



Sweetwater Authority

Strategic Plan

Quarterly Report Cover Sheet

**January 22, 2025**

**Quarterly Performance Measurement Report**

*(Reporting for FY 2024 Q2– October 1, 2024 through December 31, 2024)*

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

# Water Quality

## TREATMENT PLANT WATER QUALITY

Chlorine and Turbidity (WQ Objective 1)

### CHLORINE - % of Samples within Goal

	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2
SWA Goal	54%	65%	93%	92%
DDW Req.	100%	100%	100%	100%

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

DDW Requirement is greater than 0.2 mg/L

### TURBIDITY - % of Samples within Goal

	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2
SWA Goal	98%	95%	91%	86%
DDW Req.	100%	100%	100%	100%

SWA Goal is < 0.1 NTU

DDW Requirement is < 0.3 NTU

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

## TASTE AND ODOR COMPLAINTS

(WQ Objective 1)

	# of Complaints	AF of Water Sold	Complaints per TAF*	Benchmark Met?
FY2024 Q3	1	3361	0.3	YES
FY2024 Q4	19	4002	4.7	NO
FY2025 Q1	52	4649	11.2	NO
FY2025 Q2	0	4469	0.0	YES
<b>TOTAL</b>	<b>72</b>	<b>16481</b>	<b>4.4</b>	<b>NO</b>

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

\* TAF = Thousand Acre-feet

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

## DISTRIBUTION SYSTEM WATER QUALITY

Chlorine (WQ Objective 1)

### % of Samples within Goal

	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2
SWA Goal	86%	83%	95%	92%
DDW Req.	100%	100%	100%	100%

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

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

## DISTRIBUTION SYSTEM WATER QUALITY

Discolored Water Complaints (WQ Objective 1)

	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2
# of Complaints	10	16	21	10

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

## PUBLIC HEALTH NOTIFICATIONS

FY2024 Q3	0
FY2024 Q4	0
FY2025 Q1	0
FY2025 Q2	1

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

On December 6, 2024, public notification was made for the exceedance of two Per and Polyfluoroalkyl Substances (PFAS) Notification Levels (NLs) at the Perdue Water Treatment Plant while treating 100% Sweetwater Reservoir. Monitoring was conducted under the Environmental Protection Agency's (EPA's) Unregulated Contaminant Monitoring Rule-5 (UCMR-5).

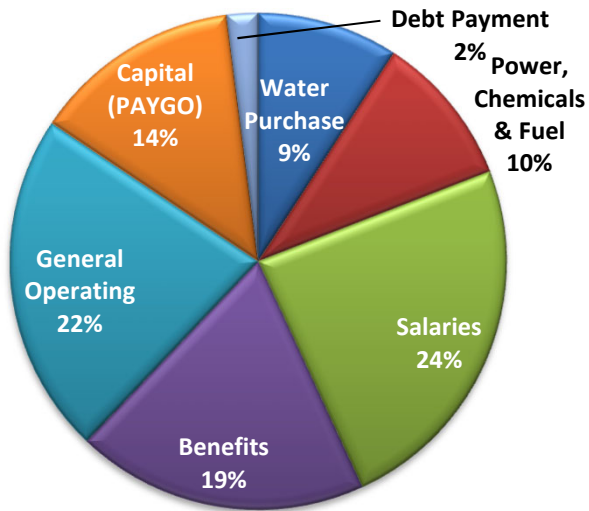
# System and Water Supply Reliability

INFRASTRUCTURE INTEGRITY					INFRASTRUCTURE INTEGRITY				
MAIN LEAKS					SERVICE LEAKS				
Cause	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2	Size	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2
Natural Pipe Aging	1	1	0	1	3/4"	1C 1P	1C 0P	3C 0P	3C 0P
Hit by Contractor	0	3	1	1	1"	6C 3P	2C 4P	5C 1P	4C 3P
Tree Root/Trench Settlement	2	2	0	1	1-1/2"	0C 0P	0C 1P	0C 0P	0C 0P
Flanges, rubber gaskets, cast-iron fittings, etc.	0	1	1	2	2"	0C 0P	1C 0P	3C 1P	0C 2P
TOTAL	3	7	2	5	TOTAL	11	9	13	12
Copper/ Steel					Copper (C)				
AC Pipe					Plastic (P)				
PVC					TOTAL				
TOTAL					TOTAL				
FY25 Q2	0	5	0	5	FY25 Q2	7	5	12	
Jan 1, 2024 -Dec 31, 2024	1	16	0	17	Jan 1, 2024 - Dec 31, 2024	26	13	39	
Jan 1, 2023 - Dec 31, 2023	4	7	0	11	Jan 1, 2023 - Dec 31, 2023	23	20	43	
ADEQUATE PRESSURE UNDER FIREFLOW CONDITIONS					SYSTEM UP TIME (as measured by Disruption Rate)				
As reported by the Fire Departments of the City of Chula Vista, the City of National City and the Bonita-Sunnyside Fire Protection District					33,134 services out of 33,725 services uninterrupted				
Adequate Pressure and Flow?					FY2024 Q3				
Reporting Quarter					FY2024 Q4				
District					FY2025 Q1				
FY2025 Q2					FY2025 Q2				
City of Chula Vista					% of services uninterrupted				
Bonita Sunnyside					98.3				
National City					98.8				
					98.3				
					98.2				
					Planned				
					Unplanned				
					21				
					16				
					24				
					18				
					9				
					2				
					2				
					6				
Adequate Pressure Under Fireflow Conditions: Pressure was adequate on all fire flow incidents reported by the City of Chula Vista Fire Department, the City of National City Fire Department, and the Bonita-Sunnyside Fire Protection District.					Planned water outages: 18 planned water outages affecting 542 services for a total of 126 hours. Each outage averaged approximately 7 hours in order to perform maintenance and construction activities on the distribution system. All customers were notified a minimum of 48 hours in advance.				
Standard: 20 PSI under emergency conditions (e.g., fire) Source: 2015 Water Distribution System Master Plan					Unplanned water outages: 6 unplanned water outages affecting 49 services. When possible, all customers were notified a minimum of one hour in advance.				

# Financial Viability

## BALANCED BUDGET

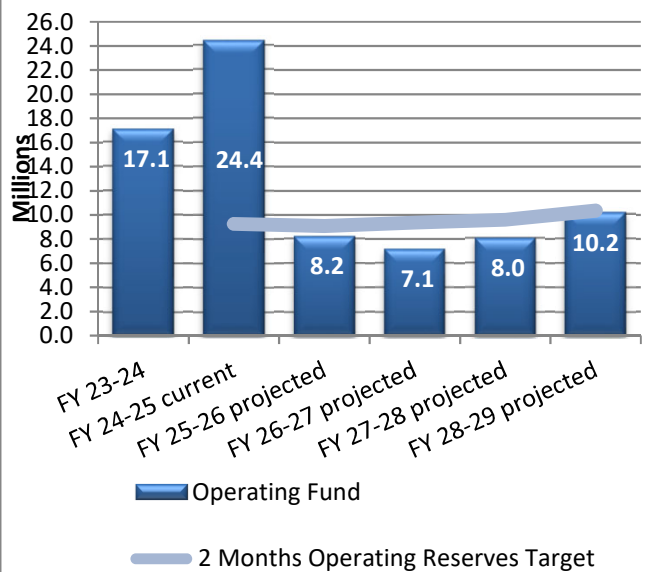
FY 2024-25 Operating and Capital - \$65,815,800



FY 2024-25 Revenue & Other Funds - \$65,815,800

Water Sales	82%
Other Non-water Revenue	7%
Reserve Transfers	12%

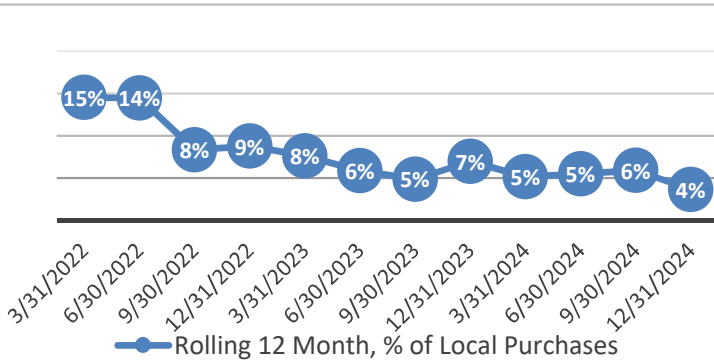
## RESERVE FUNDS



## SWEETWATER'S BOND RATING

Water Revenue Bond Series 2017A is currently rated by Standard and Poor's as AA.  
(Rating reaffirmed November 2023)

## LOCAL PREFERENTIAL PURCHASING



Rolling 12 Months	3/31/24	6/30/24	9/30/24	12/31/24
Local Purchases	\$624,526	\$660,815	\$762,163	\$511,551
# of Purchases	90	91	97	97
Vendor Count	29	29	23	25

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

## NONREVENUE WATER LOSS

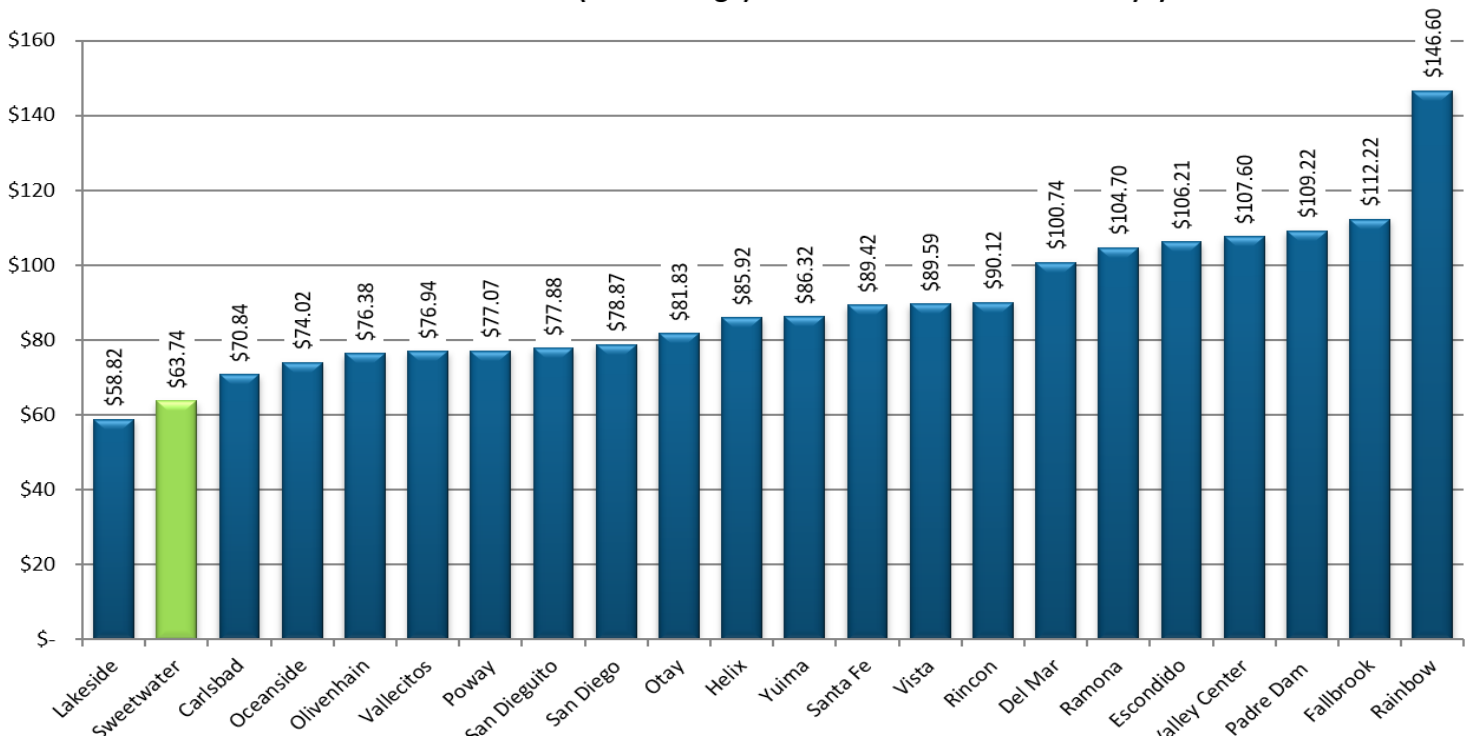
FY2020	FY2021	FY2022	FY2023	FY2024
Nonrevenue Water as % of Water Supplied				
1.3%	-0.1%	2.9%	2.3%	2.8%
Infrastructure Leakage Index				
-0.22	-0.46	0.35	0.1	0.3

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

# Customer Service

CUSTOMER CONTACT					CUSTOMER PAYMENTS				
	FY 2025 Q1	FY 2025 Q2	FY 2025 YTD	3 year Avg.YTD		FY 2025 Q1	FY 2025 Q2	FY 2025 YTD	3 year Avg.YTD
Walk-in Assists (non-payment)	57	63	244	105	Walk-in Transactions	4,481	4,293	8,774	8,921
Phone Calls	6,072	6,120	19,226	10,952	Mail Transactions	11,139	10,628	21,767	22,600
Account Status (close, open, etc.)	891	843	1,734	1,834	Online Transactions	33,896	36,798	70,694	66,567
Payment Extensions	61	113	174	264	Cash	2%	1%	1%	1%
Water Efficiency Site Visits	3	8	11	11	Checks	44%	44%	44%	46%
High Bill Investigations	110	152	262	154	Electronic Checks	31%	31%	31%	28%
Customer Repair Requests	552	866	1,418	966	Credit Cards	23%	24%	24%	25%
Meter Maintenance	451	452	903	1,299	Accounts Shut-off for Delinquency	260	318	578	458
Meter Replacements	34	246	280	403	Written off as Bad Debt	\$17,247	\$5,282	\$22,529	\$68,497

**Single-family Residential Monthly Water Bill Comparison -  
Based on 8 HCF Units (SWA average) for a standard SFR meter as of 7/1/2024**



# Workforce Development

## CERTIFICATIONS

100% Compliance with Minimum  
Certification Requirements



### Professional Certifications Currently Held

ASE Certificated	2
Backflow Prevention Assembly Tester	7
Certification in Public Information	1
Certified Arborist	1
Certified GIS Professional	1
Certified I.S. Security Professional	1
Certified Professional in Stormwater Quality	1
Certified Occupational Safety Specialist	3
Certified Occupational Safety Manager	1
Certified Welder	1
Cross-Connection Control Specialist	3
HR Certified Professional	1
Notary Public	3
Pesticide Qualified Applicator	8
Professional Engineer - Civil	4
Qualified Stormwater Developer/Practitioner	1
Remote Pilot	3
Water Efficient Landscape dual cert (QWEL and CWM)	6
Water Distribution Operator	64
Water Treatment Operator	29
Water Use Efficiency Practitioner	3

## TRAINING

### Training Hours (Quarterly)

FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2
685	976	672	570

### Average Hours of Training per Employee

FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2
5	8	5	4

"Training Hours" represent all recorded training activities.

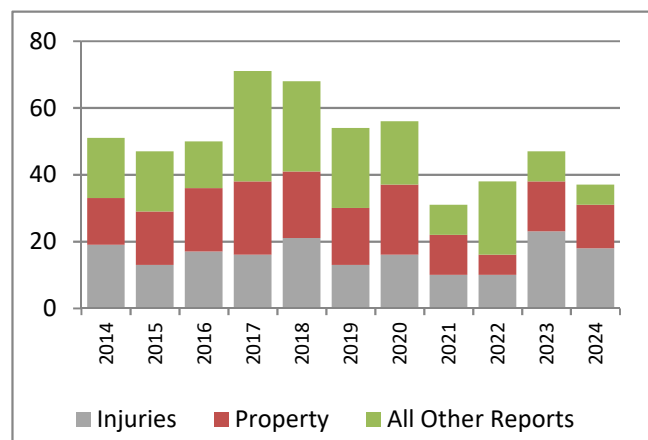
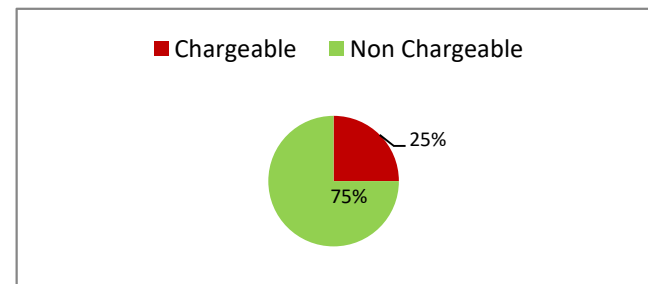
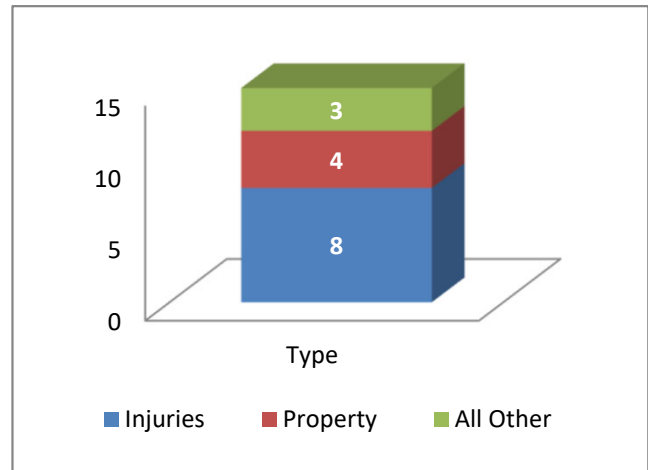
Monthly status reports may not include sessions from  
the last week of the month due to data entry lag.

## ACCIDENT/INJURY RATE

As measured by incidents presented to the Safety Committee

TOTAL for Quarter = 15

Historic Annual Average = 50



Reported by Calendar Year (Aligns with OSHA reporting period)

**Injuries** to SWA employees

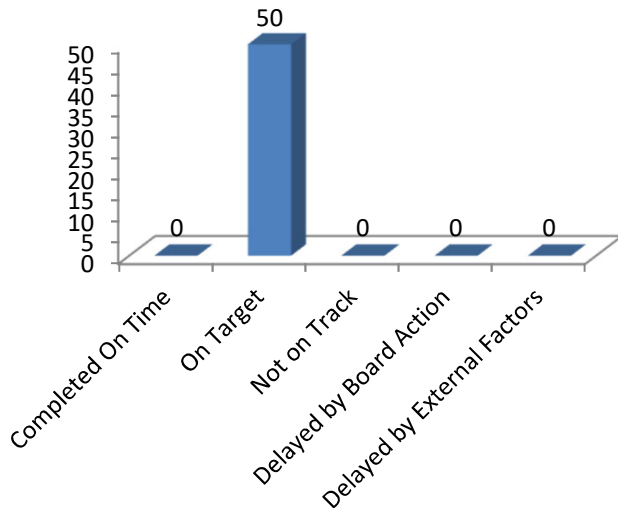
**Property** damage from SWA actions

**All Other** includes near misses & informational reports

Third party claims tracking added in 2017

# Administrative Effectiveness

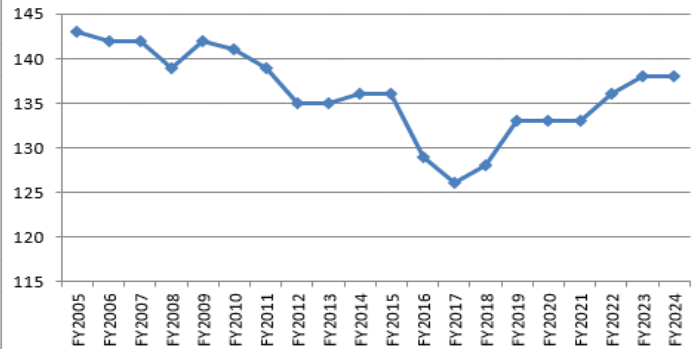
## IMPLEMENTATION OF STRATEGIC PLAN OBJECTIVES



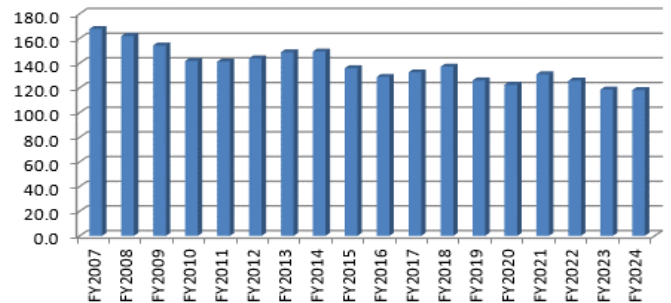
The next update is for the FY 2024-25 Strategic Plan Work Plan and is scheduled for the January, 2025.

## STAFFING EFFICIENCY

### No. of Employees (Full Time Equivalents)



### Water Sold (AF) per Employee



## ORGANIZATIONAL BEST PRACTICES

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

SWA		Benchmark	
Organizational Best Practices	90.00%	Top Quartile	80.0%
		Median	70.0%
		Bottom Quartile	60.0%

Source: AWWA 2023 Utility Benchmarking Survey

## KEY DATES

### Next Quarterly Performance Report

*April 23, 2025*

### FY2024-25 Detailed Semi-Annual Work Plan Status Report

*February 26, 2025*

### FY2025-26 Strategic Work Plan Workshop

*March 1, 2025 (Tentative)*

### FY2025-26 Strategic Detailed Work Plan Workshop

*March 19, 2025 (Tentative)*

# Environmental Stewardship

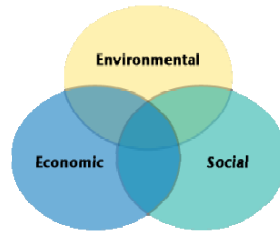
## TRIPLE BOTTOM LINE (TBL)

AWWA indicator of a utility's sustainability efforts

SWA		Benchmark	
Triple Bottom Line Index	90%	Top Quartile	80%
		Median	70%
		Bottom Quartile	60%

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

Source: 2024 AWWA Benchmarking Survey



## WATER EFFICIENCY INCENTIVE REBATES

Devices Rebated

SoCal WaterSmart	FY2024	FY2024	FY2025	FY2025
	Q3	Q4	Q1	Q2
HE Clothes Washers	4	6	6	6
HE Toilets	0	0	0	0
Leak Detectors	2	2	2	1
Irrigation Controllers	1	4	2	2
Soil Sensors	0	0	0	0
Rain Barrels	8	2	0	2
LTP Applications	3	1	3	0
<b>SWA Managed</b>				
Living Coast	0	2	1	2
PRV	2	2	2	0
Leak Repair Rebates	28	25	18	24
Car Washes	34	29	15	16
STEP-WEED Grants	0	0	0	0

## RESOURCE USAGE

Energy Use (KWh):	FY2024	FY2024	FY2024	FY2025
	Q2	Q3	Q4	Q1*
Desalination	1,553,632	1,445,149	1,696,109	1,483,825
Perdue Plant	829,312	621,641	715,455	859,824
Operations Center	31,161	28,777	28,275	35,926
Bonita Valley Res	7,314	7,272	7,594	7,698
NC Wells	202,462	246,449	299,727	257,934
O.D. Arnold	6,829	6,808	6,700	7,279
Administration	38,710	37,089	38,150	44,787
All Other	380,553	319,200	388,814	452,387
<b>Total</b>	<b>3,049,973</b>	<b>2,712,385</b>	<b>3,180,824</b>	<b>3,149,660</b>

\*Energy use for the most recent quarter will be reported in the next Performance Measurement Report

Water Use (HCF):	FY2024	FY2024	FY2025	FY2025
	Q3	Q4	Q1	Q2
Desalination	45	75	56	58
Administration	57	104	118	125
Operations Yard	40	44	49	74
Perdue Landscape	17	32	122	23
Pump & Tank Sites	148	310	124	254

## WASTE REDUCTION AND MANAGEMENT

Manifested waste:	Q2		FY2025	FY2024
	Recycled	Non-Recycle	Cumulative	
Asbestos (lbs)	0	50	58	1630
Batteries (lbs)	165	0	165	565
Ink Cartridges (lbs)	0	0	0	0
Light Bulbs (lbs)	40	0	90	140
Oil (gal)	125	0	125	230
Paint (lbs)	2	0	2	47
Tires (ea)	50	0	80	78
*Other (gal)	0	0	0	4,644

Regulatory Compliance:	FY2024	FY2024	FY2025	FY2025
	Q3	Q4	Q1	Q2
Inspections	0	0	10*	2
Citations/Violations	0	0	0	0

\*Notes: Air Pollution Control District Inspections