



Sweetwater Authority

Strategic Plan

Quarterly Report Cover Sheet

August 18, 2023

Quarterly Performance Measurement Report

(Reporting for FY 2023 Q3– April 1, 2023 through June 30, 2023)

This report provides quarterly data on the performance measures identified on the Strategic Plan.

Water Quality

TREATMENT PLANT WATER QUALITY

Chlorine and Turbidity (WQ Objective 1)

CHLORINE - % of Samples within Goal

	FY2023 Q1	FY2023 Q1	FY2023 Q2	FY2023 Q4
SWA Goal	99%	99%	88%	79%
DDW Req.	100%	100%	100%	100%

SWA Goal is between 2.0 mg/L and 4.0 mg/L

DDW Requirement is greater than 0.2 mg/L

TURBIDITY - % of Samples within Goal

	FY2023 Q1	FY2023 Q1	FY2023 Q2	FY2023 Q4
SWA Goal	99%	99%	96%	95%
DDW Req.	100%	100%	100%	100%

SWA Goal is < 0.1 NTU

DDW Requirement is < 0.3 NTU

Note: Chlorine residual and turbidity goals presented are for the Perdue Water Treatment Plant. Source water blending and treatment optimization have been utilized to maximize withdraw from Sweetwater Reservoir. All water leaving the treatment facility is in full compliance with DDW requirements.

DISTRIBUTION SYSTEM WATER QUALITY

Chlorine (WQ Objective 1)

% of Samples within Goal

	FY2022 Q4	FY2023 Q1	FY2023 Q2	FY2023 Q3
SWA Goal	96%	98%	93%	85%
DDW Req.	100%	100%	100%	100%

SWA Goal is between 1.5 mg/L and 4.0 mg/L

DDW Requirement is between 0.2 mg/L and 4.0 mg/L

Note: All chlorine residuals measured in the distribution system are in compliance with DDW requirements.

TASTE AND ODOR COMPLAINTS

(WQ Objective 1)

	# of Complaints	AF of Water Sold	Complaints per TAF*	Benchmark Met?
FY2023 Q1	3	4727	0.6	YES
FY2023 Q2	2	4514	0.4	YES
FY2023 Q3	0	3361	0.0	YES
FY2023 Q4	9	3739	2.4	NO
TOTAL	14	16342	0.9	YES

Note: At January 8, 2020 Board meeting, the Board voted to adjust the benchmark from fewer than 3.5 complaints/AF water sold to 2.0 complaints/AF water sold.

During June 2023, a taste and odor causing algae bloom occurred in Sweetwater Reservoir. Copper sulfate (algicide) was applied to the reservoir surface on June 12, 2023 to control the bloom; which unexpectedly increased in intensity over a short duration of time. Source water transition/blending with imported water and treatment optimization were utilized to improve water quality until the bloom subsided. To the extent possible, staff maximized the utilization of local water while mitigating the algae bloom.

* TAF = Thousand Acre-feet

The Authority's goal is to minimize taste and odor events to less than 2.0 customer complaints per 1,000 acre-feet of water sold.

PUBLIC HEALTH NOTIFICATIONS

FY2023 Q1	0
FY2023 Q2	0
FY2023 Q3	0
FY2023 Q4	0

Public Health Notifications are issued when a public health advisory is required by the State Water Resources Board Division of Drinking Water. SWA strives to achieve zero public notifications.

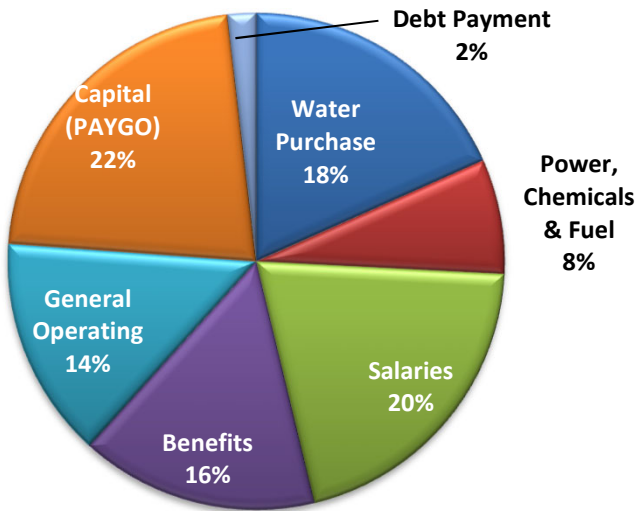
System and Water Supply Reliability

INFRASTRUCTURE INTEGRITY					INFRASTRUCTURE INTEGRITY																																									
MAIN LEAKS					SERVICE LEAKS																																									
Cause	FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4	Size	FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4																																					
Natural Pipe Aging	2	1	3	0	3/4"	2C 0P	3C 0P	1C 0P	2C 2P																																					
Hit by Contractor	2	0	0	0	1"	2C 8P	6C 3P	2C 3P	3C 1P																																					
Tree Root/Trench Settlement	2	3	0	0	1-1/2"	1C 1P	0C 1P	1C 1P	1C 0P																																					
Flanges, rubber gaskets, cast-iron fittings, etc.	0	2	0	0	2"	0C 1P	1C 4P	0C 3P	0C 0P																																					
TOTAL	6	6	3	0	TOTAL	15	19	11	9																																					
<table border="1"> <thead> <tr> <th>Copper/ Steel</th> <th>AC Pipe</th> <th>PVC</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>FY2023 Q4</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>July 1, 2022 - June 30, 2023</td> <td>9</td> <td>6</td> <td>15</td> </tr> <tr> <td>July 1, 2021 - June 30, 2022</td> <td>5</td> <td>12</td> <td>19</td> </tr> </tbody> </table>					Copper/ Steel	AC Pipe	PVC	TOTAL	FY2023 Q4	0	0	0	July 1, 2022 - June 30, 2023	9	6	15	July 1, 2021 - June 30, 2022	5	12	19	<table border="1"> <thead> <tr> <th></th> <th>Copper (C)</th> <th>Plastic (P)</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>FY2023 Q4</td> <td>6</td> <td>3</td> <td>9</td> </tr> <tr> <td>July 1, 2022 - June 30, 2023</td> <td>25</td> <td>29</td> <td>54</td> </tr> <tr> <td>July 1, 2021 - June 30, 2022</td> <td>32</td> <td>35</td> <td>67</td> </tr> </tbody> </table>						Copper (C)	Plastic (P)	TOTAL	FY2023 Q4	6	3	9	July 1, 2022 - June 30, 2023	25	29	54	July 1, 2021 - June 30, 2022	32	35	67					
Copper/ Steel	AC Pipe	PVC	TOTAL																																											
FY2023 Q4	0	0	0																																											
July 1, 2022 - June 30, 2023	9	6	15																																											
July 1, 2021 - June 30, 2022	5	12	19																																											
	Copper (C)	Plastic (P)	TOTAL																																											
FY2023 Q4	6	3	9																																											
July 1, 2022 - June 30, 2023	25	29	54																																											
July 1, 2021 - June 30, 2022	32	35	67																																											
<p>ADEQUATE PRESSURE UNDER FIREFLOW CONDITIONS</p> <p>As reported by the Fire Departments of the City of Chula Vista, the City of National City and the Bonita-Sunnyside Fire Protection District</p> <table border="1"> <thead> <tr> <th>Reporting Quarter</th> <th>District</th> <th>Adequate Pressure and Flow?</th> </tr> </thead> <tbody> <tr> <td>FY2023 Q4</td> <td>City of Chula Vista</td> <td>Yes</td> </tr> <tr> <td>FY2023 Q4</td> <td>Bonita Sunnyside</td> <td>Yes</td> </tr> <tr> <td>FY2023 Q4</td> <td>National City</td> <td>Yes</td> </tr> </tbody> </table>					Reporting Quarter	District	Adequate Pressure and Flow?	FY2023 Q4	City of Chula Vista	Yes	FY2023 Q4	Bonita Sunnyside	Yes	FY2023 Q4	National City	Yes	<p>SYSTEM UP TIME (as measured by Disruption Rate)</p> <p>32,939 services out of 33,725 services uninterrupted</p> <table border="1"> <thead> <tr> <th></th> <th>FY2023 Q1</th> <th>FY2023 Q2</th> <th>FY2023 Q3</th> <th>FY2023 Q4</th> </tr> </thead> <tbody> <tr> <td>% of services uninterrupted</td> <td>98.8</td> <td>98.4</td> <td>98.4</td> <td>97.7</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th>FY2023 Q1</th> <th>FY2023 Q2</th> <th>FY2023 Q3</th> <th>FY2023 Q4</th> </tr> </thead> <tbody> <tr> <td>Planned</td> <td>22</td> <td>16</td> <td>17</td> <td>36</td> </tr> <tr> <td>Unplanned</td> <td>5</td> <td>11</td> <td>6</td> <td>3</td> </tr> </tbody> </table>						FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4	% of services uninterrupted	98.8	98.4	98.4	97.7		FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4	Planned	22	16	17	36	Unplanned	5	11	6	3
Reporting Quarter	District	Adequate Pressure and Flow?																																												
FY2023 Q4	City of Chula Vista	Yes																																												
FY2023 Q4	Bonita Sunnyside	Yes																																												
FY2023 Q4	National City	Yes																																												
	FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4																																										
% of services uninterrupted	98.8	98.4	98.4	97.7																																										
	FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4																																										
Planned	22	16	17	36																																										
Unplanned	5	11	6	3																																										
<p>Adequate Pressure Under Fireflow Conditions: Pressure was adequate on all fire flow incidents reported by the City of Chula Vista Fire Department, the City of National City Fire Department, and the Bonita-Sunnyside Fire Protection District.</p> <p>Standard: 20 PSI under emergency conditions (e.g., fire) <i>Source: 2015 Water Distribution System Master Plan</i></p>					<p>Planned water outages: 36 planned water outages affecting 741 services for a total of 239 hours. Each outage averaged approximately 7 hours in order to perform maintenance and construction activities on the distribution system. All customers were notified a minimum of 48 hours in advance.</p> <p>Unplanned water outages: 3 unplanned water outages affecting 45 services. When possible, all customers were notified a minimum of one hour in advance.</p>																																									

Financial Viability

BALANCED BUDGET

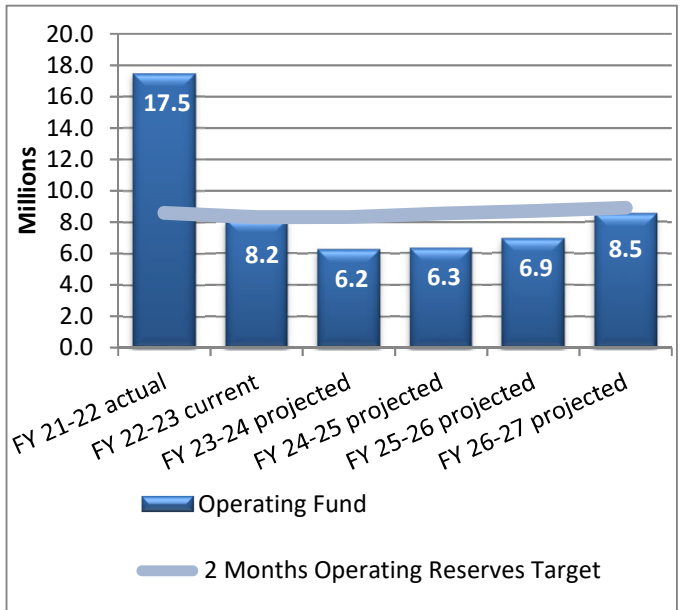
FY 2022-23 Operating and Capital - \$72,674,400



FY 2022-23 Revenue & Other Funds - \$72,674,400

Water Sales	73%
Other Non-water Revenue	8%
Reserve Transfers	19%

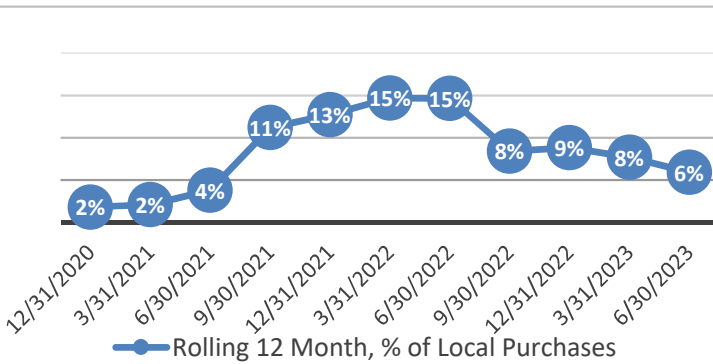
RESERVE FUNDS



SWEETWATER'S BOND RATING

Water Revenue Bond Series 2017A is currently rated by Standard and Poor's as AA.
(Rating reaffirmed November 2017)

LOCAL PREFERENTIAL PURCHASING



Rolling 12 Months	9/30/22	12/31/22	3/31/23	6/30/23
Local Purchases	\$1,164,227	\$1,224,938	\$793,980	\$635,848
# of Purchases	85	80	81	89
Vendor Count	26	26	26	27

*includes businesses in NC, CV and Bonita; based on zip code with some vendors located outside of service area.

NONREVENUE WATER LOSS

FY2018	FY2019	FY2020	FY2021	FY2022
Nonrevenue Water as % of Water Supplied				
6.7%	4.0%	1.3%	-0.1%	2.9%
Infrastructure Leakage Index				
1.47	0.66	-0.22	-0.46	0.35

Infrastructure Leakage Index is the ratio of the real losses to the unavoidable real losses (the low limit of leakage that could be achieved if all of today's best technology could be successfully applied). A negative value is indicative of water loss data anomalies first noted in 2018. The Authority contracted for technical assistance and continually evaluate options to address the issue. Data anomalies are most likely due to underreporting of the Perdue master meter during periods of low flow.

Customer Service

CUSTOMER CONTACT					CUSTOMER PAYMENTS										
	FY 2023 Q3	FY 2023 Q4	Fy 2023 YTD	3 year Avg.YTD		FY 2023 Q3	FY 2023 Q4	Fy 2023 YTD	3 year Avg.YTD						
Walk-in Assists (non-payment)	92	83	244	105	Walk-in Transactions	4,054	4,885	17,359	19,256						
Phone Calls	6,030	6,120	19,226	20,794	Mail Transactions	11,921	12,740	43,301	50,929						
Account Status (close, open, etc.)	842	821	3,270	4,646	Online Transactions	35,664	34,361	128,284	129,541						
Payment Extensions	84	72	514	2,846	Cash	2%	2%	1%	2%						
Water Efficiency Site Visits	8	4	22	37	Checks	46%	44%	46%	52%						
High Bill Investigations	63	39	297	385	Electronic Checks	28%	30%	29%	25%						
Customer Repair Requests	441	431	1,682	1,954	Credit Cards	24%	24%	24%	21%						
Meter Maintenance	967	596	2,881	2,341	Accounts Shut-off for Delinquency	324	323	1,262	493						
Meter Replacements	132	234	562	1,868	Written off as Bad Debt	\$45,692	\$33,894	\$167,238	\$126,349						
BILLING					ANALYSIS/FUTURE ACTIONS										
Billing Accuracy Rate:					<p>In February of 2020 the Authority implemented the changes set forth by SB-998 which lowered delinquent numbers in March of 2020 and continued through 2022</p> <p>-PayNearMe was implemented December 2017 and allows customers to make cash payments at 7-Eleven and CVS stores. The following are participation numbers:</p> <p>PayNearMe Payments in recent months:</p> <table> <tr> <td>April</td> <td>350</td> </tr> <tr> <td>May</td> <td>386</td> </tr> <tr> <td>June</td> <td>313</td> </tr> </table>					April	350	May	386	June	313
April	350														
May	386														
June	313														
SWA		Benchmark													
Adjustments per 10,000 Bills	2.2	Top	1.2												
		Median	11.7												
		Bottom	29.8												
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> Source: AWWA 2021 Utility Benchmarking Survey (August 2021) </div>															

Workforce Development

CERTIFICATIONS

100% Compliance with Minimum Certification Requirements



Professional Certifications Currently Held

Backflow Prevention Assembly Tester	6
Certification in Public Information	2
Certified Construction Manager	0
Certified GIS Professional	1
Certified I.S. Security Professional	2
Certified Landscape Irrigation Auditor	1
Certified Professional in Stormwater Quality	1
Certified Occupational Safety Specialist	1
Certified Occupational Safety Manager	1
Certified Welder	2
Cross-Connection Control Specialist	4
Land Surveyor	1
Native Endangered & Threatened Species	0
Notary Public	2
Pesticide Qualified Applicator	7
Professional Engineer - Civil	5
Qualified Stormwater Developer/Practitioner	2
Remote Pilot	6
Water Efficient Landscape dual cert QWEL & CWM	1
Water Distribution Operator	64
Water Treatment Operator	31
Water Use Efficiency Practitioner	2

TRAINING

Training Hours (Quarterly)

FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4
967	851	1045	1724

Average Hours of Training per Employee

FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4
7.9	6.9	8.5	13.9

"Training Hours" represent all recorded training activities.

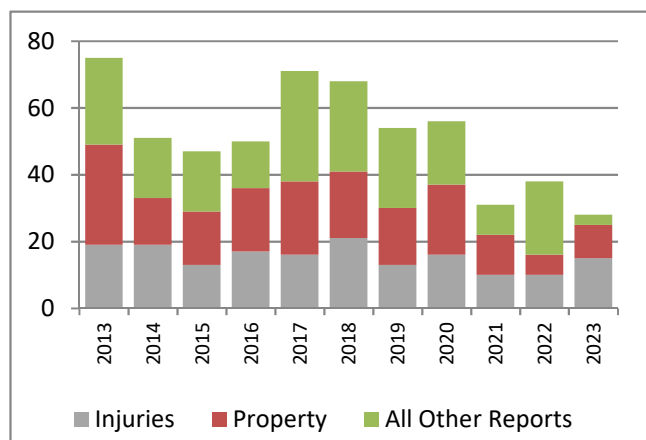
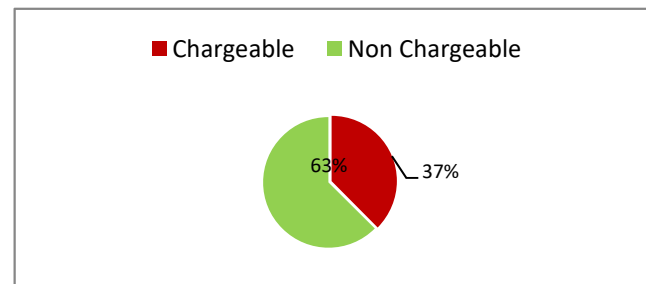
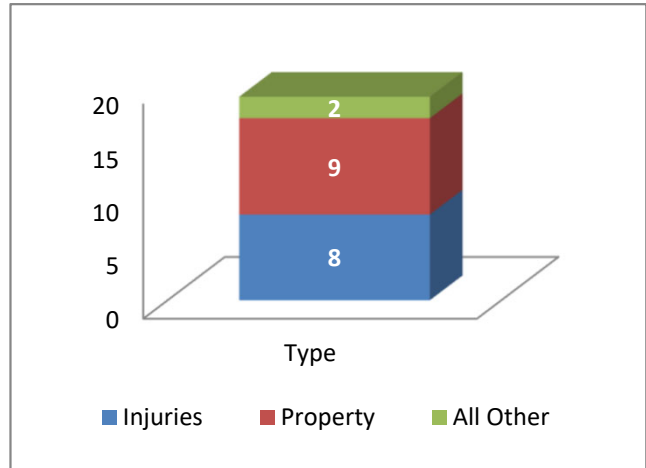
Monthly status reports may not include sessions from the last week of the month due to data entry lag.

ACCIDENT/INJURY RATE

As measured by incidents presented to the Safety Committee

TOTAL for Quarter = 17

Historic Annual Average = 54



Reported by Calendar Year (Aligns with OSHA reporting period)

Injuries to SWA employees

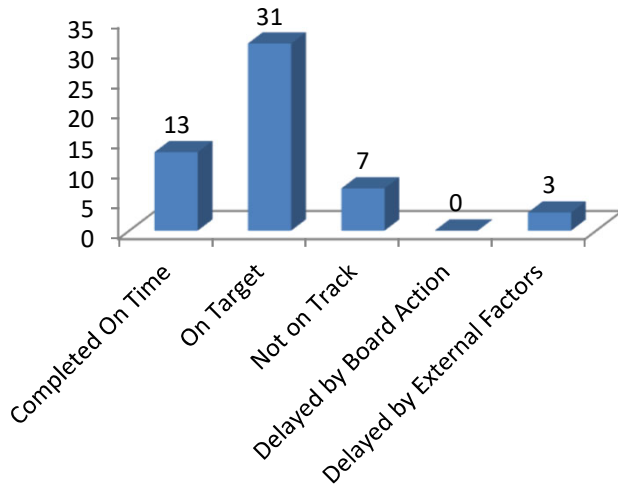
Property damage from SWA actions

All Other includes near misses & informational reports

Third party claims tracking added in 2017

Administrative Effectiveness

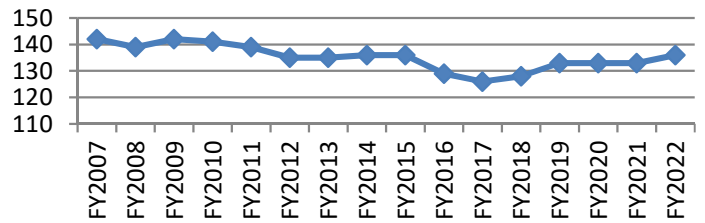
IMPLEMENTATION OF STRATEGIC PLAN OBJECTIVES



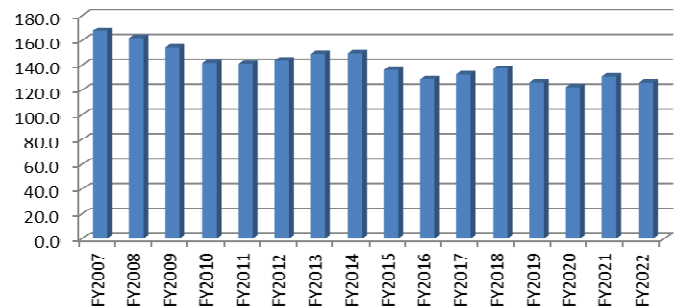
The next update is expected at the January 24, 2024 Regular Board meeting

STAFFING EFFICIENCY

No. of Employees (Full Time Equivalents)



Water Sold (AF) per Employee



ORGANIZATIONAL BEST PRACTICES

This metric summarizes the integration of 13 specific utility management practices including strategic planning and implementation, long term financial planning, risk management planning, performance measurement, succession planning, asset management, customer involvement, government transparency and accountability, drought response and source water protection.

	SWA	Benchmark	
Organizational Best Practices	90.00%	Top Quartile	80.0%
		Median	70.0%
		Bottom Quartile	44.0%

Source: AWWA 2022 Utility Benchmarking Survey, August 2022

KEY DATES

Next Quarterly Performance Report

January 24, 2024

FY2022-23 Detailed Semi-Annual Work Plan Status Report

January 24, 2024

FY2023-24 Strategic Work Plan Workshop

February 20, 2024

Environmental Stewardship

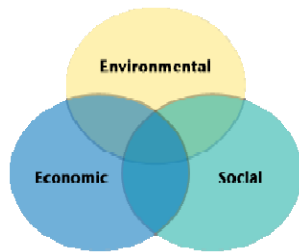
TRIPLE BOTTOM LINE (TBL)

AWWA indicator of a utility's sustainability efforts

SWA		Benchmark	
Triple Bottom Line Index	90%	Top Quartile	80%
		Median	70%
		Bottom Quartile	44%

The TBL framework represents a balanced view of environmental, social, and economic considerations and is expressed as a percentage.

Source: 2023 AWWA Benchmarking Survey



WATER EFFICIENCY INCENTIVE REBATES

Devices Rebated

SoCal WaterSmart	FY2023	FY2023	FY2023	F2023
	Q1	Q2	Q3	Q4
HE Clothes Washers	1	9	7	8
HE Toilets	0	1	1	0
Leak Detectors	1	2	0	0
Irrigation Controllers	0	4	6	6
Soil Sensors	0	0	0	0
Rain Barrels	0	3	3	1
LTP Applications	0	0	0	0
SWA Managed				
Living Coast PRV	4	2	2	2
Rain Sensors	1	2	0	6
Rain Sensors	0	0	0	0
Leak Week Rebates	7	1	5	16
Car Washes	40	11	10	24
STEP-WEEP Grants	0	0	1	0

RESOURCE USAGE

Energy Use (KWh):	FY2023	FY2023	FY2023	FY2023
	Q1	Q2	Q3	Q4
Desalination	2,651,441	2,635,271	2,050,724	1,727,371
Perdue Plant	371,188	416,249	427,311	681,649
Operations Center	40,949	32,844	29,757	28,308
Bonita Valley Res	8,030	8,226	8,167	8,273
NC Wells	298,151	322,068	329,176	331,153
O.D. Arnold	6,431	7,476	6,393	6,844
Administration	59,928	49,267	45,908	48,113
All Other	449,052	386,257	316,950	375,852
Total	3,885,170	3,857,658	3,214,386	3,207,563

Water Use (HCF):	FY2023	FY2023	FY2023	FY2023
	Q1	Q2	Q3	Q4
Desalination	12	57	7	7
Administration	113	117	111	137
Operations Yard	60	46	41	42
Perdue Landscape	36	35	0	14
Pump & Tank Sites	293	384	304	394

WASTE REDUCTION AND MANAGEMENT

Manifested waste:	Q4		FY2023	FY2022
	Recycled	Non-Recycle	Cumulative	
Asbestos (lbs)	0	15	165	240
Batteries (lbs)	155		480	1,190
Ink Cartridges (lbs)	0		0	0
Light Bulbs (lbs)	85		85	370
Oil (gal)	55		55	60
Paint (lbs)	2		32	33
Tires (ea)	24		125	34
Other (lbs)	156		4396	65700

Regulatory Compliance:	FY2023	FY2023	FY2023	FY2023
	Q1	Q2	Q3	Q4
Inspections	13	3	3	3
Citations/Violations	0	6	0	0

Notes: * part washer Perdue and coolant from Ops