

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>GOAL #1 Water Quality (WQ) <i>Provide high quality water that meets regulatory requirements.</i></p>					
Water Quality - Water Quality	<p>Objective WQ1 (2012): Meet all primary and secondary water quality standards (Source: EPA National Primary Drinking Water Regulation Secondary Standards)</p>				
	<p>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</p>	N/A	Quarterly	Ongoing. The Authority is in compliance with all state and federal drinking water regulations.	100%
	<p>002.00 Provide an annual consumer confidence report to Authority customers on all state and federal drinking water health standards</p>	N/A	June 2024	On track.	100%
	<p>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</p>	Water Quality	October 2024	Complete. A methodology and implementation plan have been developed and approved by the State Water Resources Control Board-Division of Drinking Water (DDW). The EPA is currently working on Lead and Copper Rule Improvements that would require lead monitoring in schools and childcare facilities starting in 2028.	100%
	<p>004.00 Lead and Copper Rule Revisions Service Line Inventory (Private lateral survey)</p>	Water Quality	October 2024	On track. Staff is working on a field identification SOP, mobile field tracking system, and training for staff that will perform the identifications. A final report of results is required to be submitted to DDW by October 16, 2024.	10%

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Water Quality/ Distribution - Flushing	<p>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)</p>				
	<p>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</p>	N/A	December 2027	From July 1 – December 31, 2023, staff has flushed 21.5 miles of pipeline. A total of 54.2 miles of pipeline have been flushed since program inception in February 2023. Approximately 14% of pipelines have been flushed.	14%
Water Quality - Watershed Protection	<p>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)</p>			Ongoing. 193 projects reviewed; 17 new projects in the watershed, 12 modified projects in the watershed, and 10 pending projects within the URDS fee collection area.	
Admin Services/ Customer Service - Cross Contamination and Backflow Prevention	<p>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)</p>				
	<p>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)</p>	N/A	April 2025	As of December 31, 2023, there have been 74 replaced out of the 380 that need upgrading. In the new California Cross-Connection Control Policy expected to be adopted and effective July 1, 2024 will make this mandatory within 10 years of the effective date.	19%

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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	June 2024	Complete. A final report has been completed. Findings indicated that the electrical cost savings of implementing an automated TOU system would be approximately \$5,500 per year with an implementation cost of \$83,000. Based on return on investment and operational considerations that TOU implementation would require, a decision was made to not move forward on an automated TOU project at this time.	100%
	002.00 Create improvements for SCADA Integrator Remote Access	Water Quality	June 2024	On track. Nearly complete. Hardware and software updates have been installed and tested. Minor configuration updates remaining.	95%
	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	June 2024	Complete. A new PLC was installed and successfully commissioned.	100%
	004.00 Create automated discharge reports for the Reynolds Desalination Plant	Water Quality	June 2024	Complete. Automated discharge reports for SDF Well discharges have been created.	100%

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<p>Objective WQ6 (2019): Ensure long-term sustainable health of Sweetwater Reservoir</p>					
Water Quality - 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)	E&O	December 2023 - Pending Board direction	Consultant prepared a Market Study, a Preliminary Economic and Risk Analysis, and a Reserves Analysis. Staff received two non-responsive submittals to an RFP for selecting a Reservoir Enhancement Entity. Recommendations for next steps to be presented to E&O Committee in 3 rd Quarter of FY 2023-24.	45%
	002.00 Complete Comprehensive Assessment of Sweetwater Dam (see also SR5-002.00)	E&O	Pending Response from DSOD	Work on track to be completed by October 2024.	40%
	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	Final draft design plans are pending advertisement for construction based on the DSOD requirement to first complete a Comprehensive Assessment of Sweetwater Dam.	35%

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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	Water Quality	April 2025 Re-evaluating schedule	Bids for construction were received but lowest bid was approximately \$4.3 million over budget. Recommendation from WQ Committee to Board (1/29/2024): Reject all bids and direct staff to explore more cost-effective alternatives and grant opportunities to offset project costs.	50%
	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	Water Quality	June 2024	Design has been completed. CEQA documentation for the project is being considered as a joint effort with potential floating solar projects in Sweetwater Reservoir.	100%
	003.00 Sodium Hypochlorite Chlorination System	Water Quality	June 2025	On hold due to funding. This project currently is in the capital plan but has no funding. Carlos mentioned he may have Dan H work on a hazard mitigation grant that could fund up to 75% of this project. I have engaged a consultant and have a proposal (\$50k) to study chlorate formation from the addition of sodium hypochlorite. This study would inform design such that we do not exceed the CA notification requirement level of 800 ppb for chlorate once implemented. Study has no funding at this point either.	

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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	June 2024	Laboratory staff is 95% complete as of January 2024.	95%	
	002.00 Conduct a "practice" onsite assessment against the new TNI Standards	N/A	June 2024	Complete.	100%	
	003.00 Procure and install a Laboratory Information Management System to assist the Authority with compliance with new TNI standards	N/A	December 2023 2024	A LIMS system has been installed. Implementation will occur in stages over the course of the next year.	40%	

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<p>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)</p>					
Engineering/ Distribution - Pipelines	001.00 Prepare design, environmental document, advertise for bids, and construct new Central-Wheeler Tank (Bond funded)	E&O	TBD January 2025	Project had numerous delays due to amount of time to secure an easement from County of San Diego. Recommendation from E&O Committee (1/29/24) to Board: Authorize the General Manager to approve a task order to Ardurra Group, Inc. to perform engineering design services to complete the contract documents for a not-to-exceed amount of \$149,853.	35%
	002.00 Replace pipelines in FY 2022-23 that meet established criteria	E&O	December 2024	In December 2023, the Board selected Cass Arrieta as the contractor for the project. A Notice to Proceed has been issued to the contractor.	50%

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Engineering/ Distribution – Pipelines (continued)	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)				
	003.00 Implement an AC Pipe testing program to determine structural integrity of AC Pipes throughout the service area	E&O	Ongoing Pending funding from the Board	Unfunded activity, therefore work has not started. Staff was asked to propose reductions in budget as part of the FY 2023-24 budgeting process.	0%
	004.00 Engineering Design Program - Select a design engineer to provide on-call services, as required.	E&O	October 2023	In September 2023, the Board selected the following firms for on-call engineering services: Dudek, Ardurra, and Lee+Ro	100%

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<p>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)</p>					
Engineering - Cathodic Protection	001.00 Install cathodic protection at up to three steel storage tanks	E&O	December 2023 2024	In December 2023, the Board selected Accurate Corrosion Control as the contractor for the project. A Notice to Proceed has been issued to the contractor. (Note: In the FY 2023-24 Strategic Plan Work Plan end of year report, staff estimated a new completion date by December 2024. The project is on track with respect with the new target date established.)	50%
	002.00 Design deep well anode bed for 30-inch Second Avenue pipeline rectifier	N/A	June 2024	Design on track to be completed by June 2024.	10%
	003.00 Complete a cathodic protection survey	N/A	December 2023	Task completed	100%
	004.00 Claire Vista "B" Rehabilitation	E&O	December 2024 March 2025	Recommendation from E&O Committee to Board (1/29/24): Authorize the	10%

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<p>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)</p>					
Engineering - Cathodic Protection (continued)	005.00 Halecrest Rehabilitation	E&O	December 2024 March 2025	General Manager to execute a task order with Lee+Ro in the amount of \$149,316 to provide design services for the FY 2023-24 Tank Rehabilitation Program.	10%
	006.00 Desal Contact Tank Rehabilitation	E&O	December 2024 March 2025	(Note: The previous reported completion dates of December 2024 are incorrect and not realistic, given that the project received funding in FY 2023-24. The project is considered on track.)	10%

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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.	N/A	June 2024	From July 1 – December 31, 2023, staff has completed 68% of valves targeted for replacement (27 of 40) and has completed 60% of new valve installations (3 of 5).	65%	
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 2024	SDG&E is at 60% design completion. Installation of EV Charging Stations is subject to SDG&E first constructing underground infrastructure per agreement between Sweetwater Authority and SDG&E.	30%	
	002.00 Cross reference with ES Objective for Green Fleet (see also ES8)	N/A	Ongoing June 2027	Staff is evaluating cost-saving options on vehicles needing replacement	50%	

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Engineering - Dam Safety	<p>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</p>					
	001.00 Design, bid, and construct replacement stairs at Loveland Dam (Bond funded)	E&O	June 2024 <u>December 2025</u>	Design plans have been completed. Project packed together with the valve replacements at Loveland Dam, which is the reason for the delay on the stairway.	35%	
	002.00 Complete Comprehensive Assessment of Sweetwater Dam (see also WQ6-002.00)	E&O	Pending DSOD Direction	Work on track to be completed by October 2024.	35%	
	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	Final draft design plans are pending advertisement for construction based on the DSOD requirement to first complete a Comprehensive Assessment of Sweetwater Dam.	35%	
	004.00 Replace Bungler, Guard, and Bypass valves at Loveland Dam	E&O	TBD <u>December 2025</u>	During the 3 rd Quarter of FY 2023-24, staff will recommend to the Board to authorize the General Manager to execute a task order with GEI for design of the valve replacement project.	15%	

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Engineering - Public Development	<p>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)</p>					
	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	The City of San Diego is behind schedule in the design of a new water main, which will require relocation of the Authority's interconnection with the City of San Diego near Willow St and Sweetwater Rd. in Bonita. The Authority's portion of the work cannot move forward until City of San Diego provides draft design plans for their water main.	5%	
	002.00 Various street improvements	E&O	June 2024	Schedules for street improvement projects requiring relocation of Authority facilities such as water mains are driven by the land use agencies within the Authority's service area. All various street improvement schedules proceeding on track.	50%	

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Engineering - Private Development	<p>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)</p>					
	001.00 Provide quarterly updates to the Board on highlights of development services efforts	Board - Quarterly	Quarterly	Next quarterly update anticipated by March 2024.	50%	
Administrative Services (Programs) - Security/Safety	<p>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)</p>					
	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	June 2024	Should go to A&F? RFP submittals received and under review. DHS completed vulnerability assessments	50%	

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Water Quality/ Engineering - Infrastructure Maintenance	<p>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)</p>					
	001.00 Conduct repairs to URDS channels and culverts	N/A	June 2024	The scope of work has been completed.	100%	
	002.00 Complete a Facilities Master Plan once a Facilities Maintenance position is hired - see also AE2.002.00	TBD	June 2024	RFP submittals received and under review	35%	
	003.00 Replace roof of Bonita Valley Reservoir Control Building (BVR); reline Cherry Hills Tank Relining and replace drain BVR	E&O	TBD March 2025	<p>Replacing the roof of the BVR Control Building will be handled as a separate project. Will be advertised for bids before end of FY.</p> <p>Design on Cherry Hills Tank was delayed to allow for overdue inspection. The project is now packaged together with other tanks as part of a Tank Rehabilitation Program. Recommendation from E&O Committee to Board (1/29/24): Authorize the General Manager to execute a task order with</p>	25%	

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Water Quality/ Engineering - Infrastructure Maintenance (continued)	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)				
	003.00 Replace roof of Bonita Valley Reservoir Control Building (BVR); reline Cherry Hills Tank Relining and replace drain BVR (continued)			Lee+Ro in the amount of \$149,316 to provide design services for the FY 2023-24 Tank Rehabilitation Program. Valve replacement on drain line from BVR has ben procured and staff is awaiting delivery. Anticipated to be installed by May 2024.	
	004.00 Replace reverse osmosis membranes that have reached the end of their useful life	N/A	Annual	Complete. New membranes were installed in Train-D during October 2023.	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	Roof-mounted solar panels appear to no longer be feasible based on new regulations from the California Public Utilities Commission. Staff is re-evaluating the need for this project as part of the budgeting process for FY 2024-25.	10%

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<p>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)</p>					
<p>Water Quality/ Engineering - Infrastructure Maintenance (continued)</p>	<p>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</p>	<p>E&O</p>	<p>June 2024</p>	<p>Assessing the need for improvements has been completed. At their November 8, 2023 meeting, the Board directed staff to not proceed with the project until the useful life of the boat ramp has been exhausted, and to release remaining project funds to the CIP Investment Fund.</p>	<p>100%</p>
	<p>007.00 Install a new meter vault at existing 4-inch compound water meter on Naples Street (waiting on expiration of City moratorium)</p>	<p>N/A</p>	<p>June 2026 2024</p>	<p>The scope of work was revised to not affect the pavement moratorium. In January 2024, staff issued a Notice to Proceed to El Cajon Grading (as-needed contractor) to install the needed improvements. Work is projected to be completed before the end of the FY.</p>	<p>50%</p>

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<p>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)</p>					
Water Quality/ Engineering - Infrastructure Maintenance (continued)	008.00 Replace plastic Fire Storage Tank at Loveland Reservoir with Steel Tank	E&O	June December 2024	Project will be advertised for construction in 3 rd Quarter of FY 2023-24. (Note: Past reports indicated a completion date of December 2024, not June 2024)	40%
	009.00 Replace and repair inefficient pumps, motors and wells in the distribution system and productions wells	N/A	June 2024		0%
	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	TBD	Working on scope for RFQ	10%
	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 2024	Ongoing. Staff is continuing to look into opportunities to maximize production from the desalination facility; including resolving nitrate issues associated with SDF-7. Solutions may include well head treatment or	

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<p>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)</p>					
<p>Water Quality/ Engineering - Infrastructure Maintenance (continued)</p>	<p>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 (continued)</p>			<p>treatment of the brine discharge.</p>	
	<p>013.00 Complete tank inspections that are due in Calendar Year 2023 to assess condition</p>	<p>N/A</p>	<p>June 2024 December 2024</p>	<p>Tank inspections for all planned potable water tank inspections for 2023, except one, have been completed (5 of 6). The one pending from 2023 is to inspect the Bonita Valley Reservoir (BVR) – South. The BVR – North has been inspected and needs a valve replacement on the drainage pipe. This valve has been procured, awaiting delivery, and anticipated installation is in May 2024. BVR – North remains drained since it was inspected. BVR – South will be inspected following the installation of the drainage valve on BVR – North so that one of the</p>	<p>60%</p>

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Water Quality/ Engineering - Infrastructure Maintenance (continued)	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)				
	013.00 Complete tank inspections that are due in Calendar Year 2023 to assess condition (continued)			<p>chambers in BVR can remain operational.</p> <p>Six tank inspections for non-potable water tanks at Perdue have been deferred to be performed at the time when the Perdue Treatment Plant is shutdown for the Clearwell Effluent Meter Replacement Project. Inspection of these non-potable water tanks would require to shutdown the Perdue Plant, triggering the need to purchase imported water. Therefore, the inspections are planned to be conducted at a time when</p>	

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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)					
Water Quality/ Engineering - Infrastructure Maintenance (continued)	013.00 Complete tank inspections that are due in Calendar Year 2023 to assess condition (continued)			imported water would be purchased for the aforementioned project, to not create an additional financial impact.	
	014.00 Repair access road and parking areas around existing Authority facilities at various locations	N/A	June 2024	On track. Staff is working with electrical vendors and the Authority's On-Call SCADA Design Consultant to determine scope of work and cost.	
	015.00 Raw Water Pump Variable Frequency Drive	Water Quality	December 2023 November 2024	Staff is working with the SCADA Design Consultant and electrical vendors to determine detailed scope and cost.	5%
	016.00 Booster Pump, Motor, and Well Replacement Program	Water Quality	December 2023	Repairs in progress for the spare DAF recycle pump.	50%
	017.00 SDF Well Pump Control Valve Modification	Water Quality	December 2023 June 2024	On track. Staff is in the process of working with a vendor to secure parts.	10%

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Engineering - Easements	<p>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</p>			Easements are inspected and maintained on an ongoing basis.	50%

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Management/ Engineering - Water Supply/Sources	<p>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</p>				
	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 Pending completion of Well Siting Study	Pending completion of Well Siting Study (see task below)	0%
	001.01 Conduct a well siting study and acquire land for well site	Water Quality	December 2023	Recommendation from E&O Committee to Board (1/29/24): Authorize the General Manager to execute an amendment with Geoscience for an additional \$472,581 to conduct an exploratory boring, aquifer testing, and prepare a comprehensive well siting study report.	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 2024	An agreement with Otay Water District was executed in August 2023.	100%
	003.00 Recycled Water Analysis	Board	June 2024 March 2025	This analysis was not meant to be completed by June 2024. It is not a realistic timeline. The project is not considered behind schedule.	20%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>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></p>						
Management/ Engineering - Water Supply/Sources	<p>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</p>					
	003.00 Recycled Water Analysis (continued)			A consultant selection recommendation to the Otay Water District Governing Board is planned for February 7, 2024.		
Water Quality/ Engineering - Operational Regulatory Requirements	<p>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)</p>					
	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	Draft Property Operations and Maintenance Plan currently being reviewed to incorporate additional activities and selected projects.	30%	
	002.00 Implement Plan according to permit requirements	E&O	TBD June 2028	Subject to completion of task above.	0%	
	003.00 Execute water transfer to designated water level limits in accordance with Board direction	N/A	Pending Water Availability	A water transfer from Loveland Reservoir to Sweetwater Reservoir was conducted from January 22, 2024 to January 29, 2024.	100%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>GOAL #3 Financial Viability (FV) <i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i></p>					
All - Budget	<p>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</p>		Continuous	<u>On track</u>	
Finance - Rates	<p>Objective FV2: 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</p>		<u>1/1/2024</u>		100%
General Manager - Gov't Affairs	<p>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</p>				
	<p>001.00 Coordinate with federal lobbyist to develop strategies and continue building relationships with congressional delegation and federal agencies.</p>	Leg. Affairs/ Communications	June 2024		50%
	<p>002.00 Coordinate with state lobbyist to seek project funding and advocate for legislative priorities</p>	Leg. Affairs/ Communications	June 2024		50%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>GOAL #3 Financial Viability (FV) <i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i></p>						
Administrative Services - Meters	<p>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)</p>					
	001.00 Automatic Metering Infrastructure - Implementation	F&A	TBD	AMI Feasibility Study to be presented to the Board in April 2024.	5%	
Administration - Nonrevenue Water	<p>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)</p>					
	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	TBD <u>December 2024</u>	In December 2023, the Board selected M-Rae Engineering as the contractor for the project. A Notice of Award has been issued to the contractor.	50%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>GOAL #3 Financial Viability (FV) <i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i></p>						
Management/ Engineering - Leverage Assets	<p>Objective FV6 (2019): Explore innovative opportunities for leveraging Authority assets (e.g., reservoirs, property) to reduce financial burden on Authority ratepayers</p>					
	<p>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)</p>	E&O	<p>December 2023 Pending Board direction</p>	<p>Consultant prepared a Market Study, a Preliminary Economic and Risk Analysis, and a Reserves Analysis. Staff received two non-responsive submittals to an RFP for selecting a Reservoir Enhancement Entity. Recommendations for next steps to be presented to E&O Committee in 3rd Quarter of FY 2023-24.</p>	45%	
	<p>002.00 Consider lease agreements (e.g., renewable energy projects) and public/private partnerships to leverage Authority assets to generate revenue</p>	As-needed	Ongoing			
	<p>003.00 City of San Diego Reynolds Desal Contribution Reimbursement</p>	Board	June 2024		50%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>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></p>					
Administration / Administrative Services - Outreach	<p>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</p>				
	<p>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.</p>	<p>Leg. Affairs/ Communications</p>	<p>June 2024</p>		<p>100%</p>
	<p>002.00 Work with communications consultant to strengthen relationships and increase coverage in English and Spanish media.</p>	<p>N/A</p>	<p>Ongoing</p>		
	<p>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)</p>	<p>Leg. Affairs/ Communications</p>	<p>October 2023</p>		

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
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 - 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	December 2024	Applying for Bureau of Reclamation Grant (Deadline September, 2024).	N/A	
	002.00 Automatic Metering Infrastructure - Feasibility Study	F&A	June 2024	Draft study is being presented to the Board in April	90%	
Administration/ Engineering - Developer Customers	Objective CS3 (2019): Explore and implement process improvements to better serve developer customers				Ongoing	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>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></p>					
<p>Objective CS4 (2020): Facilitate procurement opportunities for local, small, and disadvantaged businesses in the community</p>					
Finance/ Administration - Local Business	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 2024	One webinar has been conducted with a second planned for late spring 2024.	100%
	002.00 Promote the Authority's local vendor program through messaging in Authority newsletters and social media	N/A	June 2024	Ongoing	
	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 2024	Reports are made quarterly to the Board.	50%
	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/ Comms.	June 2024	Ongoing	50%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>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></p>						
Various - Facility Appearance	<p>Objective CS5 (2021): Implement projects to improve the appearance of Authority facilities</p>					
	001.00 Implement aesthetic improvements to the well site at Eucalyptus Park (C Street and 5th Avenue - Chula Vista)	Board	June 2024	This project is on hold	N/A	
	002.00 Continue to explore potential grant opportunities and prioritize list of well sites for future year funding in conjunction with budget development	F&A	June 2024	This project is on hold	N/A	
Admin/Admin Services - Customer Payments	<p>Objective CS6 (2017): Develop programs to facilitate payment of water bills for customers</p>					
	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	F&A	June 2024	Program has been part of ongoing promotion through the Authority newsletters, bill inserts, and social media. As of January 17, 2024, we have received \$252,100.19 in funding that has helped 333 customers.	50%	
	002.00 Customer Water Bill Payment Kiosk	F&A	June 2024	On target for completion in June 2024.	50%	
	003.00 Customer Service Information System Replacement	F&A	June 2024	Project has been suspended.		

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>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></p>						
Management / Citizen Engagement	<p>Objective CS7 (NEW!): Promote citizen engagement and operational improvements/efficiencies through the use of a Citizens Advisory Committee</p>					
	001.00 Continue to expand community engagement programs in partnership with the Citizens Advisory Committee	Leg. Affairs/ Comms.	Ongoing	The CAC has been dissolved. The efforts with the Community Advisory Work Group are ongoing.	50%	
All/ Recreation Programs	<p>Objective CS8: 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</p>					
	001.00 Continue to work with the County of San Diego on a loop trail system around Sweetwater Reservoir	N/A	Ongoing	Schedule is driven by County of San Diego (CoSD). Staff received a Draft Operations and Maintenance Plan for one of the proposed trails segments and has provided comments to CoSD. Staff is also working with CoSD on developing a MOU for the trails planned on the northern side of the reservoir.	50%	
	002.00 Loveland Trails Repairs Plan	E&O	December 2024	A state grant for \$750,000 was awarded for Loveland creation repairs and/or improvements. Staff is seeking community input on how to best use the grant proceeds.	10%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>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></p>					
Admin/Drink Tap Water	<p>Objective CS9 (NEW!): Develop marketing and education programs that encourage customers to trust and drink tap water</p>				
	001.00 Work with communications consultant to develop a campaign and increase messaging on the safety of tap water	Leg. Affairs/ Comms	June 2024	Working with Canal 12 to have a media campaign on this topic.	50%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>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></p>						
Administrative Services - Certifications	<p>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)</p>					
	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	June 2024	Program developed and in process.	N/A	
	002.00 Train inspectors for certification for above ground storage tank inspection	N/A	June 2025	On-going. Staff needs to continue to observe inspections as part of the training.		
Administrative Services - Risk Management	<p>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)</p>					
All - Safety	<p>Objective WD3 (2014): Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA; Cal-OSHA)</p>					
	001.00 Inspect all chemical storage tanks at all three treatments facilities on a five-year cycle	TBD	Ongoing	Ongoing. Planning in progress.	50%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>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></p>					
<p>Management/ Administrative Services - Employee Recognition</p>	<p>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</p>				
	<p>001.00 Conduct a series of employee recognition events through the fiscal year</p>	<p>N/A</p>	<p>June 2024</p>	<p>Multiple employee events have been completed and additional events will be held in this fiscal year. Employee engagement events were held on: 09/08/2023 and 12/03/2023. Additional events are scheduled for 02/14/2024 and 09/19/2024.</p>	<p>50%</p>

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>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></p>						
Management/ Administrative Services - Employee Recognition	<p>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</p>					
	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 2024	Authority staff has been posting for jobs in new venues. In addition, the onboarding packet and orientation has been enhanced with additional information and facility tours.	50%	
	003.00 Develop wellness programs	N/A	June 2024	Ongoing with Cigna funding and the employee recognition events. FY 2024 employee wellness is schedule for 09/19/2024.	50%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>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></p>					
Management - Labor Relations	Objective WD5 (2020): Promote constructive labor relations			FY 2023-2024: Memorandum of Understandings secured with CG and MMG for 3-year terms.	
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 2024	Reviewing options and training proposals in Human Resources to develop a plan to implement.	50%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>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></p>						
Management/ Admin Services - Succession Planning/ Workforce Development	<p>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</p>					25%
	001.00 Participate in local and regional job fairs to promote employment opportunities at Sweetwater Authority.	N/A	June 2024	Staff has participated in job fairs events at the Chamber and the Women in Water Event being held on 03/31/2024. FY 2024 HR team will be attending hiring fairs with Southwestern College and in partnership with the EEOC Naval Command team for partnership in recruitment efforts.		

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>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></p>					
<p>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</p>					
Management/ Admin Services - Succession Planning/ Workforce Development	002.00 Participate in the San Diego County Water Authority and/or Cuyamaca College internship programs or implement a Sweetwater Authority only internship program.	N/A	June 2024	Authority participated as a host organization with the San Diego County Water Authority in FY 2023. HR will be working to commence an internship program that affords an opportunity to join the Sweetwater Authority team to learn about the organization and supports its mission. Estimated launch of April 2024.	100%
	003.00 Pilot a scholarship program for any person in the service area that attend water courses at Cuyamaca College	N/A	June 2024	Scholarship awarded.	100%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>GOAL #6 Administrative Effectiveness (AE) <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i></p>					
Administrative Services - Emergency Preparedness	<p>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)</p>				
	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	June 2024	Tim said work space complete, fire suppression is pending (keep this year for date)	50%
	002.00 Hazardous Tree Removal - Perdue Plant Defensible Space	N/A	June <u>2024</u> October <u>2024</u>	Initiation of work will be deferred to August 2024 after the rainfall/storm season and nesting season for birds.	10%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>GOAL #6 Administrative Effectiveness (AE) <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i></p>						
All - Master Planning	<p>Objective AE2 (2017): Conduct master planning of major infrastructure to promote innovation, ensure sustainability, and reliably and effectively plan and allocate Authority resources</p>					
	001.00 Develop a Facilities Master Plan	TBD	June 2024	RFP submittals received and under review	35%	
	002.00 Update the Water Distribution System Master Plan, to include the incorporation of asset management tools and practices (see also SR1)	E&O	June 2027	The Water Distribution System Master Plan was last updated in December 2021 and is not yet due for another update.	0%	
	003.00 Update the Water Resources Master Plan	E&O	June 2024	Plan is scheduled to be finalized in February 2024.	95%	
	004.00 Update the Urban Water Management Plan	E&O	June 2026 and every five years thereafter	The Urban Water Management Plan was last updated and adopted by the Board in June 2021 and is not yet due for another update.	0%	
	005.00 Update the Strategic Plan	N/A	FY 2022 and every five years thereafter	Ongoing	40%	
	006.00 Update to the Information Systems Master Plan.	TBD	June 2025	Work to begin in Fiscal Year 2024-25	0%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>GOAL #6 Administrative Effectiveness (AE) <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i></p>						
Finance/ Information Systems	<p>Objective AE3 (NEW!): Maintain the Authority's extensive Information Systems infrastructure and provide technological solutions to efficiently and effectively support staff operations</p>					
	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	F&A	June 2024	Needs assessment and procurement requirements in development to issue a Request for Proposals in February.	50%	
	002.00 Develop and implement a Geographical Information Systems (GIS) assessment and plan to expand the existing GIS portal	N/A	June 2024	GIS plan is completed and staff is now implementing the software upgrades indicated.	50%	
	003.00 Procure and implement replacement of firewalls on the business, microwave and SCADA computer systems	F&A	June 2024	Firewalls are purchase and staff is now working to implement them across the Authority's business and SCADA network.	50%	
	004.00 Implement a technology upgrade for the Board Room to provide modern public meeting systems	F&A	June 2024	Pending a decision on a potential Board Room remodel project.	25%	
	005.00 Procure and install public records request tracking and response software	N/A	June 2024	Staff is currently conducting a product review.	25%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>GOAL #6 Administrative Effectiveness (AE) <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i></p>						
Managements/ Strategic Partnerships	<p>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</p>					
	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 2024	Ongoing, with an initial recommendation from the workgroup being presented to the SDCWA Board.	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	June 2024	An agreement with Otay Water District was executed in August 2023.	100%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i></p>					
Administration - Water Efficiency	<p>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)</p>				
Administrative Services - Energy Efficiency	<p>Objective ES2 (NEW!): Develop strategies to achieve carbon neutrality</p>				
	001.00 Explore installation of floating solar panels at Sweetwater Reservoir in conjunction with the installation of the Aeration/De-stratification system	TBD	June 2024	Floating solar array under environmental and SDGE Interconnection review.	25%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i></p>						
Distribution - Air Quality	<p>Objective ES3 (2012): Comply with Heavy Equipment Replacement policies from the regulatory agencies (EPA Emissions Standards; CalEPA Air Resources Board Diesel Truck Regulations)</p>					
	<p>001.00 Comply with Heavy Equipment Replacement policies from EPA, CARB, and APCD</p>	<p>E&O</p>	<p>June 2024 <u>December 3030</u></p>	<p>The Authority's large fleet has only one pending large vehicle (wheel loader) that needs to comply with EPA, CARB and APCD policies. However, regulation changes have provided until December 3030 to comply with these policies. The replacement of the wheel loader has been deferred for this purpose.</p>	<p>95%</p>	
	<p>002.00 Replace single-walled underground storage tank (UST) at Edwin J. Steele Operations Center per Senate Bill 445 (Stats. 2014, Ch. 547)</p>	<p>E&O</p>	<p>December 2023</p>	<p>Construction work was completed in December 2023. Staff is awaiting final confirmation from the State Water Resources Control Board that no soil mitigation is required based on lab results that showed absence of contamination, before the project can be closed out.</p>	<p>100%</p>	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i></p>						
Water Quality - Habitat Management Program	<p>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</p>					50%
	<p>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.</p>	E&O	December 2024	<p>WQ Committee recommendation to Board (1/29/24): Award a contract for implementation services to Black Sage Environmental in the amount of \$200,000 in support of the Sweetwater Wetlands Habitat Recovery Project (HRP).</p> <p>Per grant requirements, work needs to be completed by October 2024.</p>		

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments		
<p>GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i></p>						
Water Quality - Habitat Management Program	<p>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</p>					
	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	December 2023 <u>June 2024</u>	Staff are working on incorporating recent HMP permit conditions into the draft Plan. Final document will be contingent on USFWS and CDFW concurrence.	70%	
	003.00 Complete updates to the Skelton HMA Biological Resources Management Plan. The Plan update will require approval of the Wildlife Agencies.	N/A	December 2023	Task completed in April 2023. Previous update incorrectly indicated "Staffing limitations and other priorities have delayed completion."	100%	

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i></p>					
Water Quality - Habitat Management Program	<p>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</p>				
	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 <u>Pending project completion</u>	Pending construction completion for project.	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 <u>Pending further direction from DSOD</u>	Project is on hold pending further direction from DSOD.	0%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i></p>					
Water Quality - Habitat Management Program	<p>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</p>				
	006.00 Assess potential opportunities for developing mitigation banks within the Authority watershed lands for current and future Authority projects	E&O	December 2023 <u>July 2024</u>	Quotes to develop a commercial mitigation banking feasibility study have been received. The intended study would then be brought to Management and Board discretion on whether to further pursue commercial mitigation banking and initiate the bank development process. Staff have been working with identified consultants to develop a contract for the feasibility study. Delays have occurred, however, due to	15%

				unanticipated challenges in accepting our template professional services agreement language. Staff continues to work through these challenges and is targeting a tentative start of February 2024.	
Engineering - Groundwater Management	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 of USGS self-funding <u>June 2024</u>	USGS to provide a schedule to initiate the studies.	5%
	002.00 Finalize GSP, create GSA, and implement groundwater monitoring plan	E&O	Pending Basin Reprioritization by DWR	Nothing to work on at this time. Work would only be triggered if DWR changes the prioritization for the Coastal Plain of San Diego Groundwater Basin	0%

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i></p>					
<p>Water Quality/ Engineering - Operational Regulatory Requirements</p>	<p>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)</p>				
	<p>001.00 Complete environmental review and programmatic permitting for Property Operations and Maintenance Plan</p>	<p>E&O - Q4</p>	<p>Pending Completion of Initial Study for CEQA June 2028</p>	<p>Draft Property Operations and Maintenance Plan currently being reviewed to incorporate additional activities and selected projects.</p>	<p>30%</p>
	<p>002.00 Implement Plan according to permit requirements</p>	<p>E&O - TBD</p>	<p>TBD June 2028</p>	<p>Subject to completion of task above.</p>	<p>0%</p>
	<p>003.00 Execute water transfer to designated water level limits per Board direction</p>	<p>N/A</p>	<p>Pending Water Availability</p>	<p>A water transfer from Loveland Reservoir to Sweetwater Reservoir was conducted between January 22, 2024 and January 29, 2024.</p>	<p>100%</p>
<p>Management - Land Acquisition</p>	<p>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</p>		<p>Ongoing</p>	<p>Subject to land availability and the Board's desire to acquire land.</p>	<p>50%</p>

Department/ Topic	Action Steps	Governance Consideration (Review Quarter)	Completion Date	Comments	
<p>GOAL #7 Environmental Stewardship (ES) <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i></p>					
Distribution - Electric Vehicles	<p>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</p>				
	001.00 Continue the implementation of the Green Fleet Plan in accordance with Board direction (see also SR4.002.00)	N/A	June 2027	Staff is evaluating cost-saving options on vehicles needing replacement	50%