	Objective CS2 (2012): 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 Explore grant opportunities to fund an AMI pilot program	N/A	Ongoing	100%
Administration/Engi neering - Developer Customers	Objective CS3 (2019): Explore and implement process improvements to better serve developer customers			

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Finance/ Administration - Local Business	Objective CS4 (2020): Facilitate procurement opportunities for local, small, and disadvantaged businesses in the community			
	001.00 'Conduct at least two "How to Do Business with Sweetwater Authority" webinars in conjunction with the Procurement Technical Assistance Center of San Diego	N/A	June 2023	100%
	002.00 Promote the Authority's local vendor program through messaging in Authority newsletters and social media	N/A	June 2023	100%
	003.00 Report to Board quarterly on local procurement, including the number of local vendors that the Authority did business with and the total dollar amount spent	N/A	June 2023	100%
	004.00 Develop and implement a Local Business Outreach program to partner with local businesses to become certified water efficient businesses and promote them on the Authority's website and social media	Leg. Affairs/ Communications - Q2	June 2023	100%
Various - Facility Appearance	Objective CS5 (2021): Implement projects to improve the appearance of Authority facilities			
	001.00 Implement aesthetic improvements to the well site at Eucalyptus Park (C Street and 5th Avenue - Chula Vista)	Board - Q1	June 2023	0%
	002.00 Continue to explore potential grant opportunities and prioritize list of well sites for future year funding in conjunction with budget development	Finance - Q4	June 2023	0%
Admin/Admin Services - Customer Payments	Objective CS6 (2017): Develop programs to facilitate payment of water bills for customers			
	001.00 Promote the Low Income Household Water Assistance Program (LIHWAP) once program details are received from the California Department of Community Services and Development	Finance - Q2	December 2022	100%

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Management/ Citizen Engagement	Objective CS7 (NEW!): Promote citizen engagement and operational improvements/efficiencies through the use of a Citizens Advisory Committee			
	001.00 Continue to expand community engagement programs in partnership with the Citizens Advisory Committee	Leg. Affairs/ Communications - Q3	Ongoing	50%
All/ Recreation Programs	Objective CS8 (NEW!): Support limited recreational activities around Sweetwater Authority reservoir such as fishing and trails, that are compatible with Authority operations, protect water quality, and minimize cost impacts to ratepayers			
	001.00 Continue to work with the County of San Diego on a loop trail system around Sweetwater Reservoir	N/A	Ongoing June 2023	100%
	002.00 Consider a pilot program to issue free one-year fishing passes to all 5th grade students within the service area to encourage recreation at Sweetwater Reservoir	Leg. Affairs/ Communications - Q1	June 2023	100%

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Admin/Drink Tap Water	Objective CS9 (NEW!): Develop marketing and education programs that encourage customers to trust and drink tap water			
	001.00 Work with communications consultant to develop a campaign and increase messaging on the safety of tap water	Leg. Affairs/ Communications - Q2	June 2023	100%

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GOAL #5 Workforce Development and Constructive Labor Relations (WD)				
<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	Objective WD1 (2012): 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 Develop an incentive plan to encourage employees to acquire D4/D5 and T4/T5 operator certification through the Division of Drinking Water	Finance and Administration - Q1	December 2022	100%
	002.00 Train inspectors for certification for above ground storage tank inspection	N/A	June 2024	0%
Administrative Services - Risk Management	Objective WD2 (2012): 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)			
All - Safety	Objective WD3 (2014): Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA; Cal-OSHA)			
	001.00 Inspect all chemical storage tanks at all three treatments facilities on a five-year cycle	N/A	Ongoing	5%

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GOAL #5 Workforce Development and Constructive Labor Relations (WD)				
<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	Objective WD4 (2019): Develop programs to attract and retain quality employees, such as an employee life-cycle program, training programs, telecommuting opportunities, employee engagement teams and recognition programs			
	001.00 Conduct a series of employee recognition events through the fiscal year	N/A	June 2023	100%
	002.00 Develop and implement recruitment ("Attract Me") and onboarding ("Get Me Started") programs in accordance with staff's capstone project at The Centre for Organization Effectiveness Certified Public Manager Program, entitled, "Influencing Culture through the Employee Life Cycle"	N/A	June 2023	50%
	003.00 Develop wellness programs based on the survey sent to Authority employees in FY 2021-22	N/A	June 2023	100%
Management - Labor Relations	Objective WD5 (2020): Promote constructive labor relations			
All - Diversity and Inclusion	Objective WD6 (2021): Promote diversity and inclusion among Authority employees			
	001.00 Create an employee engagement team to make recommendations for strategies and programs to promote diversity and inclusion among Authority employees	N/A	June 2023	100%

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GOAL #5 Workforce Development and Constructive Labor Relations (WD)				
<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/ Admin Services - Succession Planning/ Workforce Development	Objective WD7 (NEW!): Develop programs and strategies for succession planning and to cultivate the next generational workforce, to include internships, fellowships, mentorships, job fairs, educational programs, job sharing and shadowing, knowledge capture (e.g., SOPs) and partnerships with school districts and community colleges			
	001.00 Partner with Civic Sparks to hire fellows to assist the Authority with special projects.	N/A	June 2023	0%
	002.00 Participate in local and regional job fairs to promote employment opportunities at Sweetwater Authority.	N/A	June 2023	100%
	003.00 Participate in the San Diego County Water Authority and/or Cuyumaca College internship programs.	N/A	June 2023	100%
	004.00 Pilot a scholarship program for any person in the service area that attend water courses at Cuyamaca College	N/A	June 2023	100%

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GOAL #6 Administrative Effectiveness (AE) <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>				
Administrative Services - Emergency Preparedness	Objective AE1 (2012): 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 Add a fire suppression system at the Admin server room (Year 3 of 3) and construct Information Systems work space improvements	N/A	December 2022- June 2023 September 2023	90%
All - Master Planning	Objective AE2 (2017): Conduct master planning of major infrastructure to promote innovation, ensure sustainability, and reliably and effectively plan and allocate Authority resources			
	001.00 Update Perdue Water Treatment Plant Facility Master Plan	N/A	December March 2022-October 2023 and every five years	95%
	002.00 Develop a Facilities Master Plan	N/A	Pending staffing- reorganization June 2024	5%
	003.00 Update the Water Distribution System Master Plan, to include the incorporation of asset management tools and practices (see also SR1)	E&O	Oct. 2021	

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GOAL #6 Administrative Effectiveness (AE) <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>				
	004.00 Update the Water Resources Master Plan	E&O	December 2023	55%
	005.00 Update the Urban Water Management Plan	E&O	June 2026	
	006.00 Update the Strategic Plan	N/A	FY 2022	
	007.00 Update to the Information Systems Master Plan.	N/A	June 2025	
Finance/ Information Systems	Objective AE3 (NEW!): Maintain the Authority's extensive Information Systems infrastructure and provide technological solutions to efficiently and effectively support staff operations			
	001.00 Conduct a needs assessment, selection and implementation of an Authority-wide Electronic Document/Content Management System (ECMS) to include Board agenda management system	Finance and Administration Q3	June 2023 June 2025	0%
	002.00 Develop and implement a Geographical Information Systems (GIS) assessment and plan to expand the existing GIS portal	N/A	June 2024 June 2027	20% 40%
	003.00 Procure and implement replacement of firewalls on the business, microwave and SCADA computer systems	Finance and Administration - Q2	June 2023	75% 100%

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GOAL #6 Administrative Effectiveness (AE) <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>				
	004.00 Implement a technology upgrade for the Board Room to provide modern public meeting systems	Finance and Administration - Q3	June 2024	0%
	005.00 Procure and install public records request tracking and response software	N/A	June 2023 June 2024	0%
Managements/ Strategic Partnerships	Objective AE4 (NEW!): Form strategic partnerships with other water and municipal agencies and community based organization to collaborate and address various water issues throughout the region			
	001.00 Work with the San Diego County Water Authority on the development of the 2023 Rate Study and new rate structure; attend bi-weekly meetings scheduled by SDCWA	Board - periodic updates	June 2023	50%
	002.00 Collaborate with Otay Water District to investigate a potential partnership to leverage new water supplies, such as recycled water and indirect potable reuse.	Board - periodic updates	August 2023	90%

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GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>				
Administration - Water Efficiency	Objective ES1 (2012): Increase conserved water supplies through water efficiency education and assistance programs and outreach efforts, new technology, strategic partnerships with public and private agencies, and developing effective rate setting strategies (Source: State Water Resources Control Board Regulations)			
Administrative Services - Energy Efficiency	Objective ES2 (NEW!): Develop strategies to achieve carbon neutrality			
	001.00 Explore installation of floating solar panels at Sweetwater Reservoir in conjunction with the installation of the Aeration/De-stratification system	TBD	February 2023	100%
Distribution - Air Quality	Objective ES3 (2012): Comply with Heavy Equipment Replacement policies from the regulatory agencies (EPA Emissions Standards; CalEPA Air Resources Board Diesel Truck Regulations)			
	001.00 Comply with Heavy Equipment Replacement policies from EPA, CARB, and APCD	n/a	June 2023	100%
	002.00 Replace single-walled underground storage tank (UST) at Edwin J. Steele Operations Center per Senate Bill 445 (Stats. 2014, Ch. 547)	Water Quality E&O	June 2023 December 2023	40%
	Objective ES4 (2012): Continue to implement the Sweetwater Authority Habitat and Mitigation Preserves, including the Sweetwater Reservoir Habitat Management Plan (HMP) area, the Skelton Habitat Mitigation Area (HMA), and Sweetwater Reservoir Vernal Pool and Otay Tarplant Habitat Conservation Area (HCA). Implement adaptive management recommendations for their continued stewardship, improvement, and compliance, as well as identify opportunities for current and future mitigation in support of Authority projects and operations			

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GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>				
Water Quality - Habitat Management Program	001.00 Complete Habitat Recovery Project with the HMP, including environmental review and permitting, implementation, maintenance and monitoring. Modified project includes a well siting study and property acquisition for a new well for the Reynolds Desalination Facility.	E&O - 2022 Q4	Dec. 2026 -2024	40%
	002.00 Complete the HMP Management Plan update that is being prepared as part of the HRP. The Plan update will require approval of the Wildlife Agencies	N/A	Dec. 2022 -2023	60%
	003.00 Complete updates to the Skelton HMA Biological Resources Management Plan. The Plan update will require approval of the Wildlife Agencies.	N/A	Dec. 2022 2023	70%
	004.00 Apply and implement habitat mitigation for the Central-Wheeler Tank Project within the Sweetwater Reservoir Vernal Pool and Otay Tarplant HCA	N/A	TBD	0%
	005.00 Apply and implement habitat mitigation for the Sweetwater Reservoir Dam and South Dike Improvements Project within the Skelton HMA and Sweetwater Reservoir Vernal Pool and Otay Tarplant HCA as appropriate	N/A	TBD	0%
	006.00 Assess potential opportunities for developing mitigation banks within the Authority watershed lands for current and future Authority projects	TBD	On-going	0%
	Objective ES5 (2018): Increase knowledge of groundwater basin to ensure sustainable management of groundwater resources and comply with potential future legal requirements for the Coastal Plain of San Diego Groundwater Basin, pertaining to the 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	E&O	Development at pace as USGS self-funding June 2024	85%

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GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>				
Engineering - Groundwater Management	002.00 Finalize GSP, create GSA, and implement groundwater monitoring plan	E&O	Pending Basin Reprioritization by DWR May 2020	100%
Water Quality/ Engineering - Operational Regulatory Requirements	Objective ES6 (2016): Develop and Implement Comprehensive Property Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulatory Agencies in order to allow the Authority greater certainty in the operations of its assets including water transfers between Loveland and Sweetwater reservoirs (see also SR12)			
	001.00 Complete environmental review and programmatic permitting for Property Operations and Maintenance Plan	E&O	Pending Completion of Initial Study for CEQA December 2028	30%
	002.00 Implement Plan according to permit requirements	E&O - TBD	TBD December 2028	0%
	003.00 Execute water transfer to designated water level limits per Board direction	N/A	Pending Water Availability February 2023	100%

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GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>				
Management - Land Acquisition	Objective ES7 (2020): Explore acquisition of property within the Sweetwater River Watershed when properties become available for sale for the protection of the watershed and water quality		Ongoing	
Distribution - Electric Vehicles	Objective ES8 (NEW!): Implement the "Green Fleet Plan" and continue to explore emerging technologies for vehicles and equipment that reduce/eliminate greenhouse gas emissions and meet operational needs 001.00 Continue the implementation of the Green Fleet Plan in accordance with Board direction (see also SR4.002.00)	N/A	Ongoing December 2023	80%