

2021-2025 Business Plan - Performance Report  
1st Half FY 2022 Report – July 1, 2021 through December 31, 2021

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STATUS GUIDE



Objective was completed by the original target date.



Objective is on track to be completed by the original target date.








Objective is not on track.













Objective is deleted or delayed by the Water Authority Board.












Objective is deleted or delayed by factors outside of the Water Authority's control.









WATER SUPPLY - Imported Water - Kelly Rodgers						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Develop new and flexible water storage opportunities for the Water Authority's Colorado River supplies, including Lake Mead storage.	Dec-2021	Jun-2022		The Water Authority is continuing dialogue at the federal, state, and local level to obtain storage in Lake Mead which would provide both local and basin wide benefits. In September, the Board received a report outlining the Lake Mead storage program, the efforts by the Water Authority to participate in the program and the mechanics of how it would work if the Water Authority was able to store in Lake Mead. The Water Authority looks forward to continuing to work with MWD General Manager Hagekhalil on the opportunity to secure storage via a subaccount with MWD. The Water Authority also is continuing dialogue with the Bureau of Reclamation and other basin stakeholders on how the Water Authority's participation would support bolstering the elevation in Lake Mead. The target date for this objective was extended to accommodate the continued dialogue on opportunities.	Rodgers-Schnell
2	As authorized by the Board, continue to explore the viability of alternative conveyance of QSA supplies, including partnership and funding opportunities, through completion of Regional Conveyance System Study Phase B to help inform the region's impending decision on future supply resource mix.	Dec-2021	Jun-2022		The technical and economic analysis as well as dialogue with potential partners and outreach to stakeholders is in progress. Phase B work is scheduled to be completed in June 2022, at which time the Board will have another off ramp to consider any potential next steps. Note that the Board decision on Phase B was delayed in CY 2020, resulting in an extension to the overall completion date for Phase B.	Poursadighi
3	Build awareness of and support for the Regional Conveyance System Study and solicit input through various stakeholder engagement opportunities.	Dec-2021	Jun-2022		Despite the limited ability to hold meetings due to COVID restrictions, the Water Authority continued to meet with stakeholders in group discussions and individually in one-on-one meetings, both virtually and via phone. Through such meetings, the Water Authority engaged with stakeholders in San Diego and Imperial Counties, including with government leaders (in the Imperial Valley), farmers, environmental groups and business representatives. The Water Authority also met with other stakeholders in the Southwest, including in Borrego Springs, and engaged with potential private partners. Further, staff continued to update stakeholders via RCSS newsletters to build awareness about the study. Note that the Board decision on RCSS Phase B was delayed in CY 2020 which resulted in an extension to the overall completion date for Phase B.	Simon
4	Complete Canal Lining Post Construction Mitigation Projects.	Dec-2023			Staff continues to collaborate with the Coachella Valley Water District, Imperial Irrigation District, Bureau of Reclamation, and regulatory agencies to implement the remaining post construction-mitigation requirements. This interagency team continues to implement an action plan prepared by this group to facilitate work, track progress, and make any adjustments to the plan as necessary to promote successful establishment of habitat.	Poursadighi
5	In tandem with the Water Authority's MWD Delegates, advocate key policy solutions at MWD and to key stakeholders to ensure MWD's long-term financial sustainability and viability, and ultimately obtain support for MWD to adopt a long-term finance plan.	Dec-2023			Staff supported the Delegates in their effort to advocate MWD update the 2020 Integrated Water Resources Plan (IRP) in parallel with its rate review so that its resource planning, financial planning, and rate structure are aligned to ensure water affordability and prevent stranded assets. The new MWD General Manager announced MWD will create an IRP implementation plan that includes a financial plan. Some key financial issues the Delegates are advocating that MWD grapple with include developing a financing plan for the proposed Regional Recycled Water Program and considering alternatives to suspending the ad valorem tax rate limitation to reduce MWD's risk of being challenged.	Chen-Mendelson

6	Work in concert with the General Counsel's office to achieve resolution of all pending rate cases, including obtaining a final judgment for the 2010 and 2012 cases by Fall 2020, and attain court decisions on the offsetting benefits and returning of Water Stewardship Charge overcharge on the Exchange Agreement by 2025	Jun-2025			Staff continued to provide strategic and technical support to the litigation team to ensure the satisfactory resolution of remaining rate cases. On September 21, 2021, the appellate court affirmed the unlawfulness of recovering the cost of demand management programs through MWD's wheeling rates and the Water Authority exchange agreement as a matter of law for all rate years. On September 30, MWD returned almost \$36 million to the Water Authority for illegal Water Stewardship Rate charges from 2015-2017 plus interest, which was disbursed to the member agencies. The Water Authority and MWD agreed to a 60-day stay of discovery during discussions about the potential settlement of remaining claims.	Chen
7	Participate in Basin States and intrastate policy discussions on renegotiation of the 2007 Interim Guidelines.	Jun-2025			Since July 2021, the Basin States and Reclamation have held regular meetings to discuss interim measures to raise the elevation in Lake Mead as well as the next set of operating guidelines for the river. The Water Authority attends these meetings and has been very engaged, including via work groups. From these meetings, the Lower Basin 500+ Plan has been developed to reduce the risk of Lake Mead declining further in 2022 and 2023. Staff continues to remain engaged through other forums such as the Colorado River Board, the MWD Board, binational workgroups, discussions at the state and federal level, and most recently at the Colorado River Water Users Association conference held in December.	Rodgers-Schnell
8	Increase involvement and strengthen relationships on binational water and related issues between the U.S. and Mexico through participation in workgroups and other forums, and collaboration on potential partnerships.	Jun-2025			The Water Authority participates in the Binational Desalination Workgroup created under Minute 323. Staff also continues to evaluate other opportunities for additional binational partnerships that could provide the Water Authority flexibility and also support the long-term sustainability of the river, especially in light of the CY 2022 Colorado River lower basin shortage declaration.	Rodgers-Schnell
9	Advance policies, programs, and projects that are consistent with the Water Authority Board's Bay-Delta and Project Policy Principles, including the conditional support of a single-tunnel Bay-Delta project, contingent on the proper allocation of project costs on MWD's rates and charges.	Jun-2025			On numerous occasions, Water Authority staff have communicated with the Newsom Administration, the San Diego legislative delegation, and a variety of external parties regarding the Water Authority Board's conditional support for the Bay-Delta fix alternative, along with a comprehensive explanation of the rates/charges conditions that would need to be satisfied to address the Water Authority's interests.	Chen
10	As authorized by the Board, continue to explore the viability of alternative conveyance of QSA supplies, including partnership and funding opportunities, through completion of subsequent phases of the Regional Conveyance System Study, to help inform the region's impending decision on its future supply resource mix.	Jun-2025			In November 2020, the Board authorized staff to proceed with the original scope and budget for Phase B of the study work. Phase B is anticipated to take 18 months to complete, at which time the Board will have another offramp to consider any potential next steps.	Poursadighi
11	Work with QSA JPA parties and Lower Colorado River Multi-Species Conservation Program stakeholders to ensure all required environmental mitigation is implemented.	Jun-2025			At its QSA JPA quarterly meetings in June and October, the status report on mitigation measures indicated all activities are on track and in compliance with requirements. Environmental coverage for the LCR MSCP program is based on permitted volume changes to the amount of annual water flows in various stretches of the river from approved programs. Possible updates to the LCR MSCP permits are being evaluated to cover decreased flows associated with the developing Lower Basin 500+ Plan, the latest initiative to support additional conservation efforts in 2022 and 2023 for Lake Mead. Stakeholders are working to determine the additional environmental requirements.	Schnell

12	Engage with the state Salton Sea Management Program, state policymakers, and opinion leaders to ensure the state meets its obligations for restoration at the Salton Sea.	Jun-2025		 2	Staff led the development of a website on behalf of the QSA JPA, which went live in November 2021. The site is meant to enhance stakeholder transparency and ensure an understanding of the work done by the QSA JPA as separate from, but complimentary to, the state's restoration program. Additionally, Water Authority staff have continued their role on the State's Salton Sea Management Program Community Engagement Committee, participating in a November virtual meeting. Staff is also engaging regularly with state officials involved with the Salton Sea Management Program and the Salton Sea Authority to maintain relationships.	Simon
13	Lead stakeholder briefings, annual tours, and manage the Imperial Valley Currents blog to enhance relationships and exchange perspectives on efficiency-based water conservation, Salton Sea issues, and water diversification in the San Diego region.	Jun-2025		 2	Water Authority staff and Board members met with IID staff and Board members in October in the Imperial Valley. The meeting was a step toward engaging with IID on opportunities for additional collaboration and issues of common interest, including the Salton Sea, new interim guidelines, and the water transfer. A second meeting was held in December during the CRWUA conference. Additionally, staff is continuing to engage with the farming community, environmental groups, business leaders and the county. Specifically, staff is working on ensuring stakeholders are updated on Salton Sea issues and on issues affecting the Colorado River. Staff is continuing to use the Imperial-San Diego Currents blog to keep the community updated on critical water issues.	Simon
14	Work in concert with the Water Authority's Board Officers and MWD Delegates to collaborate with MWD staff, Directors, member agencies, and stakeholders to ensure long-term supply and facility reliability and fiscal sustainability, through the 2020 Integrated Water Resources Plan update, evaluation of the Regional Recycled Water Program, and other efforts.	Jun-2025		 2	Staff actively engaged in the 2020 update of MWD's IRP through MWD Member Agency Managers Meetings, MWD's technical workgroup, expert panel discussions, and discussions with individual agencies. Staff also engaged in an MWD and member agency staff workgroup as part of MWD's rate refinement process. The Delegates are advocating that MWD coordinate its IRP update and rate review processes to ensure its resource management and financial plans are aligned and create a path to fund the services member agencies are willing to pay for. As a result of collaboration between agency staff and board members, in December, the MWD board approved an agreement to purchase the Water Authority's stored supplies in Semitropic Water Storage District and lease the Water Authority's groundwater return capacity to assist MWD in meeting the needs of its State Water Project dependent areas.	Chen
15	Work in concert with the Water Authority's Board Officers and MWD Delegates to ensure collaboration, equity, and transparency through various MWD processes, including but not limited to the Rate Refinement and General Manager Selection processes.	Jun-2025		 2	Staff supported the Delegates' efforts related to the independent investigation of Equal Employment Opportunity-related allegations and implementation of the outside counsel's recommendations. Staff was also engaged in a member agency workgroup for MWD's rate refinement process and supported the Delegates in advocating for MWD to equitably and legally recover current and future costs. In November, the MWD board directed staff to recover 100% of demand management costs through supply charges. At MWD's September board retreat, the Delegates advocated that MWD's resource planning complement member agency and sub agency existing and ongoing local resource efforts.	Chen












WATER SUPPLY - Local Water - Kelley Gage						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Serve on the Consultation Committee for the San Dieguito Water Quality Improvement Plan to protect water quality at Hodges Reservoir.	Jan-2021			Staff served on the consultation committee at the request of the City of San Diego for its update to the San Dieguito Water Quality Improvement Plan. Staff submitted comments on the draft plan to the City of San Diego in October 2020 participated.	Dobalian
2	Coordinate with member agencies and Water Research Foundation to evaluate the benefits of the Lewis Carlsbad Desalination Plant supply and new local supplies.	Jun-2022	Jun-2023		Water Research Foundation's phase two of the Carlsbad Desalination Plant Integration Study began in October 2020. This project has been extended due to delays with funding and data collection from various project partners caused by COVID-19. The team has completed several tasks including water quality and operational data collection, development of the blending model (initial version), and Disinfection Byproducts case studies. The research team is currently analyzing the water quality data and preparing a regional salinity loading model. The next steps include conducting a workshop to review the salinity model and evaluating economic benefits.	Faber-Dobalian
3	Complete Contract Administration Memoranda and any necessary Water Purchase Agreement contract amendments for the final phase of the new intake and discharge facilities at the Lewis Carlsbad Desalination Plant.	Sep-2022			Poseidon and Water Authority staff have initiated design, permitting and financing efforts for the final intake improvements. Next steps include advancing the design to 30-percent, securing a design-build contractor, and identifying financing options so terms and conditions of the Contract Administration Memorandum can be developed.	Crutchfield
4	Advocate for state and federal funding opportunities applicable for the Lewis Carlsbad Desalination Plant Intake Modifications Project and apply as such programs are made available.	Dec-2022			The Intake Screen Demonstration Project has received a total of \$737,500 in grant funding from the Department of Water Resources and Metropolitan. Staff is currently working to identify federal funding opportunities for the permanent modifications through the Bureau of Reclamation's WaterSmart Program.	Crutchfield-Herbon
5	Participate on a national Water Reuse Action Plan workgroup to evaluate NPDES permitting to support reuse projects.	Jan-2023			Staff participated on a national NPDES water reuse workgroup in collaboration with EPA and the WaterReuse Association, and provided input into development of a guidance document on permitting reuse projects.	Dobalian
6	Support Poseidon with development and implementation of the intake screen demonstration project to optimize the proposed intake technology.	Mar-2023			The Intake Screen Demonstration Project began operation in December 2020. Preliminary data shows the passive intake screen becomes heavily fouled with marine growth during operation and has failed, however the active screen with the cleaning mechanism has been performing well. The evaluation will continue through February 2022 and the next steps include wrapping up the study with data review and assembling a comprehensive report that can be used to in designing the full-scale intake system.	Faber
7	Coordinate with member agencies to submit applications to MWD for LRP and other funding opportunities and advocate for criteria which is supportive of member agency projects.	Jun-2023			Current LRP agreements have been executed and staff is assisting with the monitoring of projects with compliance. Staff is also assisting with amendments and will process any new LRP applications as they come in.	Lovsted
8	Complete all submittal reviews within the Water Purchase Agreement required timeframe during oversight of the design, construction, and commissioning of the Lewis Carlsbad Desalination Plant's permanent intake and discharge facilities in compliance with the Ocean Plan Amendment.	Dec-2023			This effort will begin in Summer 2022.	Crutchfield





9	Coordinate with the member agencies to provide comments to the State Water Resources Control Board on development of monitoring requirements and standards for constituents of emerging concern in potable and recycled water.	Jun-2025		 <p>Water Authority staff continued to track and provide member agency updates on constituents of emerging concern, such as PFAS and microplastics. Staff made a presentation to the Board on September 23 on microplastics and provided updates at the monthly JPIC meetings on microplastics and PFAS. Staff is also chairing an ACWA microplastics workgroup and provided an update on regulatory developments at the ACWA Water Quality Committee meeting on November 30. Staff submitted comments to the SWRCB on microplastics monitoring requirements on December 22.</p>	Dobalian
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WATER SUPPLY - Resource Planning - Kelley Gage						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Complete the 2020 Urban Water Management Plan update to identify supplies necessary to meet future demands and comply with the Urban Water Management Planning Act.	Jul-2021			Board adopted Resolution No. 2021-15, on May 27, 2021, to approve the 2020 Urban Water Management Plan.	Stephenson-Bombardier
2	Update the 2008 Model Drought Response Conservation Ordinance for inclusion in and consistency with the Water Shortage Contingency Plan.	Jul-2021			Board adopted Resolution No. 2021-15, on May 27, 2021, to approve the Model Drought Ordinance as part of the Water Shortage Contingency Plan.	Stephenson
3	Update the Water Shortage Contingency Plan to comply with state requirements and include the plan as part of the 2020 Urban Water Management Plan.	Jul-2021			Board adopted Resolution No. 2021-15, on May 27, 2021, to approve the Water Shortage Contingency Plan.	Stephenson
5	Secure the San Diego Region's allocated share of approximately \$36 million in Integrated Regional Water Management grant funding, from the Department of Water Resource's Proposition 1 program.	Jun-2022			A new proposal solicitation package (PSP) for Proposition 1, Drought Grant Program was released in October 2022; and a grant application for the IRWM San Diego Funding Area will be submitted in January 2022. The San Diego IRWM aims to receive \$5M from this grant program in early March 2022 To date, the region has been awarded \$20.8 million in Prop 1 grant funds. The grant solicitation for the last round of Proposition 1 grant program funds is projected to begin in early 2022; the region expects to receive approximately \$16 million in funding from this program in late 2022.	Lovsted
4	Secure \$2.5 million in external funding such as grant awards, utility funding, and in-kind contributions to support water-use efficiency programs.	Jun-2022			The Water Authority has secured \$1.8 million from a Prop 1 Round 1 grant award, additional Prop 84 Round 3 funds that were reallocated from another project to the conservation project, and funding from the County of San Diego. The Water Authority has completed a USBR grant agreement for \$288,000 in funding from the WaterSmart Program.	Lovsted
6	Advocate with member agencies the equitable and reasonable development of statewide water use efficiency targets by the Department of Water Resources and State Water Resource Control Board.	Jun-2022			Staff is actively participating in the active DWR workgroups and with associations and stakeholder on standard recommendations and updated the Board in June. Staff updated the Board in November about final draft recommendation. DWR is expected to make recommendation s to the State Board by the end of this year.	Lovsted
7	Engage in the San Diego LAFCO process on Fallbrook/Rainbow detachment to ensure all conditions outlined in Board Resolution 2020-06 are fully addressed.	Dec-2022			On October 11, 2021, Dr. Michael Hanemann, LAFCO's consultant, released his Draft technical report and presented it to the LAFCO Ad-Hoc Committee. The Water Authority provided comments on the Draft report, as well as answered many follow-up questions posed by Dr. Hanemann. It is anticipated Dr. Hanemann's Final report will be released in mid-December. The Water Authority's Detachment Work Group of the Board has met seven times since April 2021 to receive briefings on the LAFCO process, as well as discuss formal communications and meetings with Fallbrook and Rainbow on a potential settlement. The next LAFCO Ad-Hoc Committee meeting is January 10, 2022 and next Detachment Work Group meeting is December 13, 2021. The matter is on track.	Gage
8	Work with member agencies to maximize water use efficiency funding from MWD for Member Agency Administered Programs (MAAP).	Jul-2025			Staff is working with member agencies to develop the two-year budget for MAAP funding. Final budget proposals were submitted by member agencies in October 2020. The Budget to use all \$1.6 million will be completed in December. A mid-year review of progress will be completed in July and funding reallocated as needed. After a review of project status, funding has been allocated to a toilet direct install program to use the full \$1.6 million.	Lovsted











9	Prepare an annual water supply and demand assessment beginning in 2022, in coordination with the member agencies, that complies with state requirements.	Jul-2025			DWR has not finalized the process or steps required to prepare the annual assessment. The Water Authority will start to prepare its initial annual assessment in 2022.	Bombardier
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WATER FACILITIES - Infrastructure/CIP - Gary Bousquet						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Complete the San Diego 5A/5B/5C Flow Control Facility Planning Study and identify a preferred rehabilitation approach with sufficient engineering analysis to initiate detailed design.	Mar-2021			The planning study is complete, and the project has been transitioned to Engineering Design. The preferred rehabilitation approach includes a new Flow Control Facility at the site of the former hydroelectric facility and a new turnout upstream of the existing turnout.	Faber
2	Complete the Northern First Aqueduct Structures and Lining Rehabilitation project to improve operations and the reliability of First Aqueduct treated water deliveries.	Jun-2021			Construction is complete. In March 2021, the Board authorized the General Manager to accept the project and file Notice of Completion.	Olvera
3	Complete a detailed study for the repair time estimates of the Water Authority's aqueduct and pipeline system-based changes in seismic hazard evaluation and pipeline response to earthquakes.	Dec-2021	Mar-2022		Final report submitted.	Shoaf
4	Complete the Moosa Canyon Planning Study and related preliminary engineering analysis to develop long-term pipeline protection and repair alternatives for the Second Aqueduct pipelines crossing the canyon.	Dec-2021	May-2022		The planning study has been delayed due to increasing the fine screening effort to include three alternatives rather than two and refinements in coarse screening process to include scour analysis results and additional geotechnical investigations. Currently, the team has completed the initial screening and three alternatives moved forward for further evaluation including relining with protection/reinforcement, a deep tunnel, and a deep pipeline replacement. After the fine screening is complete, staff will complete the preliminary design and cost estimate for the recommended alternative and prepare documents for transition to Engineering.	Faber
5	Complete the Mission Trails Flow Regulatory Storage II and Flow Control Facility project to mitigate existing operational risks and meet future untreated water demands for the central and south county service areas.	Apr-2022	Sep-2022		Construction contract awarded in January 2020 to OHL USA, inc. in the amount of \$28,382,746. The project has been delayed due to inclement weather and design changes. Work is progressing and is 79% complete.	Olvera
6	Complete the design for the Southern First Aqueduct Structures Rehabilitation project to improve operations and the reliability of First Aqueduct untreated water deliveries.	Jun-2022	Dec-2022		Final design for this project is anticipated to be complete in the Summer of 2022. Construction is planned to begin in the Fall of 2022. Design completion shifted to accommodate scope changes identified during Midpoint design review.	Fountain
7	Complete the Hauck Mesa Storage Reservoir and Pipeline Surge Protection project to provide operational flexibility on the First Aqueduct and long-term surge protection for the Valley Center Pipeline	Dec-2022			Construction contract awarded in January 2021 to Pacific Hydrotech, Inc. in the amount of \$11,370,360. Work is progressing as scheduled and is about 37% complete.	Olvera
8	Complete the Valley Center ESP Improvements project to provide treated water deliveries to VCMWD and YMWD during an emergency event	Jun-2023	Dec-2023		Final design for this project is anticipated to be complete by the Fall of 2022. Construction is expected to begin in the Spring of 2023.	Fountain
9	Complete the Alvarado Hydroelectric Rehabilitation project to provide an estimated \$600k of annual revenue.	Jun-2023	Dec-2025		Final design for this project is complete. Due to energy market changes, this project is now economically viable and will be included in the FY24/25 CIP appropriation for construction.	Fountain
10	Complete a Master Plan Update that evaluates facility needs based on projections from the 2020 Urban Water Management Plan and other system strategies that address anticipated lower flows and associated water quality challenges.	Jun-2024			Staff presented an update to the Board in October 2021 and in February 2022 staff plans to present a recommendation to the Board for a consultant to prepare the master plan. The team will then conduct a kickoff workshop and start the project in the Spring of 2022.	Faber
11	Complete the design for the Carlsbad 5 Flow Control Facility project to allow desalination water delivery directly from the Lewis Carlsbad Desalination Plant to the Carlsbad Municipal Water District	Jun-2025			Carlsbad MWD is currently evaluating new sites for this facility and is anticipated to provide feedback in the Winter of 2022.	Fountain

12	Explore opportunities to strengthen the regional collaboration on asset management and implement strategies in support of our member agencies.	Jun-2025			A collaborative effort to utilize satellite leak detection was successfully executed in early 2022 with five Member Agencies. Through the group buying power, a 30% reduction in costs was realized. A further \$100k in grant funding was obtained. It is anticipated that this will be a multi-year initiative, allowing other Member Agencies to join in future years. A further seven agencies have indicated their interest for participating in late 2022 or beyond.	Coghill
13	Using the latest proven and innovative pipeline assessment technologies, perform comprehensive condition assessment of the untreated water portion of the First Aqueduct.	Jun-2025			Project is approved for inclusion in the FY 2022 / 2023 Budget and is contingent upon the execution of the Southern First Aqueduct Structures Rehabilitation project.	Coghill
14	Formulate industry partnerships to determine cost effective solutions for re-evaluation (supplemental to initial baseline assessments) of large-diameter welded steel pipelines.	Jun-2025			Initial discussions with a pipeline inspection vendor suggest that a localized MFL tool could be designed using MFL components obtained by the WA in 2019. New technology is also being developed for large diameter steel pipelines using ultrasonic technology - an opportunity to test this technology will be evaluated in the future.	Coghill
15	Complete the rehabilitation and/or replacement of three priority flow control facility, extending the facilities' service life.	Dec-2025			One priority flow control facility is currently in design and anticipated for construction in the Summer of 2023. One additional priority flow control facility began design in the Fall of 2021. A third priority flow control facility is scheduled to begin design in the Summer of 2022.	Fountain
16	Complete an additional 4 miles of priority pipeline relining, extending the service life of the identified segments of the aqueduct system.	Dec-2025			Construction bids were received for 1.4-miles of priority relining in June 2022. This project will be recommended for award at the July 2022 Board meeting. The additional 2.6-miles of priority relining is on track to be completed by the target date.	Fountain











WATER FACILITIES - Sustainability - Kelley Gage						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Implement the environmental awareness training video on the California Environmental Quality Act and current environmental permitting requirements for relevant staff and include a process to track completion.	Jan-2021			The training video was completed in July 2020. Staff is currently partnering with HR to use Target Solutions employee training portal to assign and track. As of October 5, 2020, 100% of staff assigned this training had completed it.	Adleberg
2	Evaluate NCCP/HCP covered species list to determine if desirable to seek a major amendment to the NCCP/HCP, its' implementing agreement, and State and Federal incidental take permits to revise the Covered Species list.	Jun-2023			This objective is anticipated to begin January 2022 in coordination with the Master Plan Update.	Adleberg
3	Complete a minor amendment to the NCCP/HCP to add the Communications Master Plan as a covered activity. Develop and circulate, for public review, a Supplemental Environmental Impact Report/ Environmental Impact Statement for the Water Authority Subregional NCCP/HCP.	Mar-2022	Dec-2023		The Aqueduct Control System (ACS) Communications Master Plan was finalized in in June 2021. The near-term steps identified in the ACS Communications Master Plan including a minor amendment to the NCCP/HCP, will be evaluated for scheduling and implementation with approved funding sources.	Adleberg – Paver
4	Develop a minimum of three acres of wetland mitigation at the San Luis Rey Kendall site to mitigate impacts of near-term Capital Improvement Program projects.	Jun-2022	Jun-2025		Permitting this project with the Army Corps of Engineers has resumed. Construction is estimated to begin in the Fall of 2023.	Fountain
5	Evaluate the need for and, if applicable, request an extension of the Stream and Lakebed Alteration Agreement for the Programmatic Routine Operations and Maintenance project in accordance with Fish and Game Code 1605, subdivision (b).	Jun-2024			This objective will begin June 2023, unless determined to be necessary prior to that date.	Adleberg
6	Pursue partnerships on leading-edge climate science projects and evaluate opportunities to incorporate climate research into planning processes.	Jun-2025			Water Authority staff participated in multiple Water Utility Climate Alliance (WUCA) meetings and contributed to the WUCA Greenhouse Gas Mitigation Case Studies Report, the Leading Practices in Climate Adaptation document, and the Sea Level Rise Field Guide. Staff also attended four webinars on the application of climate adaptation and mitigation strategies for utilities, as well as the 7th Annual Forecast Informed Reservoir Operations Workshop.	Herbon
7	Update the Army Corps of Engineers Programmatic Master Plan Permit and review, and update as necessary, the PMPP to ensure the analysis is current.	Jun-2025			This objective is anticipated to begin in June 2024, unless determined to be necessary prior to that date.	Adleberg
8	Complete the 2024 Climate Action Plan Update to track progress toward meeting the 2030 and 2045 greenhouse-gas targets, which include the state's adopted greenhouse-gas target for carbon neutrality by 2045.	Jun-2025			The 2024 Climate Action Plan Update will be included in the environmental professional services contract for the 2023 Water Facilities Master Plan Update. In November 2021, staff presented an update to the Board and staff will advertise a Request for Proposals in January 2022.	Faber





WATER FACILITIES - Water System Management - Jim Fisher						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Advocate for legislative or regulatory action allowing for cost of service, large-scale pumped energy storage model.	Dec-2021			Senate Bill 170 allocated \$18 million to the proposed San Vicente Energy Storage Facility project.	Bousquet
2	Implement energy dashboard for tracking and centralizing energy generation and usage data.	Dec-2022			Staff is evaluating the benefits of an energy dashboard and confirming resources required for development. If feasibility and beneficial, work will begin in the Fall of 2022.	Fountain
3	Identify potential properties for the new Operations and Maintenance Department Facility for Board consideration.	Jun-2023			The top 2 properties previously evaluated and identified for due diligence consideration are no longer available for purchase. Staff continues to search for additional properties and will pursue due diligence efforts once one or more properties have been identified. Due diligence efforts include items such as evaluating specific properties for planning/zoning requirements, CEQA requirements, utilities, suitability of site improvements/buildings, and preparation of appraisals and title reports. Once due diligence efforts are completed and a property selected, Board approval will be pursued to purchase the property.	Meda-Kross
4	Implement identified physical security assessment recommendations for critical facilities.	Jun-2023			FY22/23 budgeted physical security improvement projects at specific Water Authority facilities are being scheduled and implemented. Physical security projects include installation of improved lock boxes to gates at critical facilities, improved signage, fencing modifications, installation of bollards at critical equipment and vault lid security upgrades.	Meda
5	Implement phased recommendations from the Aqueduct Communication System Master Plan to enhance security and control of the Water Authority's Aqueduct Control System.	Jun-2023			The Aqueduct Control System (ACS) Communications Master Plan was finalized in June 2021. The near-term steps identified in the ACS Communications Master Plan will be evaluated for scheduling and implementation with approved funding sources.	Meda-Faber
6	Evaluate the feasibility of improving electric system resiliency at Water Authority facilities.	Dec-2024			The energy resilience analysis began in May 2022 and is estimated to complete in the Spring of 2023.	Fountain
7	Evaluate and incorporate new technology in collaboration with water quality equipment manufacturers to enhance the online water quality monitoring capabilities within the aqueduct system including both untreated and treated pipelines.	Jun-2025			Discussions with manufacturers on new and innovative technologies continue. Staff has plans to install two more on the 2nd Aqueduct by the end of calendar year 2022.	Castaing
8	Identify innovative opportunities for energy procurement to reduce energy costs and identify schedules for economically viable alternatives.	Jun-2025			The draft feasibility study to evaluate a direct connection to the Carlsbad Desalination Plant will complete in the Summer of 2022.	Fountain
9	Participate in Federal and State regulatory proceedings to reduce energy costs and comply with California energy goals.	Jun-2025			Staff continues to monitor and provide comments when appropriate on proceedings such as the CPUC's Integrated Resource Plan (IRP) Procurement track and Energy Storage Procurement Study; CAISO's Energy Storage Enhancements; California Energy Commission's Senate Bill 100 Joint Agency Report; and Federal Energy Regulatory Commission's (FERC) hydropower environmental permit applications.	Kuzmich
10	Develop major maintenance and replacement plans for Escondido, Valley Center, Twin Oaks Area 10, Miramar, San Vicente and Olivenhain Pump Stations, and the Rancho Peñasquitos Pressure Control and Hydroelectric Facility.	Dec-2025			Major maintenance and replacement plans for Escondido, Valley Center, Twin Oaks Area 10, Miramar, San Vicente and Olivenhain Pump Stations, and the Rancho Peñasquitos Pressure Control and Hydroelectric Facility have been completed. The plans will continue as working documents and will serve as a critical tool in managing and budgeting for equipment replacement and major maintenance functions.	Meda

BUSINESS SERVICES - Business Support - Jason Foster						
No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Complete transition of all departments from the L drive to Sharepoint for primary reliance for file creation and maintenance.	Dec-2021	Jun-2025		Currently working with Administrative Services department for first pilot migration. Due to the COVID-19 pandemic and an unexpected vacancy, project was reprioritized and will continue into next calendar year.	Bartolome
2	Implement new mobile computing strategy that increases organizational flexibility, resiliency and mobility.	Jun-2022			Staff received approval in December 2020 to proceed with our updated computer replacement policy, practice and funding recommendations. The new policy reflects the need to telework sparked by the COVID-19 pandemic, and the need for increased operational resiliency. Computer replacements are now under way with a goal to eliminate a backlog of computers currently in use beyond their planned service by 2023.	Bartolome/Constantineau
3	Replace Kearny Mesa headquarters interior paint and carpeting.	Jun-2023	Jun-2025		Painting and carpeting were deferred from the recommended FYs 2022-23 budget as a cost containment measure. Staff will recommend including these projects in the FYs 2024-25 budget.	Carmona
4	Conduct independent re-assessment of Water Authority's physical security measures at Kearny Mesa headquarters.	Jun-2023			Security improvements, based on recommendations identified in reviews conducted with the San Diego Police Department in October 2020, have been completed. Additional measures include installation of concrete planters around the front of the building to act as bollards, a new lobby door, an upgraded building security alarm, and a building-wide mass paging system. Instructions for staff on how use the mass paging system will be provided by January 2022.	Foster
5	Reduce energy use of the Kearny Mesa Headquarters from fiscal year 2018 baseline by 7 percent by the end of fiscal year 2023.	Jun-2023			Energy use in FY 2021 was down 23.8% year-over-year from FY 2020. Usage was down in large part due to the shift to teleworking at the beginning of the COVID-19 pandemic, although the usage had already been trending down before the pandemic and the Water Authority was on track to meet and exceed the overall use reduction goal. When employees return to the office, energy use goals are expected to continue to be met.	Carmona
6	Implement at least 30 additional measures based on best practices from the Center for Internet Security (CIS), National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS) or other nationally recognized cybersecurity authorities.	Jun-2025			Continued cybersecurity improvements are being adopted. A managed detection and response service has been added to provide added depth of coverage and expertise. This includes seasoned security professionals who have experience in incident handling, incident response, forensics, SOC analysis and IT administration.	Constantineau
7	Adapt business insurance policies to cost-effectively meet the evolving needs of the Water Authority.	Sep-2025			The Water Authority renewed all lines of coverage for FY 2022 on time in June 2021. An extensive marketing effort was undertaken to help keep overall renewal premium increases below 10 percent, and the renewal, as approved by the Board, included an overall increase of only 7.58 percent. Staff continues to explore ways to mitigate price increases that are affecting the current insurance market.	Foster
8	Migrate electronic document management system to the cloud to improve systems resilience.	Sep-2025			The Water Authority continues to work with a consultant to set up a taxonomy structure in SharePoint by the end of Fiscal Year 2022. This is an important preliminary step in planning for a smooth and effective transition.	Carmona

9	Upgrade existing phone technology to complete the "unified communication" system (combined messaging, presence, phone, video conferencing, voicemail, and email) to expand organization-wide communication capabilities.	Dec-2025		 <p>The first phase of piloting in Administrative Services is complete. Unified organization continues on Microsoft Teams for messaging and Skype service has been discontinued. Funding for testing of unified communications was approved in the FYs 2022-23 budget, and full implementation will depend on funding in the FY 2024-25 budget cycle.</p>	Bartolome
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**BUSINESS SERVICES - Communication and Messaging - Denise Vedder**









No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Redesign sdcwa.org and microsites on an integrated, up-to-date operating system.	Jun-2021			This objective has been completed.	Lee
2	Participate on a Southern California Water Coalition task force to provide input into development of a regional outreach video on recycled water.	Jun-2021			Staff from Water Resources and the MWD Program served jointly on the SCWC Recycled Water Task Force and Video Subcommittee. Staff participated in several meetings and provided input into the development of a three-video series about recycled water in Southern California. These videos, available in English and Spanish, were publicly released on November 15 and convey the simple message: Water: Too Precious to Use Just Once.	Dobalian-Mendelson-Goossens
3	Execute effective advocacy strategies to defeat all legislation that the Water Authority Board opposes each year.	Jun-2021			At the completion of the target date, there was no legislation on which the Board of Directors adopted an OPPOSE position that was approved by the Legislature and enacted into law.	Berge
4	Conduct communications and outreach activities that result in at least 80 percent of poll respondents agreeing that a reliable water supply are essential for a healthy economy and quality of life.	Jun-2023			These metrics (reliable water supply being essential to quality of life and a healthy economy) have been measured since 2014. The next survey is anticipated to be conducted in 2022 and will measure these metrics as well.	Balben
5	Grow total social media audience by 10 percent annually through Fiscal Year 2023.	Jun-2023			The baseline for social media followers is 22,745 as of June 2020. Since then, the Water Authority gained 3,332 followers, or an increase of 14.7%, for a total of 26,077 followers across its core social media platforms (Facebook, Twitter, Instagram, LinkedIn and YouTube).	Mora
6	Grow Water News Network page views by 10 percent annually through Fiscal Year 2023.	Jun-2023			WNN page views were 110,273 for FY20, and 119,486 for FY21. There were 54,000 WNN page views as of 11/17/21, which is 41% toward the FY22 goal of 133,100 pageviews, with 7.5 months remaining to reach goal.	Joyce
7	Provide member agencies with at least two outreach toolkits for current issues or campaigns annually through Fiscal Year 2023.	Jun-2023			Staff developed toolkits for member agencies around the Faces of the Water Industry program in fall 2020 and fall 2021, including graphics, social posts and videos, along with a WNN story. Another toolkit was provided on water-use efficiency tips and reminders during summer 2021. A fourth toolkit on the Value of Water and the benefits of investments in reliable water supplies, and included social posts, video, and a WNN story template was provided in spring 2021.	Lee
8	Partner with five organizations serving disadvantaged communities to promote tap water as safe, convenient and affordable.	Jun-2023			The Water Authority partnered with Catholic Charities, Chicano Federation of San Diego County, the Latino Health Coalition, the San Diego Food Bank, and South Bay Community Services. While the goal has been achieved, going forward, the Water Authority will continue to pursue partnerships to communicate the safety of the public water system.	Vedder
9	Engage in outreach efforts that result in at least 50 percent of Citizens Water Academy alumni engaging in at least one alumni activity through Fiscal Year 2023.	Jun-2023			Alumni engagement is currently at 43%. To increase engagement, staff has continued to provide weekly updates on the alumni LinkedIn group page. In August and October 2021, staff hosted virtual lunch and learn sessions in partnership with Leaders 20/20 and San Diego Green Drinks to discuss key topics, such as climate change, drought and water industry careers.	Vedder-Gong
10	Convene the Potable Reuse Coordinating Committee to advocate for direct potable reuse criteria that supports potable reuse in the San Diego region.	Jun-2023			Staff worked with the member agency workgroup and WateReuse CA to develop comments on the state's draft regulations for direct potable reuse (DPR). Comments were submitted on June 24, 2021. Staff has continued to monitor development of the DPR criteria and attended the Expert Panel that met publicly on December 1, 2021. Staff will continue to track and advocate for potable reuse regulations that support member agency projects.	Dobalian


11	Identify opportunities to partner with at least one or more Water Authority member agencies annually to co-sponsor legislation, collaborate on an administrative or regulatory request, or pursue a funding initiative.	Jun-2025			The Water Authority is partnering closely on the co-sponsorship of initiatives during 2022 in the policy areas of certification and affordability.	Berge
12	Provide at least one briefing annually to each member of the San Diego state legislative delegation to enhance support for advancing and protecting the Water Authority's legislative interests.	Jun-2025			Extensive briefings with the entire legislative delegation involving Water Authority Board members and management staff have been provided throughout the Business Plan reporting cycle. Several briefings with members of the San Diego legislative delegation occurred during early 2021.	Berge
13	Increase awareness and understanding of the Water Authority's interests by providing at least one briefing annually to each member of the San Diego congressional delegation in Washington, D.C. and the San Diego district office.	Jun-2025			Ongoing briefings with the congressional delegation have been provided and continue to occur periodically relative to southwestern portfolio strategy efforts, regulatory strategy efforts, and financial assistance needs within the region.	Berge
14	Strengthen relationships with state and federal legislators by conducting at least two legislative roundtable events at the Water Authority headquarters during each calendar year.	Jun-2025			The COVID pandemic created challenges associated with meeting in person in 2021. Management will coordinate with Board and LPO Leadership on future legislative roundtables, including potential changes to timing and format.	Berge













**BUSINESS SERVICES - Financial Management - Lisa Marie Harris**

No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Complete updated Long-Range Financing Plan to support the long-term fiscal sustainability of the Water Authority.	Feb-2021	Sep-2021		Long-Range Financing Plan meetings were held throughout July, August, and September with the Work Group, Member Agency Managers, Member Agency Finance Officers, Member Agency staff, and the Water Authority Board. The Board approved the Adopted 2021 Long-Range Financing at the September board meeting.	Harris-Whyte
2	Coordinate with the Fiscal Sustainability Taskforce to review and provide input to planning and financial reports, including the Long-Range Financing Plan, the Asset Management Plan, and the Urban Water Management Plan.	Feb-2022	Oct-2022		In November and December 2020, the Fiscal Sustainability Task Force discussed CIP budget and expenditures as it relates to CY2022 Rates, FYs 22&23 Budget, and the Long-Range Financing Plan. In January 2021, the group was reconstituted as the Financial Strategy Work Group. The Work Group met 12 times in CY 2021 with topics ranging from CY2022 Rates and Charges, FYs 2022 & 2023 Budget, Water Sales Forecasts, 2020 Urban Water Management Plan, and the 2021 Long-Range Financial Plan. With significant input from the Workgroup, the Board adopted by LRFP in September 2021. Currently, the Work Group is working with staff to develop considerations for a new rate structure (CY 2024) and development of new Budget process.	Harris-Rossum
3	Advocate Water Authority position through participation in two industry conferences per year via speaking engagements and achieve membership in industry committees and boards, such as California Society of Municipal Finance Officers, Government Finance Officers Association, Bond Buyer, and the California Municipal Treasurer's Association.	Jun-2023			This quarter the Finance Director/Treasurer participated in several virtual industry events. In October she was a panelist for National Federation of Municipal Analysts and Bond Buyer events. In November she was a speaker for the National Association of Securities Professionals and the Government Finance Officers Association Education and Advisory Council.	Harris
4	Evaluate and implement new budget and financial planning software.	Jun-2023	Jun-2025		Staff is evaluating budgeting software options. As part of the FYs 2022 and 2023 budget development, an initiative was recommended for the purchase and implementation of new software. The initiative was not approved for this budget cycle and will be revisited for the FYs 2024 and 2025 budget. Target date has been revised to June 2025.	Whyte-Melillo-Wojcik
5	Develop a repository of the Water Authority's financial policies along with evaluating and republishing them as necessary to ensure they are current, understandable and reflect best practices.	Jun-2023			On track. Meeting to discuss financial policies was held and roles and format were discussed to develop the standardized template for the financial policies. Initial policies have been selected to begin the evaluation and republishing.	Balistreri-Joplin-Rossum-Whyte-Woidzik
6	Leverage PeopleSoft reporting to develop the Budget Status Report of the Controller's Report within the software thereby reducing dependence on manual steps.	Jun-2024			On track. Preliminary work has started and coordination with Administrative Services for IT assistance is being put in place. An accounting memo discussing the procedures was completed and next steps are to document the accounting workpapers for each process.	Matsuo-Balistreri, Woidzik
7	Identify and implement electronic record keeping solutions for financial documents.	Jun-2024			This objective has not been started. Staff will begin identification in early calendar year 2022.	Joplin-Whyte
8	Implement Debt Management Strategy to achieve net present value savings on outstanding short-term and long-term debt, including refunding of medium term for new 5-year note, bond issuance for the Capital Improvement Program, the Desalination Plant Refunding, and evaluation of future refunding on a current or advance basis.	Jun-2025			The Water Authority executed four refundings between July 2020 and April 2021, resulting in \$130M NPV savings. In January 2022 staff will go to the board with a new debt management strategy and recommendation for new money issuance to fund CIP (NTE \$170M).	Harris-Rossum

9	Identify and implement budget development and forecasting efficiencies each year in support of long-term planning and fiscal sustainability.	Jun-2025			<p>Process efficiencies implemented during FY22&amp;23 budget development include: Use of sequence numbers for detailed budget and spending tracking, new reports and dashboards for presenting budget development data, and a streamlined process for submitting and tracking Strategic Budget Initiatives and IT initiatives. Also, New MS Access reports were created for executive budget review and new PowerBI reports have been developed for forecasting and monitoring.</p>	Whyte
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**BUSINESS SERVICES - Workforce Management - Ashley Kite**

No.	Objective Description	Target Date	Revised Date	Status	Comments	Lead(s)
1	Gain agreement to future Memorandum(s) of Understanding with bargaining groups in accordance with Board direction.	Jun-2021			On April 22, 2021, the Board of Directors approved a two-year successor agreement with the three employee bargaining units effective July 1, 2021 through June 30, 2023.	Kite/Spaniol
2	Identify remote options for employee wellness initiatives.	Jun-2021			The Human Resources Department has initiated several remote options for wellness including a walking challenge (Walktober), fitness tracking challenge (Well Traveled), mental health challenge (Work of Art), healthy eating challenge (Colorful Choices), several healthy cooking demonstrations, a series of mental health webinars through Kaiser, and additional promotions of resources available to employees (e.g. meditation apps available through Kaiser, EAP resources, etc.). HR has facilitated a virtual health fair during open enrollment for years 2020 and 2021 with attendance comparable to previous years' in-person events. Additional remote options have been evaluated beyond the target date as the majority of staff return to the office in-person with increased telecommuting options. Lunch and learns have been changed to hybrid format, with the majority, if not all, of attendees attending remotely.	Duran
3	Survey employees regarding wellness initiatives to continue supporting the health and wellness of employees.	Dec-2021			Staff were surveyed for interest in varying financial wellness topics and activities; the information received was incorporated into programs and activities for calendar year 2021. Future surveys related to other wellness topics will be conducted in spring 2022 for fiscal year 2023 initiatives.	Duran
4	Develop training resources to provide support, guidance, and training to managers to assist in building and maintaining effective working relationships with labor groups.	Jun-2022			Training resources related to employee relations, including the recent updates to the MOU and how the MOU relates to other contract and administrative procedures, was presented to executive and senior management staff at the May 2021 Management Staff Meeting. A custom training for raters participating on interview panels as well as training resources for hiring managers will be implemented in early 2022 through the web-based platform, Target Solutions. Additional resources and materials are currently under development.	Kite
5	Survey member agencies regarding the Regional Water/Wastewater Internship Program to ensure it continues to meet the needs of stakeholders, including local community colleges and member agencies.	Jun-2022			Agencies were surveyed regarding their participation in the FY 2021-2022 Internship Program and other feedback regarding the program. Future surveys will be distributed at quarterly intervals to assess agencies' feedback and satisfaction with the program.	Duran
6	Conduct a follow-up employment engagement survey to continue General Manager's culture change efforts.	Jun-2022			A follow-up employee engagement survey was conducted in August 2021, with results presented at the November 2021 Quarterly Briefing. Executives and Senior Managers discussed the results with their staff and identified focus areas for calendar year 2022. The revamp of the Employee Recognition Program is underway with a goal of completion in fall 2022.	Kite
7	Ensure 100% compliance with required safety training.	Jun-2025			Required safety training is at 97.55% completion rate as of December 31, 2021 through the web-based platform, Target Solutions. Employees overdue on assignments have been sent a reminder to complete the assignment as soon as possible. All in-person required safety training that was extended by OSHA due to COVID-19 has been completed using Target Solutions, or completed virtually. CPR/AED refresher training was completed online due to COVID-19 restrictions.	Lee
8	Evaluate and recommend technology to streamline standardized human resources practices.	Jun-2025			Evaluation of new technologies are addressed on an individualized basis to ensure cost effectiveness and improved efficiencies.	Kite/Spaniol

9	Promote San Diego Water Works and SkillBridge resources to member agencies and potential candidate pools.	Jun-2025		2	<p>Staff presented on the workforce development initiatives to the Board of Directors in September 2020, the AWWA and Municipal Mgt Assoc of Southern California (MMASC) conferences in October 2020, the AWWA Conference in June 2021, East County Economic Development Council in November 2021, and ACWA Conference in December 2021.</p> <p>Outreach on the regional website, SanDiegoWaterWorks.org, is conducted through periodic press releases, articles in Water News Network, and posts through social media. The Water Authority has hosted five interns in the SkillBridge Program to date. The Water Authority is co-sponsoring an in-person Military Career Day in August 2022 (rescheduled from January 2022) to provide information on the water industry to transitioning military and veterans.</p>	Spaniol/Duran
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