

## FISCAL YEAR 2024-25 DETAILED WORK PLAN

MAY 2024



### OUR MISSION

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

### OUR VISION

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



# GOVERNING BOARD

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Sweetwater Authority’s Governing Board is composed of five directors elected by division by the citizens of the South Bay Water, and two directors appointed by the Mayor of National City, subject to City Council confirmation.

## SOUTH BAY WATER DIRECTORS



STEVE CASTANEDA  
DIVISION 1  
TERM 2022-2026



PAULINA  
MARTINEZ-PEREZ  
DIVISION 2  
BOARD CHAIR  
TERM 2020-2024



MANNY DELGADO  
DIVISION 3  
TERM 2023-2024



HECTOR MARTINEZ  
DIVISION 4  
BOARD VICE CHAIR  
TERM 2022-2026



JOSIE  
CALDERON-SCOTT  
DIVISION 5  
TERM 2020-2024

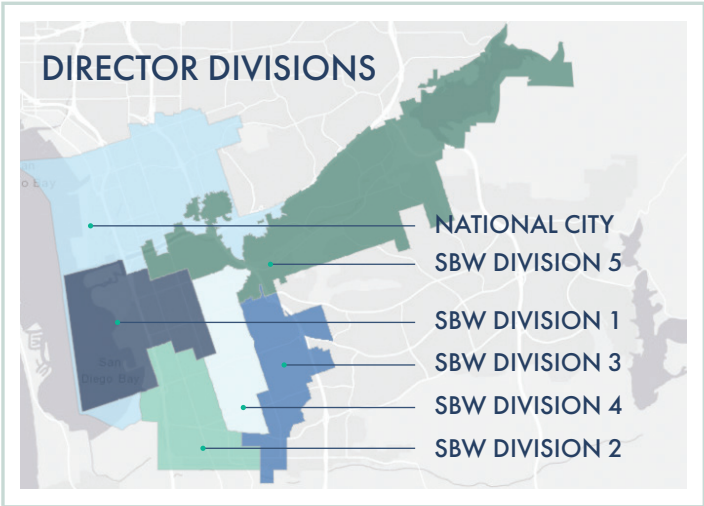
## NATIONAL CITY DIRECTORS



RON MORRISON  
TERM 2023-2026



DITAS YAMANE  
TERM 2023-2026





## GOAL #1: WATER QUALITY

Provide high quality water that meets regulatory requirements.

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# HOW TO READ THIS WORKBOOK

## GOALS, OBJECTIVES & TASKS

<b>GOAL # - Strategic Plan Goal</b>				
<i>Goal is a statement of long-term direction and intent to achieve the mission and vision of Sweetwater Authority.</i>				
Objective	Task	FY 24-25	CD	Notes
<b>Example 1:</b> Objectives are from the March 7, 2024 workshop and are general in nature.	1	Specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan.		
	FY 24 #2	Specific tasks from FY 23-24 Detailed Work Plan that is either completed or modified for FY 24-25. See notes.	✓	Complete.

Estimated completion date for tasks

Color-coding may be assigned separately to objective and to task

Darker shading indicates item from FY 23-24 Detailed Work Plan items

Tasks listed in FY 24-25 are expected to be completed in FY 24-25; however, tasks may also be a multi-year

For FY 23-24 tasks, note will indicate task modifications or status

## COLOR-CODING LEGEND

✓ Completed by target date	■ FY 23-24 Detailed Work Plan item	■ On track to be completed by target date
■ Canceled/delayed due to Board decision	■ Not on track to be completed by target date	
■ Canceled/delayed due to factors outside the Authority's control		

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## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #1 Water Quality (WQ)</b>				
<i>Provide high quality water that meets regulatory requirements.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
<b>WQ1:</b> Meet all primary and secondary water quality standards	1	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	June 2025	
	2	Provide an annual consumer confidence report to Authority customers on all state and federal drinking water health standards	June 2025	
	3	Complete Lead and Copper Rule Revisions Service Line Inventory and Reporting (Private lateral survey)	Oct 2024	
	FY 24 #1	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		Continued – See WQ1 #1
	FY 24 #2	Provide an annual consumer confidence report to Authority customers on all state and federal drinking water health standards		Continued – See WQ1 #2
	FY 24 #3	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	✓	Complete. Will be Removed
	FY 24 #4	Lead and Copper Rule Revisions Service Line Inventory (Private lateral survey)		Continued – See WQ1 #3
<b>WQ2:</b> Maintain water quality in distribution system through a systematic and programmed flushing program, utilizing no-discharge technology	1	Flush 75 miles of pipeline in Chula Vista through the No-Discharge Flushing Program.	June 2025	E&O – 75 miles per year results in the entire system being flushed on a 5-year cycle. Previously FY24 WQ2 #1
	FY 24 #1	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.		E&O – Reworded – See WQ2 #1

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #1 Water Quality (WQ)</b>				
<i>Provide high quality water that meets regulatory requirements.</i>				
Objective	Task	FY 2024-25	CD	Notes
		August 2022), complete all sections of the service area that have not been flushed since last flushing program in 2005-2008		
<b>WQ3:</b> Manage watershed activities for the beneficial use of the Authority operations and protection of environmental resources.	1	Report to the Board semiannually on developments and watershed activities for the beneficial use of the Authority operations and protection of environmental resources in accordance with Board resolution 84-8	June 2025	Previously WQ3
	2	Implement selective removal of hazardous trees west of the Perdue Facility, and restore area with native cactus scrub to create defensible space (carryover budget)	Oct 2024	E&O – Selective removal means removal of hazardous trees that can be completed within an authorization of \$75,000  Previously FY24 AE1 #2
	FY 24 WQ 3	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)		Reworded – See WQ3 #1
<b>WQ4:</b> Administer the Authority's Standard Specifications Section 17 Cross-Connection and Backflow Prevention Ordinance to protect the public water supply from contamination	1	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)	June 2025	

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #1 Water Quality (WQ)</b>				
<i>Provide high quality water that meets regulatory requirements.</i>				
Objective	Task	FY 2024-25	CD	Notes
	FY 24 #1	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)	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. Continued – See WQ4 #1
<b>WQ5:</b> Maintain and improve the Supervisory Control and Data Acquisition (SCADA) system for all treatment and distribution facilities as defined in the SCADA Master Plan	1	Complete design for replacement of the obsolete programmable logic controller (PLC) and associated input/output panels at the desalination facility.	June 2025	New
	2	Implement a virtual PLC programming station that has access to Authority PLCs and associated programs.	June 2025	New
	3	Implement a system to allow operators the ability to securely access the SCADA system remotely from microwave radio sites.	June 2025	New
	4	Implement an electronic mobile operator data collection system to replace historical paper worksheets used at the water treatment facilities.	June 2025	New
	FY 24 #1	Conduct an assessment for automation of distribution pumping Time-of-Use, as recommended by the DHK Energy Audit to reduce energy costs	✓	Complete. Remove in FY25
	FY 24 #2	Create improvements for SCADA Integrator Remote Access	✓	Complete. Remove in FY25
	FY 24 #3	Replace and upgrade the backup Programmable Logic Controller (PLC) (monitors/controls sensors) for the Perdue Water Treatment plant due to obsolesce and potential failure of current backup PLC	✓	Complete. Remove in FY25

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #1 Water Quality (WQ)</b>				
<i>Provide high quality water that meets regulatory requirements.</i>				
Objective	Task	FY 2024-25	CD	Notes
	FY 24 #4	Create automated discharge reports for the Reynolds Desalination Plant	✓	Complete. Remove in FY25
<b>WQ6:</b> Ensure long-term sustainable health of Sweetwater Reservoir	1	Complete Preliminary Environmental Impact Assessment for Sweetwater Reservoir Capacity Restoration Project (carryover budget)	Jan 2025	E&O – New Task. This will inform level of environmental documentation.
	2	Identify appropriate environmental documentation path for aeration/destratification system project (carryover budget)	Jan 2025	E&O – Previously FY24 WQ7 #2
	FY 24 #1	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 FY24 FV6 #1)	✓	E&O – Complete
	FY 24 #2	Complete Comprehensive Assessment of Sweetwater Dam		E&O – Continued See SR5 #2
	FY 24 #3	Prepare design, environmental document, advertise for bids, and construct Sweetwater Dam PMF and South Spillway Improvements		E&O – Task will be proposed in a future FY after completion of proposed SR5 #2 and further direction from DSOD
<b>WQ7:</b> Implement process and water treatment improvements to enhance water quality (e.g., taste, color, odor)	1	Re-advertise for bids and initiate construction of an iron and manganese removal system for the National City Wells (carryover budget)	Dec 2024	E&O – Previously FY24 #1. Seeking additional grants to complete funding requirements
	2	Procure and install a residual control system at Bonita Valley Reservoir to maximize local water yields and improve water quality in the distribution system.	June 2025	New
	3	Provide a funding plan for a hypochlorite system at the Perdue Water Treatment Plant to replace the existing gaseous chlorination system.	June 2025	Total budget = \$1.8M any funding secured by grants will be deducted from allocation. Previously FY24 #3



## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #1 Water Quality (WQ)</b>				
<i>Provide high quality water that meets regulatory requirements.</i>				
Objective	Task	FY 2024-25	CD	Notes
	FY 24 #1	Construct an iron and manganese removal system for the National City Wells		E&O – Updated. See WQ7 #1
	FY 24 #2	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 – Updated. See WQ6 #2
	FY 24 #3	Sodium Hypochlorite Chlorination System		Updated. See WQ7 #3
<b>WQ8:</b> Comply with all Policies and Procedures of the NELAC Institute (TNI) Accreditation Standards adopted by SWRCB-DDW	1	Maintain TNI accreditation standards in the water quality laboratory by passing all annual proficiency testing standards and completing ongoing demonstration of capabilities (ODC) for all trained analysts.	June 2025	New
	2	Continue implementation of the Laboratory Information Management System; including data migration from legacy databases, development of sampling projects, and report automation. (carryover budget)	Feb 2025	Previously FY24 #3
	FY 24 #1	Write/rewrite current analytical SOPs, Policies and/or Procedures, and Quality System Manual to be compliant with TNI Standards	✓	Complete. Remove in FY25
	FY 24 #2	Conduct a "practice" onsite assessment against the new TNI Standards	✓	Complete. Remove in FY25
	FY 24 #3	Procure and install a Laboratory Information Management System to assist the Authority with compliance with new TNI standards		Updated. See WQ8 #2

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## GOAL #2: SYSTEM & WATER SUPPLY RELIABILITY

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

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## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #2 System and Water Supply Reliability (SR)</b>				
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
<b>SR1:</b> Implement the following recommendations of the current Water Distribution Master Plan: FY 2024-25 pipeline replacements and new pipelines for capacity, reliability and redundancy; additional water storage capacity in deficient zones; and develop Standard Operating Procedure for the AC Pipe Testing Program, per approved Fiscal Year Budget.	1	Complete design, advertise for bids, and construct new Central-Wheeler Tank (carryover budget)	June 2025	E&O – Previously FY24 #1
	2	Replace and install new pipelines in FY 2022-23 that meet established criteria (carryover budget)	Nov. 2024	E&O – Previously FY24 #2
	3	Replace and install new pipelines in FY 2024-25 that meet established criteria	June 2025	E&O – New
	4	Develop a Standard Operating Procedure for an AC Pipe Testing Program and perform test at all possible opportunities	June 2025	E&O – Previously FY24 #3
	FY 24 #1	Prepare design, environmental document, advertise for bids, and construct new Central-Wheeler Tank (Bond funded)		E&O – Updated. See SR1 #1
	FY 24 #2	Replace pipelines in FY 2022-23 that meet established criteria	✓	E&O – Complete. Replacement of new pipelines proposed – Updated. See SR1 #2
	FY 24 #3	Implement an AC Pipe testing program to determine structural integrity of AC Pipes throughout the service area		E&O – Updated. See SR1 #4
	FY 24 #4	Engineering Design Program - Select a design engineer to provide on-call services, as required.	✓	E&O – Complete. Remove in FY25
<b>SR2:</b> Cost-effectively maintain facilities and infrastructure to optimize their useful life and performance. (Source: 2020 Water Distribution Master Plan and various inspection reports of facilities)	1	Complete construction of the cathodic protection systems at the McMillin and Bonita Highlands #1 and #2 Steel Storage Tanks (carryover budget)	June 2025	E&O – Previously FY24 #1
	2	Advertise for bids and complete construction of deep well anode bed for 30-inch Second Avenue pipeline rectifier	June 2025	E&O – Previously FY24 #2 to be completed before end of FY.
	3	Complete the Desal Contact Tank Rehabilitation (carryover budget)	June 2025	E&O – Previously FY24 #6
	4	Complete the Rehabilitation of the Cherry Hills Tank (carryover budget)	June 2025	E&O – Previously FY 24 SR9 #3
	5	Complete a Draft Condition Assessment of the Urban Runoff Diversion System (carryover budget)	June 2025	E&O – New Task



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<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
	6	Complete a Facilities Master Plan (carryover budget)	June 2025	Previously FY24 SR9#2
	7	Replace all necessary wooden panels for the roof of the Bonita Valley Reservoir Control Building (carryover budget)	June 2025	E&O – Previously FY24 SR9 #3
	8	Replace ONE train worth of reverse osmosis membranes that have reached the end of their useful life (train 3 of 6)	June 2025	Previously FY 24 SR9 #4 Membrane in all six trains will be replaced over a 5-year period.
	9	Replace plastic Fire Storage Tank at Loveland Reservoir with Steel Tank (carryover budget)	June 2025	E&O – Previously FY24 SR9 #8
	10	Conduct pump efficiency testing on 30 pumps (83 pumps total). Prioritize and conduct repairs based on testing results.	June 2025	Previously FY 24 SR9 #9, #15, #16
	11	Perform a hydraulic profile to characterize relatively higher nitrate levels in SDF-7 and total dissolved solids levels in SDF-8.	June 2025	E&O – Previously FY24 SR9 #12
	12	Complete abandonment of well SDF-2.	June 2025	E&O – New Task – This well has very high total dissolved solids (TDS) levels and low production. Due to the way this well was screened, it is possible that it is allowing high TDS water from undesirable sections of the aquifer to enter the well field.
	13	Complete Feasibility Study for Optimization of Desalination Facility	June 2025	E&O – New Task
	14	Complete inspection of the Clearwell for the Robert A. Perdue Water Treatment Plant	June 2025	E&O – New Task
	15	Complete design and install a variable frequency drive on one of the existing fixed speed raw water pumps at the Perdue Water Treatment Plant. (carryover budget)	June 2025	Previously FY24 SR9 #15

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #2 System and Water Supply Reliability (SR)</b> <i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
Objective	Task	FY 2024-25	CD	Notes
	16	Replace the original sodium hypochlorite and sodium hydroxide chemical storage tanks at the desalination facility.	June 2025	New
	17	Complete Water tank inspections scheduled for FY25	June 2025	E&O – Previously FY24 SR9 #13. Task includes deferred tank inspections
	18	Complete Chemical tank inspections scheduled for FY25	June 2025	New. 3 out of 19 tanks are scheduled for FY 25 (5 Year Cycle)
	19	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	June 2025	Previously FY24 SR9 #10
	20	Install Astec Reply white coat roof system at the Administration Building	Oct 2024	Previously FY24 SR9 #11
	21	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	June 2025	Previously FY24 SR9 #12
	FY 24 #1	Install cathodic protection at up to three steel storage tanks		E&O – Updated. See SR2 #1
	FY 24 #2	Design deep well anode bed for 30-inch Second Avenue pipeline rectifier		E&O – Task scheduled to be completed in FY24. New task proposed as SR2 #2
	FY 24 #3	Complete a cathodic protection survey	✓	E&O - complete
	FY 24 #4	Claire Vista "B" Rehabilitation		E&O – Recommended for deferral due to budget constraints

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #2 System and Water Supply Reliability (SR)</b>				
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
Objective	Task	FY 2024-25	CD	Notes
	FY 24 #5	Halecrest Rehabilitation		E&O – Recommended for deferral due to budget constraints
	FY 24 #6	Desal Contact Tank Rehabilitation		E&O – Updated. See SR2 #3
<b>SR3:</b> Perform infrastructure preventive and corrective maintenance programs that ensure all transmission and distribution system appurtenances are functional and effective	1	Repair water main leaks within 36 hours of when they are reported	June 2025	E&O – New Task
	2	Repair service leaks within 72 hours of when they are reported	June 2025	E&O – New Task - Any major service leaks will be repaired as emergency work, sooner than 72 hours
	3	Repair service lines, non-leaks, within 4 weeks of when need for repair is identified	June 2025	E&O – New Task
	4	Replace 40 valves and install 3 new valves as part of a valve replacement program in accordance with recommendations in the 2020 Water Distribution System Master Plan.	June 2025	E&O – Reworded – Previously SR3 – 001.00
	5	Exercise 3,217 valves out of 6,433 valves in the distribution system	June 2025	E&O – Reworded – Previously SR3 – 001.00
	6	Replace hydrants identified for replacement throughout the fiscal year	June 2025	E&O – New Task
	7	Maintain 1,322 hydrants out of 2,644 hydrants in the distribution system	June 2025	E&O – New Task
	8	Maintain 327 blowoffs out of 981 blowoffs in the distribution system	June 2025	E&O – New Task
	9	Maintain 90 air release assemblies out of 450 air release assemblies in the distribution system	June 2025	E&O – New Task
	FY 24 #1	Implement a valve maintenance and replacement program in accordance with recommendations in Water Distribution System Master Plan.		E&O – Scheduled to be completed before end of FY.

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #2 System and Water Supply Reliability (SR)</b>				
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
Objective	Task	FY 2024-25	CD	Notes
				New tasks proposed as SR3 #4 and SR3 #5
<b>SR4:</b> Optimize fleet of vehicles and equipment to provide maximum reliability, cost-effectiveness, minimize carbon footprint by implementing the Green Fleet Plan, and for compliance with regulatory milestones.	1	Perform corrective and preventive maintenance of fleet vehicles and equipment based on maintenance schedules and based on need in order to minimize vehicle breakdowns	June 2025	E&O – New Task
	2	Replace vehicles in FY 2024-25 in accordance with the Green Fleet Plan schedule and regulatory requirements, while evaluating and implementing downsizing replacement options such as lease, as appropriate, without compromising safety and performance of duties	June 2025	E&O – Previously FY24 ES3 #1 and FY24 ES8 #1
	3	Install EV chargers at Operations Center and Perdue Plant		E&O – Previously FY24 #1
	FY 24 #1	Install EV chargers at Operations Center and explore chargers for employee vehicles		E&O – Updated. See SR4 #3
	FY 24 #2	Cross reference with ES Objective for Green Fleet (see also ES8)		E&O – Updated. See SR4 #2
<b>SR5:</b> Maintain Sweetwater Authority Dams in compliance with requirements of Division of Safety of Dams (DSOD) and other necessary improvements to ensure the maximum operational efficiency per regular dam surveillance inspections	1	Complete design and environmental documentation for the Loveland Dam Stairs Replacement Project, and initiate construction (carryover budget)	June 2025	E&O – Previously FY24 SR5 #1
	2	Complete Comprehensive Assessment of Sweetwater Dam	June 2025	E&O – Previously FY24 SR5 #2 and WQ6 #2
	3	Complete design and initiate environmental documentation to replace Bungler, Guard and Bypass Valves at Loveland Dam	June 2025	E&O – Previously FY24 SR5 #4
	4	Update Seismic Stability Analysis for Sweetwater Reservoir's Outlet Tower	June 2025	E&O – New Task
	FY 24 #1	Design, bid, and construct replacement stairs at Loveland Dam (Bond funded)		E&O – Updated. See SR5 #1
	FY 24 #2	Complete Comprehensive Assessment of Sweetwater Dam (see also WQ6-002.00)		E&O – Updated. See SR5 #2

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #2 System and Water Supply Reliability (SR)</b>				
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
Objective	Task	FY 2024-25	CD	Notes
	FY 24 #3	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 – Task will be proposed in a future FY after completion of proposed SR5 #2 and further direction from DSOD
	FY 24 #4	Replace Bungler, Guard, and Bypass valves at Loveland Dam		E&O – Updated. See SR5 #3
<b>SR6:</b> Coordinate street improvement plans submitted by Chula Vista, National City, and County of San Diego to identify potential conflicts with Authority facilities and implement 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)	1	Attend a minimum of one quarterly coordination meeting with each of National City, Chula Vista, and County of San Diego to determine and potentially implement water facility relocations and improvements as a result of street improvement projects	June 2025	E&O – Previously FY24 #2
	FY 24 #1	Replace emergency interconnection between the City of San Diego, Otay 2nd Pipeline, and the Authority's transmission main in Sweetwater Road		E&O - Recommend removal until City of San Diego proceeds with relocation of their water main
	FY 24 #2	Various street improvements		E&O – Updated. See SR6 #1
<b>SR7:</b> Proactively engage and coordinate with the land use agencies, development community, residents, and businesses on public water infrastructure requirements to ensure proposed public	1	Obtain development information once a month from each land use agency, to determine which development projects require public water infrastructure review of compliance with Authority standards	June 2025	E&O – New Task
	2	Attend once a month a public event for local outreach, to disseminate information on Authority development requirements	June 2025	E&O – New Task
	3	Provide quarterly updates to the Board on highlights of development services efforts and process improvements	June 2025	E&O – Previously FY24 #1



## FY 2024-25 Strategic Plan Detailed Work Plan

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<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
Objective	Task	FY 2024-25	CD	Notes
facilities meet Authority standards, and to expedite review process (Source: Authority Policies and Rates and Rules)	4	Install and/or upgrade water facilities for developer customers in accordance with approved plans, as needed and based on fees collected from developers	June 2025	E&O – New task
	FY 24 #1	Provide quarterly updates to the Board on highlights of development services efforts		E&O – Updated. See SR7 #3
<b>SR8:</b> Provide adequate security to safeguard Authority property and infrastructure against theft, damage, illegal entry, vandalism, abuse, terrorism, cyber threats 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)	1	Conduct a Cybersecurity Assessment of the Authority's computer network.	June 2025	New
	FY 24 #1	Perform a security assessment of facilities in conjunction with the Facilities Master Plan	✓	Complete. Remove for FY25
<b>FY 24 SR9 – now under SR2</b> Cost-effectively maintain facilities and infrastructure to optimize their useful life and performance.	FY 24 #1	Conduct repairs to URDS channels and culverts	✓	E&O - Complete
	FY 24 #2	Complete a Facilities Master Plan once a Facilities Maintenance position is hired		Updated. See SR2 #6
	FY 24 #3	Replace roof of Bonita Valley Reservoir Control Building (BVR); reline Cherry Hills Tank Relining and replace drain BVR		E&O – Updated. See SR2 #4 and #9. Drain valve replacement at BVR to be completed in FY24.
	FY 24 #4	Replace reverse osmosis membranes that have reached the end of their useful life		Updated. See SR2 #8

## FY 2024-25 Strategic Plan Detailed Work Plan

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Objective	Task	FY 2024-25	CD	Notes
	FY 24 #5	Replace aging roofing system at the Loveland Reservoir Residence and install a roof-mounted solar photovoltaic system		E&O – Remove from FY25. Project is no longer cost-effective based on lack of credit availability through NEM program. Project would now require battery storage, increasing project costs
	FY 24 #6	Assess the 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 – Complete. Remove for FY25. At the November 8, 2023 Board meeting, the Board directed staff to not proceed with the Loveland Reservoir Boat Ramp Improvements Project until the useful life of the boat ramp has been exhausted; and directed staff to release remaining project funds to the Capital Investment fund.
	FY 24 #7	Install a new meter vault at existing 4-inch compound water meter on Naples Street (waiting on expiration of City moratorium)	✓	E&O – To be completed before end of FY. Remove
	FY 24 #8	Replace plastic Fire Storage Tank at Loveland Reservoir with Steel Tank		E&O – Updated. See SR2 #9
	FY 24 #9	Replace and repair inefficient pumps, motors and wells in the distribution system and productions wells		Updated. See SR2#10
	FY 24 #10	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		Continued. See SR2 #19
	FY 24 #11	Install Astec Reply white coat roof system at the Administration Building		Continued. See SR2 #20

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #2 System and Water Supply Reliability (SR)</b>				
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
Objective	Task	FY 2024-25	CD	Notes
	FY 24 #12	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. See SR2 #21
	FY 24 #13	Complete tank inspections that are due in Calendar Year 2023 to assess condition		E&O – Updated. See SR2 #17
	FY 24 #14	Repair access road and parking areas around existing Authority facilities at various locations	✓	E&O – Completed. Removed in FY25. No facilities were identified in need of pavement repairs for FY24 and none have been identified for FY25
	FY 24 #15	Raw Water Pump Variable Frequency Drive		WQ – Updated. See SR2 #10
	FY 24 #16	Booster Pump, Motor, and Well Replacement Program		WQ – Updated. See SR2 #10
	FY 24 #17	SDF Well Pump Control Valve Modification	✓	WQ – Completed. Remove from FY25
<b>SR9:</b> Inspect and maintain the Authority's easements throughout the service area to ensure access and minimize negative impacts to water system facilities	1	Complete Easement Management Plan	June 2025	E&O – New Task – The plan will establish an accurate inventory of easements, as well as the standards and procedures to properly manage and maintain them.
<b>SR10:</b> 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,	1	Conduct a well siting study in National City and acquire land for well site	Oct 2024	E&O – Previously FY24 SR11 #1.01
	2	Complete the Joint Otay Water District-Sweetwater Authority Intertie Recycled Water Project Analysis	June 2025	E&O – Previously FY24 SR11 #3
	3	Complete Hydraulic Model of the Sweetwater River Watershed to assist with water transfer operations	June 2025	E&O – New Task

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #2 System and Water Supply Reliability (SR)</b>				
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
stormwater retention, and groundwater/desalination	FY24 SR 11 #1	Install a new San Diego Formation well in National City to provide brackish water for treatment at the Reynolds Desalination Plant		E&O – Proposed to be deferred until after completion of proposed Desal Optimization Study (see SR2 #15)
	FY 24 SR11 #1.0 1	Conduct a well siting study and acquire land for well site		E&O – Updated. See SR10 #1
	FY 24 SR11 #2	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)	✓	E&O – Complete
	FY 24 SR11 #3	Recycled Water Analysis		E&O – Updated. See SR10 #2
<b>SR11:</b> 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, subject	1	Draft a Property Operations and Maintenance Plan, with input from regulatory agencies, and begin the preparation of the Draft Sweetwater Authority Natural Communities Conservation Plan / Habitat Conservation Plan (NCCP/HCP) document (carryover budget)	June 2025	E&O – Previously FY24 SR12 #1 and ES6 #1
	2	Complete the following Memorandums for the NCCP/HCP: (1) Basic Plan Assumptions and Best Available Scientific, (2) Conservation Strategy Approach, and (3) Water Transfer Periods Assessment in collaboration with USGS	June 2025	E&O – Previously FY24 SR12 #1 and ES6 #1
	3	Execute water transfers to designated water level limits.	April 2025	E&O – Previously FY24 SR12 #3
	FY 24 SR12 #1	Complete Environmental Review and Programmatic Permitting for Property Operations and Maintenance Plan		E&O – Updated. See SR11 #1

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #2 System and Water Supply Reliability (SR)</b>				
<i>Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
to water availability in Loveland Reservoir and within compliance of environmental regulations	FY 24 SR12 #2	Implement Plan according to permit requirements		E&O – This task cannot be completed in FY25. It will be proposed again in a future FY.
	FY24 SR12 #3	Execute water transfer to designated water level limits in accordance with Board direction		E&O – Continued in FY 25. See SR11 #3



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## GOAL #3: FINANCIAL VIABILITY

Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.

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# HOW TO READ THIS WORKBOOK

## GOALS, OBJECTIVES & TASKS

<b>GOAL # - Strategic Plan Goal</b>				
<i>Goal is a statement of long-term direction and intent to achieve the mission and vision of Sweetwater Authority.</i>				
Objective	Task	FY 24-25	CD	Notes
<b>Example 1:</b> Objectives are from the March 7, 2024 workshop and are general in nature.	1	Specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan.		
	FY 24 #2	Specific tasks from FY 23-24 Detailed Work Plan that is either completed or modified for FY 24-25. See notes.	✓	Complete.

Estimated completion date for tasks

Color-coding may be assigned separately to objective and to task

Darker shading indicates item from FY 23-24 Detailed Work Plan items

Tasks listed in FY 24-25 are expected to be completed in FY 24-25; however, tasks may also be a multi-year

For FY 23-24 tasks, note will indicate task modifications or status

## COLOR-CODING LEGEND

✓ Completed by target date	■ FY 23-24 Detailed Work Plan item	■ On track to be completed by target date
■ Canceled/delayed due to Board decision	■ Not on track to be completed by target date	
■ Canceled/delayed due to factors outside the Authority's control		

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## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #3 Financial Viability (FV)</b>				
<i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
<b>FV1:</b> Implement short-term (i.e., annual) and long-term (i.e., five-year) financial plans that demonstrate continued financial sustainability and cost-effective use of funds for operations	1	Present financial position and comparison of actual to budgeted expenditures on a monthly basis to the Board.	June 2025	New
	2	Present a final FY 2025-26 Budget to the Governing Board.	June 2025	New
<b>FV2:</b> Develop and maintain a rate structure that cover the costs to provide safe and reliable water to Authority customers, meets all legal requirements to apportion costs to customers, and promotes water conservation; utilize a rate stabilization reserve to regulate cost impacts associated with fluctuating water supplies	1	Present the proposed rates for January 1, 2026 based on the previously approved 2023 Water Rate Study and financial projection incorporated in the proposed FY 2025-26 budget.	May 2025	New
	2	Incorporate planned use of the rate stabilization fund with the presentation of the proposed FY 2025-26 Budget.	May 2025	New
<b>FV3:</b> 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	1	Coordinate with federal lobbyist to develop strategies and continue building relationships with congressional delegation and federal agencies	June 2025	Previously FY24 FV#1
	2	Coordinate with state lobbyist to seek project funding and advocate for legislative priorities	June 2025	Previously FY24 FV#2
	3	Develop Sweetwater Authority Legislative Priorities Guidelines	Dec 2024	New

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #3 Financial Viability (FV)</b>				
<i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
	FY 24 #1	Coordinate with federal lobbyist to develop strategies and continue building relationships with congressional delegation and federal agencies.		Continued in FY25. See FV3 #1
	FY 24 #2	Coordinate with state lobbyist to seek project funding and advocate for legislative priorities		Continued in FY25. See FV3 #2
<b>FV4:</b> Conduct a program to replace water meters at the point a meter becomes operationally inefficient based on industry standards. (Source: AWWA M6 Manual: Water Meters - Selection, Installation, Testing, and Maintenance)	1	Develop testing protocols for the testing of water meters by selecting a random sampling of sizes and the year installed for a complete statistical analysis of the data and determining the end point of a water meter's life.	June 2025	New
	FY 24 #1	Automatic Metering Infrastructure - Implementation		Updated. See CS2#2
<b>FV5:</b> Implement nonrevenue water program to maximize beneficial and authorized use of water and minimize wasteful and unauthorized loss (Source: California Water Audits and Water Loss Control Reporting regulations)	1	Complete construction for the replacement of the clearwell effluent meter at 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) (carryover budget)	June 2025	E&O – Previously FY24 #1
	FY 24 #1	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 – Updated. See FV5 #1
<b>FV6:</b> Explore innovative opportunities for leveraging Authority assets (e.g.,	1	Continue to negotiate an amendment to the City of San Diego Reynolds Desal cost share agreement and budget for any associated reimbursement to the City of San Diego.	June 2025	Estimated reimbursement is included in the proposed FY 2024-25 Budget



## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #3 Financial Viability (FV)</b>				
<i>Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
reservoirs, property) to reduce financial burden on Authority ratepayers	2	Consider lease agreements (e.g., renewable energy projects) and public/private partnerships to leverage Authority assets to generate revenue	June 2025	Continued from FY24
	FY 24 #1	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	✓	E&O – Complete. Remove from FY25
	FY 24 #2	Consider lease agreements (e.g., renewable energy projects) and public/private partnerships to leverage Authority assets to generate revenue		Continued. See FV6#2
	FY 24 #3	City of San Diego Reynolds Desal Contribution Reimbursement		Updated. See FV6#1

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## GOAL #4: CUSTOMER SERVICE, CITIZEN ENGAGEMENT & COMMUNITY RELATIONS

Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.

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# HOW TO READ THIS WORKBOOK

## GOALS, OBJECTIVES & TASKS

<b>GOAL # - Strategic Plan Goal</b>				
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Objective	Task	FY 24-25	CD	Notes
<b>Example 1:</b> Objectives are from the March 7, 2024 workshop and are general in nature.	1	Specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan.		
	FY 24 #2	Specific tasks from FY 23-24 Detailed Work Plan that is either completed or modified for FY 24-25. See notes.	✓	Complete.

Estimated completion date for tasks

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## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #4 Customer Service, Citizen Engagement and Community Relations (CS)</b>				
<i>Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
<b>CS1:</b> Develop an outreach program that includes a multi-faceted approach to communications and customer outreach - including, but not limited to, press releases, web-based communications, social media, community presentations, community events, educational opportunities, and periodically surveying customer opinion	1	Improve/increase digital outreach channels and reach, including launching email newsletter campaigns and/or text messaging platform	June 2025	
	2	Leverage partnerships to provide a high school career experience program for local students	June 2025	
	3	Post engaging social media content weekly and incorporate contests and giveaways to increase followers and improve engagement	June 2025	
	FY 24 #1	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.		
	FY 24 #2	Work with communications consultant to strengthen relationships and increase coverage in English and Spanish media.		
	FY 24 #3	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)		
<b>CS2:</b> Research and apply for grant funding for Automated Meter Reading implementation.	1	Research and apply for WaterSmart Grant through Bureau of Reclamation (October of 2024 and all other opportunities) for AMI Grants.	June 2025	Previously FY24 CS2 #1 Resolution and Match required. – Update Board on Other Grant Opportunities
	2	Complete AMI Feasibility Study	Aug 2024	Previously FY24 FV4#1 and FY24 CS2 #2
	FY 24 #1	Explore grant opportunities to fund an AMI pilot program		Updated. See CS2#1
	FY 24 #2	Automatic Metering Infrastructure - Feasibility Study		Updated. See CS2#2

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #4 Customer Service, Citizen Engagement and Community Relations (CS)</b>				
<i>Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
<b>CS3:</b> Explore and implement process improvements to better serve developer customers	1	As part of quarterly updates to the Board on development services (SR7-3), report to the Board on process improvements made to better serve developer customers	June 2025	E&O – New task
<b>CS4:</b> Facilitate procurement opportunities for local businesses in the community	1	Conduct a "How to Do Business with Sweetwater Authority" webinar in conjunction with APEX Accelerator (formally the Procurement Technical Assistance Center of San Diego, Imperial and Orange Counties)	June 2025	Previously FY24#1
	2	Promote the Authority's local vendor program through messaging in Authority newsletters and social media.	June 2025	Previously FY24 CS4#2
	3	Maintain a database of local businesses that have expressed interest in working with the Authority for staff to utilize during procurements.	June 2025	
	4	Report quarterly on local vendor engagement	June 2025	
	FY 24 #1	Conduct at least two "How to Do Business with Sweetwater Authority" webinars in conjunction with the Procurement Technical Assistance Center of San Diego		Updated. See CS4#1
	FY 24 #2	Promote the Authority's local vendor program through messaging in Authority newsletters and social media		Continued in FY 25. See CS4#2
	FY 24 #3	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	✓	Complete. Remove from FY25
	FY 24 #4	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	✓	Complete. Remove from FY25
<b>CS5:</b> Implement projects to improve the appearance of Authority facilities	1	Implement aesthetic improvements to the well site fencing at Eucalyptus Park (C Street and 5th Avenue - Chula Vista) (carryover budget)	June 2025	Previously FY24 CS5 #1
	2			

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #4 Customer Service, Citizen Engagement and Community Relations (CS)</b>				
<i>Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
	FY 24 #1	Implement aesthetic improvements to the well site at Eucalyptus Park (C Street and 5th Avenue - Chula Vista)		Updated. See CS5#1
	FY 24 #2	Continue to explore potential grant opportunities and prioritize list of well sites for future year funding in conjunction with budget development		
<b>CS6:</b> Develop programs to facilitate payment of water bills for customers	1	Develop a program to administer a financial assistance program for qualifying customers.	Sept 2025	New – pending Board approval
	2	Complete construction on customer Water Bill Payment Kiosk	Nov 2025	Previously FY24 CS6#2
	FY 24 #1	Promote the Low-Income Household Water Assistance Program (LIHWAP) once program details are received from the California Department of Community Services and Development	✓	Complete. Remove from FY25
	FY 24 #2	Customer Water Bill Payment Kiosk		Updated. See CS6 #2
	FY 24 #3	Customer Service Information System Replacement		Remove from FY25. Deferred due to AMI Implementation.
<b>CS7:</b> Promote citizen engagement and operational improvements/efficiencies through the use of the Community Advisory Work Group	1	Host monthly Community Advisory Work Group (CAWG) meetings to discuss Board-approved topics	June 2025	Previously FY24 CS7#1
	2	Expand outreach about CAWG to encourage meaningful participation from customers across the entire service area	June 2025	New
	FY 24 #1	Continue to expand community engagement programs in partnership with the Citizens Advisory Committee		Updated. See CS7 #1
<b>CS8:</b> Support limited recreational activities around	1	In collaboration with County of San Diego, complete a Draft Operations and Maintenance Plan for the proposed Sweetwater Reservoir Loop Trail	June 2025	E&O – Previously FY24 #1

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #4 Customer Service, Citizen Engagement and Community Relations (CS)</b>				
<i>Provide high-quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
Sweetwater Authority reservoir such as fishing and trails, that are compatible with Authority operations, protect water quality, and minimize cost impacts to ratepayers, and in compliance with Authority and regulatory policies	2	Complete Preliminary Draft of Sweetwater Reservoir Recreation Master Plan	June 2025	E&O – New task
	3	Complete Draft Loveland Reservoir Trails Master Plan	June 2025	E&O – Previously FY24 #2
	FY 24 #1	Continue to work with the County of San Diego on a loop trail system around Sweetwater Reservoir		E&O – Updated. See CS8 #1
	FY 24 #2	Loveland Trails Repairs Plan		E&O – Updated. See CS8 #3
<b>CS9:</b> Develop outreach campaigns that encourage customers to trust and drink tap water	1	Participate in free community events by providing drinking water for attendees	June 2025	New
	2	Work with local Spanish media outlets to develop tap water safety outreach campaigns, including videos, graphics and on-air interviews	June 2025	New
	FY 24 #1	Work with communications consultant to develop a campaign and increase messaging on the safety of tap water		





## GOAL #5: WORKFORCE DEVELOPMENT & CONSTRUCTIVE LABOR RELATIONS

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.

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# HOW TO READ THIS WORKBOOK

## GOALS, OBJECTIVES & TASKS

GOAL # - Strategic Plan Goal				
Goal is a statement of long-term direction and intent to achieve the mission and vision of Sweetwater Authority.				
Objective	Task	FY 24-25	CD	Notes
Example 1: Objectives are from the March 7, 2024 workshop and are general in nature.	1	Specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan.		
	FY 24 #2	Specific tasks from FY 23-24 Detailed Work Plan that is either completed or modified for FY 24-25. See notes.	✓	Complete.

Estimated completion date for tasks

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## COLOR-CODING LEGEND

✓	Completed by target date		FY 23-24 Detailed Work Plan item		On track to be completed by target date
	Canceled/delayed due to Board decision		Not on track to be completed by target date		
	Canceled/delayed due to factors outside the Authority's control				


## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #5 Workforce Development and Constructive Labor Relations (WD)</b> <i>Attract, retain and develop a highly-skilled, adaptable workforce; Equip employees to effectively and safely perform their jobs and prepare for career advancement; Promote constructive labor relations.</i>				
Objective	Task	FY 2024-25	CD	Notes
<b>WD1</b> Achieve professional and regulatory certifications as required by job classifications to perform assigned duties (Source: OSHA, Division of Drinking Water, DMV, and others depending on certification)	1	Generate, maintain, and establish compliance with the Department of Motor Vehicles and Division of Drinking Water Certification Programs.	June 2025	New
	2	Plan and implement in achieving additional AWWA certifications: Qualified Water Efficient Landscaper (QWEL), Water Use Efficiency Practitioner Back Flow certification	June 2025	Previously FY24 WD1 #2
	3	Create and manage an incentive plan to encourage employees to acquire D4/D5 and T4/T5 operator certification through the Division of Drinking Water	June 2025	New
	FY 24 #1	Develop an incentive plan to encourage employees to acquire D4/D5 and T4/T5 operator certification through the Division of Drinking Water	✓	Completed. Remove from FY 25. Certifications achieved as follows: D4: 2 D5: 4 T4: 2 T5: 1
	FY 24 #2	Train inspectors for certification for above ground storage tank inspection		Updated. See WD1 #2
<b>WD2:</b> Identify and implement expanded risk management and safety protocols to reduce experience modification and incident rates at or below industry standards (Source: Joint Powers Insurance Agency; OSHA)	1	Conduct four Job Hazard Analysis (JHA's) to identify and remove vulnerabilities	June 2025	New
	2	Conduct initial driver training within one year of hire and remaining staff complete four-year refresher training.	June 2025	New

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #5 Workforce Development and Constructive Labor Relations (WD)</b> <i>Attract, retain and develop a highly-skilled, adaptable workforce; Equip employees to effectively and safely perform their jobs and prepare for career advancement; Promote constructive labor relations.</i>				
Objective	Task	FY 2024-25	CD	Notes
<b>WD3:</b> Properly equip staff to effectively, efficiently, and safely perform their assigned duties (Source: OSHA; Cal-OSHA)	1	Conduct Ergonomic evaluations and training within one year of newly hired employees, or for employees who transfer into new jobs in the organization.	June 2025	New
	2	Conduct monthly safety meetings and opportunities to learn and cross train in the best practices to focus on employee safety.	June 2025	New
	3	Procure and install a gas chromatograph/mass spectrophotometer for the Water Quality Laboratory.	June 2025	New
	FY 24 #1	Inspect all chemical storage tanks at all three treatments facilities on a five-year cycle.		E&O - SR2 #19
<b>WD4:</b> Develop programs to attract and retain quality employees.	1	Evaluate and expand the platforms used for attracting candidates for current vacancies as follows: NEOGOV, AWWA, LinkedIn, Works, San Diego Chapter of ASCE.	June 2025	New
	FY 24 #1	Conduct a series of employee recognition events through the fiscal year	✓	Completed. Remove from FY 25
	FY 24 #2	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"		Updated. See WD4#1
	FY 24 #3	Develop and integrate wellness programs with benefit providers. Employee centered wellness programs that include: Employee Recognition Pop-Ups, employee selected gifts, healthy conscious meal options and fresh food and veggies boxes at the annual recognition event.	✓	Completed. Remove from FY 25

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #5 Workforce Development and Constructive Labor Relations (WD)</b>				
<i>Attract, retain and develop a highly-skilled, adaptable workforce; Equip employees to effectively and safely perform their jobs and prepare for career advancement; Promote constructive labor relations.</i>				
Objective	Task	FY 2024-25	CD	Notes
<b>WD5:</b> Promote constructive labor relations	1	Lead and maintain the Joint Labor/Management Committee meetings on a monthly basis and working to resolve work place concerns in prompt manner with SAEC.	June 2025	New
	2	Lead and maintain the Joint Labor/Management Committee meetings on a monthly basis and working to resolve work place concerns in a prompt manner with CG.	June 2025	New
	3	Lead and maintain the Joint Labor/Management Committee meetings on a monthly basis and working to resolve work place concerns in a prompt manner with MMG.	June 2025	New
	4	Prepare and process any and all Memorandum of Understanding questions, wage and benefits inquiries and secure resolutions for employees.	June 2025	New
<b>WD6:</b> Promote diversity, inclusion and belonging among Authority employees.	1	Participate in San Diego Women in Water events and other local water organizations activities to increase recruitment efforts.	June 2025	New
	2	Participate in the State of California mandated annual and biannual Office of Civil Rights employee training.	June 2025	New
	3	Analyze, review DEIB assessment needs and review recommendations to implement by November 1, 2024.	Nov 2024	New
	FY 24 #1	Create an employee engagement team to make recommendations for strategies and programs to promote diversity and inclusion among Authority employees.		Task Completed
<b>WD7:</b> Develop programs and strategies for succession planning and to cultivate the next generational workforce, to include internships, fellowships, mentorships, job	1	Identify and assess participation in the San Diego State University internship training program to be a host employer in Spring 2025.	April 2025	New
	2	Create core competencies for internship positions in partnership with San Diego State University for Spring 2025.	April 2025	New
	3	Participate in the employment fairs in October 2024 and February of 2025 with Southwestern College.	Feb 2025	New

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #5 Workforce Development and Constructive Labor Relations (WD)</b> <i>Attract, retain and develop a highly-skilled, adaptable workforce; Equip employees to effectively and safely perform their jobs and prepare for career advancement; Promote constructive labor relations.</i>				
Objective	Task	FY 2024-25	CD	Notes
fairs, educational programs, job sharing and shadowing, knowledge capture (e.g., SOPs) and partnerships with school districts and community colleges	4	Create and establish a Hand Shake account and clearance to host internships from San Diego State University February 2025.	Feb 2025	New
	FY 24 #1	Participate in local and regional job fairs to promote employment opportunities at Sweetwater Authority.	✓	Task Completed
	FY 24 #2	Participate in the San Diego County Water Authority and/or Cuyamaca College internship programs or implement a Sweetwater Authority only internship program.	✓	Task Completed
	FY 24 #3	Pilot a scholarship program for any person in the service area that attend water courses at Cuyamaca College	✓	Updated. See WD7#4



## GOAL #6: ADMINISTRATIVE EFFECTIVENESS

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

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# HOW TO READ THIS WORKBOOK

## GOALS, OBJECTIVES & TASKS

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Objective	Task	FY 24-25	CD	Notes
<b>Example 1:</b> Objectives are from the March 7, 2024 workshop and are general in nature.	1	Specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan.		
	FY 24 #2	Specific tasks from FY 23-24 Detailed Work Plan that is either completed or modified for FY 24-25. See notes.	✓	Complete.

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Canceled/delayed due to factors outside the Authority's control		

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## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #6 Administrative Effectiveness (AE)</b>				
<i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
<b>AE1:</b> Maintain a ready state of Emergency preparedness, response, and recovery, capable of effectively responding to emergencies as they arise (Source: America's Water Infrastructure Act of 2018)	1	Conduct an Annual Emergency Operations Center (EOC) drill	June 2025	New
	2	Complete Installation of Dashcams/GPS on the Authority's Fleet	June 2025	New
	FY 24 #1	Add a fire suppression system at the Admin server room (Year 3 of 3) and construct Information Systems work space improvements	✓	Completed
	FY 24 #2	Hazardous Tree Removal - Perdue Plant Defensible Space		E&O – WQ3 #3
<b>AE2:</b> Conduct master planning of major infrastructure operational activities to promote innovation, ensure sustainability, and reliably and effectively plan and allocate Authority resources	1	Update the Water Resources Master Plan	Sept 2024	E&O – Previously FY24 #3
	2	Update the Strategic Plan	June 2025	
	3	Update the Information Systems Master Plan	June 2025	Staff will conduct update with existing resources
	4	Update the Environmental Sustainability Plan	June 2025	New
	FY 24 #1	Develop a Facilities Master Plan		Updated. See SR2 #8
	FY 24 #2	Update the Water Distribution System Master Plan, to include the incorporation of asset management tools and practices (see also SR1)		E&O – Update not required for FY25
	FY 24 #3	Update the Water Resources Master Plan		E&O – Continued. See AE2 #1

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #6 Administrative Effectiveness (AE)</b>				
<i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>				
Objective	Task	FY 2024-25	CD	Notes
	FY 24 #4	Update the Urban Water Management Plan		E&O – Update not required for FY25
	FY 24 #5	Update the Strategic Plan		Continued. See AE2 #2
	FY 24 #6	Update the Information Systems Master Plan.		Included in AE2#5
<b>AE3:</b> Maintain the Authority's extensive Information Systems infrastructure and implement technological solutions for Authority staff to efficiently and effectively conduct operations	1	Implement an Authority-wide Electronic Document Management System (EDMS) (carryover budget)	June 2025	Previously FY24 AE3#1
	2	Implement a technology upgrade for the Board Room to provide modern public meeting systems (carryover budget)	Oct 2025	Continued. FY24 AE3#2
	FY 24 #1	Conduct a needs assessment, selection and implementation of an Authority-wide Electronic Document/Content Management System (ECMS) to include Board agenda management system		Updated. See AE3#1
	FY 24 #2	Develop and implement a Geographical Information Systems (GIS) assessment and plan to expand the existing GIS portal	✓	Completed. Remove from FY25
	FY 24 #3	Procure and implement replacement of firewalls on the business, microwave and SCADA computer systems	✓	Completed. Remove from FY25
	FY 24 #4	Implement a technology upgrade for the Board Room to provide modern public meeting systems		Continued. See AE#2
	FY 24 #5	Procure and install public records request tracking and response software	✓	Completed. Remove from FY25

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #6 Administrative Effectiveness (AE)</b> <i>Provide efficient and effective administrative systems and procedures in accordance with best management practices.</i>				
Objective	Task	FY 2024-25	CD	Notes
<b>AE4:</b> Form strategic partnerships with other water and municipal agencies and community-based organization to collaborate and address various water issues throughout the region	1	Initiate draft Memorandum of Understanding with Key stakeholders and strategic partners for the South Bay Desal Effort	June 2025	New
	2	Work with the San Diego County Water Authority on the development of the new rate structure; attend meetings scheduled by SDCWA	June 2025	Previously FY24#1
	FY 24 #1	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		Updated. See AE4#2
	FY 24 #2	Collaborate with Otay Water District to investigate a potential partnership to leverage new water supplies, such as recycled water and indirect potable reuse.	✓	E&O – Completed – See also FY24 SR11 #12

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## GOAL #7: ENVIRONMENTAL STEWARDSHIP

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

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# HOW TO READ THIS WORKBOOK

## GOALS, OBJECTIVES & TASKS

GOAL # - Strategic Plan Goal				
Goal is a statement of long-term direction and intent to achieve the mission and vision of Sweetwater Authority.				
Objective	Task	FY 24-25	CD	Notes
Example 1: Objectives are from the March 7, 2024 workshop and are general in nature.	1	Specific tasks and deadlines for progressing the goals and objectives of the Strategic Plan.		
	FY 24 #2	Specific tasks from FY 23-24 Strategic Workplan that is either completed or modified for FY 24-25. See notes.	✓	Complete.

Estimated completion date for tasks

Color-coding may be assigned separately to objective and to task

Darker shading indicates item from FY 23-24 Strategic Workplan items

Tasks listed in FY 24-25 are expected to be completed in FY 24-25; however, tasks may also be a multi-year

For FY 23-24 tasks, note will indicate task modifications or status

## COLOR-CODING LEGEND

✓	Completed by target date		FY 23-24 Workplan item		On track to be completed by target date
	Canceled/delayed due to Board decision		Not on track to be completed by target date		
	Canceled/delayed due to factors outside the Authority's control				

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #7 Environmental Stewardship (ES)</b>				
<i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
<b>ES1:</b> 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)	1	Implement a flow monitoring and leak detection pilot rebate incentive program.	June 2025	New
	2	Work with local NGOs and other stakeholder to help with community outreach.	June 2025	New
	3	Implement State mandated water use efficiency regulations.	June 2025	New
<b>ES2:</b> Develop strategies to achieve carbon neutrality	1	Complete environmental Initial Study for the potential installation of a floating photo-voltaic array at Sweetwater Reservoir	July 2024	New
	2	Seek additional approvals from Governing Board if additional environmental documentation is needed for the potential floating photo-voltaic array at Sweetwater Reservoir	Oct 2024	New
	3	Attend a pre-application meeting with regulatory agencies to discuss the proposed floating photo-voltaic array at Sweetwater Reservoir to seek input on the proposed project	Feb 2025	New
	FY 24 #1	Explore installation of floating solar panels at Sweetwater Reservoir in conjunction with the installation of the Aeration/De-stratification system		Updated. See ES2 #1, 2 and 3
<b>FY24 - ES3:</b> Comply with heavy Equipment Replacement policies from the regulatory Agencies	FY 24 #1	Comply with Heavy Equipment Replacement policies from EPA, CARB, and APCD		E&O – Updated. See SR4 #2
	FY 24 #2	Replace single-walled underground storage tank (UST) at Edwin J. Steele Operations Center per Senate Bill 445	✓	E&O - Complete

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #7 Environmental Stewardship (ES)</b>				
<i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>				
<b>Objective</b>	<b>Task</b>	<b>FY 2024-25</b>	<b>CD</b>	<b>Notes</b>
<b>ES3 (FY24-ES4):</b> 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	1	Complete implementation of the Habitat Recovery Project with the Habitat Management Plan (carryover budget)	June 2025	E&O – Previously FY24 ES4 #1
	2	Complete filing of Sweetwater Reservoir Recreational Program Conservation Easement (Vernal Pool and Otay Tarplant Habitat Conservation Area)	June 2025	E&O – New
	3	Apply and implement habitat mitigation for the Central-Wheeler Tank Project within the Sweetwater Reservoir Vernal Pool and Otay Tarplant Habitat Conservation Area	June 2025	E&O – Previously FY24 ES4 #4
	4	Complete Feasibility Study for the creation of potential mitigation banks in selected locations within the Sweetwater Reservoir and Loveland Reservoir properties	June 2025	E&O – Previously FY24 ES4 #6
	FY 24 #1	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 – Updated. See ES3 #1 and SR10 #1
	FY 24 #2	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	✓	E&O – Complete
	FY 24 #3	Complete updates to the Skelton HMA Biological Resources Management Plan. The Plan update will require approval of the Wildlife Agencies.	✓	E&O - Complete
	FY 24 #4	Apply and implement habitat mitigation for the Central-Wheeler Tank Project within the Sweetwater Reservoir Vernal Pool and Otay Tarplant HCA		E&O – Updated. See ES3 #3
	FY 24 #5	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		E&O – Task will be proposed in future fiscal year to correspond with construction of proposed improvements to Sweetwater Dam and the South Dike



## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #7 Environmental Stewardship (ES)</b>				
<i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>				
Objective	Task	FY 2024-25	CD	Notes
	FY 24 #6	Assess potential opportunities for developing mitigation banks within the Authority watershed lands for current and future Authority projects		E&O – Updated. See ES3 #4
<b>ES4 (FY24-ES5):</b> 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	1	Conduct groundwater studies by the U.S. Geological Survey to further understand the San Diego Formation and support development of a potential Groundwater Sustainability Plan	June 2025	E&O – Previously FY24 #1
	FY 24 #1	Conduct groundwater studies by the U.S. Geological Survey to further understand the San Diego Formation and support development of a potential Groundwater Sustainability Plan		E&O – Continued. See ES4 #1
	FY 24 #2	Finalize GSP, create GSA, and implement groundwater monitoring plan		E&O – Tasks not due yet; contingent on DWR changing groundwater basin prioritization. Tasks may be needed in future FY.
<b>FY24 – ES6</b> 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	FY 24 #1	Complete Environmental Review and Programmatic Permitting for Property Operations and Maintenance Plan		E&O – Updated. See SR11 #1 and 3
	FY 24 #2	Implement Plan according to permit requirements		E&O – This task cannot be completed in FY25. It will be proposed again in a future FY.
	FY 24 #3	Execute water transfer to designated water level limits per Board direction		E&O – Continued. See SR11 #3

## FY 2024-25 Strategic Plan Detailed Work Plan

<b>GOAL #7 Environmental Stewardship (ES)</b> <i>Provide core services while maintaining a balanced approach to human and environmental needs.</i>				
Objective	Task	FY 2024-25	CD	Notes
<b>ES5 (FY24-ES7):</b> Explore acquisition of property within the Sweetwater River Watershed when properties become available for sale for the protection of the watershed and water quality	1	Complete annual report to Management describing potential properties to be acquired within the Sweetwater River Watershed that would protect watershed and water quality	June 2025	E&O – New
<b>FY24 – ES8:</b> Implement the “Green Fleet Plan” and continue to explore emerging technologies for vehicles and equipment that reduce/eliminate greenhouses gas emissions and meet operational needs	FY 24 #1	Continue the implementation of the Green Fleet Plan in accordance with Board direction		E&O – Updated. See SR4 #2

ADDITIONAL NOTES



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