

2023-2027 Business Plan - Performance Report  
First Half FY 2024 Report – July 1, 2023 through December 31, 2023



STATUS GUIDE



Objective was completed.



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					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Develop new, flexible water storage/supply management opportunities for the Water Authority's Colorado River supplies, including Lake Mead, local, and binational storage solutions, to benefit both the region and the entire Basin.	Dec-2023			In December 2023, the Water Authority entered into an agreement with the Imperial Irrigation District and Metropolitan Water District of Southern California (MWD) that allowed the Water Authority to take advantage of new supply management opportunities and reduce demands on the river. Opportunities for similar efforts will be pursued in the future. The Water Authority is continuing dialogue, including with the U.S. Bureau of Reclamation (Reclamation) and MWD, to obtain storage in Lake Mead for long-term strategy and flexible water management and proposes storage as part of a larger set of consensus-based actions to stabilize the river.
2	Secure long-term cost-effective conveyance of the Water Authority's Quantification Settlement Agreement (QSA) conserved water supplies for the benefit of the region and the entire river system.	Dec-2024	TBD		The Water Authority has deferred its feasibility study on alternative conveyance of its QSA supplies for two years.
3	In coordination with the project partners, complete construction of the Coachella Mid-Canal Storage Project to help reduce the Water Authority's share of operation, maintenance, and repair costs.	Dec-2025			The Phase 2 agreement between Coachella Valley Water District and the Water Authority for construction was approved by the Board in March 2023. Construction began in August 2023 and is anticipated to be completed in April 2024.
4	Work in concert with the General Counsel's office to achieve resolution of all pending rate cases, including obtaining a final resolution for the 2014, 2016, and 2018 cases and a court decision on the offsetting benefits by 2025.	Dec-2025			The consolidated cases for 2014, 2016, and 2018 trial started in May 2022 and a Statement of Decision was issued by the trial court in April 2023. The trial court denied the Water Authority's offsetting benefits claims; it also denied MWD's claim for reformation of the Exchange Agreement. Counsel for MWD and the Water Authority have met and conferred on the proper form of judgment. After entry of judgment by the trial court, both parties will have the opportunity to appeal adverse decisions, should they so choose.
5	Engage in Basin States, interstate, and binational policy discussions, including as they relate to renegotiation of the 2007 Interim Guidelines and addressing the ongoing drought on the Colorado River, while promoting collaboration and innovative partnerships.	Dec-2025			The Water Authority had a key role in implementing the Lower Basin Plan to bolster the river in the near term through a 2023 joint agreement to leave 50,000 acre-feet of its conserved QSA supplies in the river while saving the Water Authority and its member agencies approximately \$15 million. The Water Authority has additionally engaged in the environmental process for the development of the post-2026 guidelines.
6	Advance policies, programs, and projects that are consistent with state policy to reduce reliance on the Bay-Delta and with the Water Authority Board's Bay-Delta and Project Policy Principles, including the support of a single-tunnel Bay-Delta project, contingent on the proper allocation of project costs on MWD's rates and charges.	Jun-2027			Water Authority staff continued to communicate with the Newsom Administration, the San Diego legislative delegation, and a variety of external parties regarding the Water Authority Board's position on 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.
7	Work with QSA JPA parties and Lower Colorado River Multi-Species Conservation Program stakeholders to ensure all required environmental mitigation is implemented.	Jun-2027			The Water Authority and its partners in the QSA Joint Powers Authority (JPA) completed early payoff of their respective funding requirements for mitigation in 2023, and notice was sent to the state of its approaching funding responsibility. QSA JPA projects are on track and in compliance with requirements. Separately, the Lower Colorado River Multi-Species Conservation Program (LCR MSCP) Steering Committee approved a resolution in December 2023 to have Reclamation initiate formal consultation for a program modification post-2026.
8	Lead stakeholder outreach and engagement to enhance relationships as they relate to the conserved water the Water Authority receives through the QSA.	Jun-2027			Staff participated in planning and implementing the QSA 20th anniversary celebration held in San Diego (November 2023) that brought together stakeholders from throughout California. During the event, the QSA was recognized for the lessons learned that will help drive ongoing collaboration on the river. The focus of that event and other discussions among stakeholders continue to center on how the QSA is a model for the Basin to follow.













9	Collaborate with MWD and member agency board members, staff, and other stakeholders to improve MWD system flexibility and accessibility through the 2020 Integrated Water Resources Plan implementation, evaluation of the Regional Recycled Water Program, and other efforts.	Jun-2027		2	Through the Water Authority's advocacy, in October 2023, MWD provided five alternatives to recover the costs of Pure Water Southern California (PWSC, formerly known as the Regional Recycled Water Program). MWD staff engaged a consultant to develop the alternatives. The consultant did not independently evaluate staff's proposed cost splits between different functions (i.e., transportation and supply). MWD also did not engage the member agencies nor the board in developing the alternatives. All alternatives would recover a significant amount of costs on transportation and could have significant impact on the Water Authority's exchange agreement price; however, MWD acknowledged "further discussion" is needed regarding these cost impacts on the exchange agreement payments. Water Authority Delegate Smith offered a new alternative that would recognize the purpose of the program and recover the costs on supply only. In November 2023, MWD presented an updated program, including more than doubling the program's cost estimate to at least \$8 billion. Further discussion on the cost recovery alternatives will occur in 2024.
10	Work in concert with the Water Authority's Board Officers and MWD Delegates to ensure collaboration, equity, and transparency in MWD policies and processes, including the rate refinement, long-range financial planning, and Integrated Water Resources Plan processes.	Jun-2027		2	MWD continued with its long-term planning process, Climate Adaptation Master Plan For Water (CAMP4W) that aims to integrate its long-term financial, resources, and climate change planning and align it with its member agencies' planning and needs. As part of CAMP4W and in response to concerns raised by the Delegates and other directors, MWD held three panels on affordability in the last six months. During the first panel in August, Director Abdullahi and General Manager Denham focused on better serving disadvantaged communities, among other topics. The Delegates advocated, and MWD adjusted one element of MWD's 2023 long-range financial plan needs-assessment (LRFP-NA) introduced to the MWD Board in September 2023 . MWD indicated that the LRFP-NA "intends to serve as a financial management tool to evaluate options for capital investments to meet [MWD's] water supply and demand requirements over the next ten years," which will be identified through the CAMP4W process. Accordingly, CAMP4W will consider tens of billions of dollars in potential water supply reliability and climate adaptation investments. During the CAMP4W process, the Delegates seek to ensure that MWD will make right-sized investments, with cost recovery approaches based on cost-of-service principles and that align with its member agencies' needs and willingness to pay. The Delegates' efforts aim to keep its water and services affordable, and prevent stranded investments.
11	In tandem with the Water Authority's MWD Delegates, advocate securing adoption of a long-range finance plan, business model, and rate structure that will ensure MWD's long-term financial sustainability.	Jun-2027		2	In November 2023, under Chair Ortega's direction, MWD formed the CAMP4W joint task force comprised of MWD directors and member agency managers. Director Fong-Sakai and General Manager Denham are part of the task force, who, along with the rest of the Delegates, continue to support the integration of MWD's financial, resources, and climate adaptation planning so that it reflects the needs and willingness to pay of the member agencies to ensure MWD's long-term financial sustainability.

WATER SUPPLY - Local Water					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	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.	Dec-2022			The Contract Administration Memorandum was approved by the Board on December 15, 2022. Financial close of Water Infrastructure Finance and Innovation Act funds and Public Activity Bonds occurred on February 17 and March 9, 2023, respectively.
2	Update the Board and member agencies on phase two of the Water Research Foundation study to evaluate the regional benefits of the Lewis Carlsbad Desalination Plant supply and potable reuse supplies. (D)	Jun-2023			This objective is complete and included an update to the Board and member agency managers in January 2023. The team completed several tasks including the regional salinity loading model, the economic impact model, and a final report.
3	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. (E, F)	Mar-2024	Mar-2025		Construction of the permanent intake and discharge facilities began in January 2023. Staff is monitoring construction for conformance with the Water Purchase Agreement and provided an update to the Board in August 2023. The project is delayed one year in alignment with a compliance waiver adopted by the State Water Board. Causes for the delay include a change in design concept due to impacts of marine growth to the original design and continued long-lead times for specialty material and equipment.
4	Advocate for state and federal funding opportunities for local water supply projects and evaluate opportunities to assist member agencies and underrepresented communities in using funding. (B)	Dec-2024			Staff is assisting with the administration of drought funding available under Integrated Regional Water Management (IRWM) for Disadvantaged Communities (DACs). The IRWM Program consultant is assisting DAC project sponsors with completing reporting requirements. In 2024, a new MOU and scope of work for IRWM will be completed to implement a revised program that does not rely exclusively on IRWM funding.
5	Advocate for the adoption of a state drought action plan that protects the ability to use regionally developed sources during drought emergencies and implement Water Shortage Contingency Plan action only when warranted by local supply conditions. (A, C)	Dec-2024			Staff met with State Water Resources Control Board staff, ACWA staff, and other retail agencies several times and proposed a framework that considers both Water Use Efficiency standards and resiliency in supplies. The last meeting was December 14, 2022. Heavy winter and spring precipitation prevented the need for emergency drought action by the state. Objective should be deleted in the next Business Plan update since state no longer pursuing a state drought action plan.
6	Coordinate with member agencies to submit applications to MWD for Local Resource Program (LRP) and other funding opportunities and advocate for criteria which is supportive of member agency projects. (B)	Jun-2025			Water Authority staff met with staff from the San Elijo JPA in May 2023 to discuss a future LRP application for a recycled water project. Support was provided for making revisions or reporting on an as-needed basis. No new applications are under discussion at this time.

WATER SUPPLY - Resource Planning					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Engage in the San Diego Local Agency Formation Commission (LAFCO) process on Fallbrook/Rainbow detachment to ensure all conditions outlined in Board Resolution 2020-06 are fully addressed. (D)	Jun-2023	Dec-2023		Water Authority Board Resolution No. 2020-06 stated that the Water Authority would oppose detachment unless it could be demonstrated that a series of conditions would be addressed. While all of the conditions were not addressed, the LAFCO Commission voted 5-3 on July 10, 2023, to approve the detachment of Fallbrook Public Utility District (Fallbrook) and Rainbow Municipal Water District (Rainbow). In November 2023, at the direction of the Board, Water Authority staff entered into settlement talks with the two agencies and reached a Board agreement in December 2023. LAFCO recorded Fallbrook's Certificate of Completion in December 2023. Rainbow's Certification of Completion will be recorded once Rainbow is no longer reliant on the Water Authority for delivery of water into its service area. Going forward, Water Authority staff will continue to develop and implement operating plans for the two agencies.
2	Advocate with member agencies the equitable and reasonable development of statewide water use efficiency targets and drought management actions by the Department of Water Resources (DWR) and State Water Resources Control Board. (F, H, I)	Jul-2023	Dec-2024		DWR has made a recommendation on Water Use Efficiency targets to the SWRCB. Staff is focused on advocating with the SWRCB and attending regular meetings with Staff and Board members. SWRCB began the regulatory process in August 2023 and received over 400 comment letters on proposed regulations. Staff is engaged in workgroups implemented through December 2023 and a revised draft is anticipated in January 2024.
3	Conduct a funding study that provides short and long-term Integrated Regional Water Management (IRWM) Program sustainability strategies in coordination with the RWMG to help ensure the Program's viability and capacity to support regional objectives and needs in the future years. (A)	Dec-2023	Dec-2024		Staff is working with RWMG to develop long-term direction for the IRWM Program and is evaluating funding opportunities outside of Proposition funding rounds/IRWM Program. There is still uncertainty about dedicated funding for IRWM. Proposed bond funding will be a factor in determining the direction of the IRWM. A strategic plan is being developed and will be presented at the 2024 IRWM Summit in February 2024. A final MOU and scope of work will need to be completed by the end of 2024.
4	Secure \$2.5 million in external funding such as grant awards, utility funding, and in-kind contributions to support water-use efficiency programs. (G, H, I, J)	Jun-2024			Staff is implementing programs to use \$2.3 million in funding for regional conservation programs from Prop 1 Round 2. The Water Authority was also awarded \$3 million of drought funding for the regional WUE direct install program for underserved communities. Staff has worked with the contractor to install devices within a three-year window. Grant agreements for Prop 1 and drought funding have been executed and an RFP to implement the Prop 1, Round 2 funded regional landscape conservation program will be released early next year.
5	In collaboration with the RWMG, evaluate potential opportunities to strengthen disadvantaged communities' (DAC) engagement through targeted outreach, financial and technical assistance. (A)	Jun-2024			Staff is working closely with DAC project sponsors to complete reporting requirements for existing grants and develop recommendations for future DAC grant opportunities. Staff also collaborated with the RWMG and the IRWM consultant to provide additional project administration support to DAC project sponsors on an as-needed basis. The IRWM group is working on a strategic plan to define opportunities for DAC and Tribal participation.
6	Identify and implement studies that support the Water Authority's position on water use efficiency, demand and drought response. (H)	Jul-2024			Staff is working with ACWA and other stakeholders on developing data to support reasonable long-term WUE targets. Staff are participating in discussions with DWR and other collaborators on studies needed to evaluate indoor WUE standards. Staff is also partnering with the California Data Collaborative on a landscape measurement pilot to evaluate Commercial, Industrial, and Institutional landscapes in 2024.
7	Using the results of the funding study and DAC communities' engagement efforts, develop further plans which define the IRWM Program's future roles and funding sources that align with local and regional priorities. (A)	Jun-2025			The IRWM Program convened a drought resiliency workgroup to identify potential projects for funding. The technical memo is complete and IRWM RWMG team members are working to find funding to implement the program.






8	Work with member agencies to maximize water use efficiency funding from MWD for Member Agency Administered Programs (MAAP) (H, I, J)	Jul-2025			Staff developed a budget to utilize MWD's full MAAP budget and is tracking progress with quarterly reporting by member agencies.
9	Complete the 2025 Urban Water Management Plan (UWMP) update to identify supplies necessary to meet future demands and comply with the Urban Water Management Planning Act. (B, C)	Jul-2026			A contract for the UWMP's long-range demand forecast was brought to the Board for approval on November 16, 2023 for consideration. Following the presentation, Board requested that staff bring the contract and additional information regarding cost and need back to the Board for consideration at the January 2024 meeting.
10	Update the Water Shortage Contingency Plan (WSCP) to comply with state requirements and include the plan as part of the 2025 UWMP. (E, F)	Jul-2026			Staff to begin WSCP update process in 2024.




















WATER FACILITIES - Infrastructure/CIP					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Complete construction of 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. (C, D, E, G, H)	Nov-2022	Apr-2023		Construction contract awarded in January 2020 to OHLA USA, Inc. in the amount of \$28,382,746. The project is complete and notice of completion was filed in May 2023.
2	Complete construction of 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. (C, D, E, F, G, H)	Jan-2023	Jun-2023		Construction contract awarded in January 2021 to Pacific Hydrotech, Inc. in the amount of \$11,370,360. The project is complete and notice of completion was filed in August 2023.
3	Complete construction of the Dulin Hill Erosion Repair project to repair slope damage resulting from past wildfires and provide additional protection to the Second Aqueduct. (A, C, D, G, H)	Jun-2023			Construction contract awarded in August 2022 to Mac Dad Builders, Inc., in the amount of \$1,965,884. The project is complete and notice of completion was filed in June 2023.
4	Complete construction of the Pipeline 5 Relining – Twin Oaks Valley Road to Crossover Pipeline Turnout project to provide an additional 1.0 miles of relined pre-stressed concrete cylinder pipe. (A, D, E, G, H)	Jun-2023			Construction contract awarded in January 2021 to J.F. Shea Construction, Inc., in the amount of \$16,850,000. The project is complete and notice of completion was filed in June 2023.
5	Complete construction of the First Aqueduct Treated Water Tunnels Rehabilitation project to prevent groundwater infiltration. (A, D, E, G, H)	Jul-2023			Construction contract awarded in May 2022 to Michels Pipe Services in the amount of \$22,145,492. The project is complete and notice of completion was filed in September 2023.
6	Complete the 2023 Water Facilities Master Plan that evaluates facility needs based on various supply and demand uncertainties and system strategies that consider existing and future regional water facilities; operational resiliency and reliability; and supply reliability and diversity. (C, D, G, H)	Jun-2024			The team completed project scenario development, performance criteria identification, and baseline modeling of the 2023 Water Facilities Master Plan scenarios. This information was presented at a Special Board Meeting in October 2023. The team is currently developing and evaluating potential solutions to system challenges identified in the modeling and plans to update the Board in Spring 2024.
7	Complete construction of the Valley Center ESP Improvements project to provide treated water deliveries to VCMWD and YMWD during an emergency event. (C, D, E, G, H)	Dec-2024			The Board approved the construction and operation agreement in March 2023. Valley Center Municipal Water District awarded a construction contract in April 2023 to Orion Construction Corporation in the amount of \$8,796,000. Work is progressing as scheduled and is anticipated to be complete in late 2024.
8	Complete construction of the Poway 5 Flow Control Facility project to provide the City of Poway a new treated water connection. (E, F, G, H)	Jun-2025			This project is being led by the City of Poway. The designer submitted the final design documents in November 2023 which are under review by the City of Poway.
9	Complete construction of the Southern First Aqueduct Structures Rehabilitation project to improve operations and the reliability of First Aqueduct untreated water deliveries. (A, C, D, E, F, G, H)	Dec-2025	Jun-2026		Construction contract awarded in October 2023 to Kiewit Infrastructure West Co. in the amount of \$41,554,000. Work is progressing and is anticipated to be complete in June 2026.
10	Complete the design of the Pipeline 3, 4, and 5 at Moosa Canyon project to provide long-term pipeline protection for the Second Aqueduct crossing the canyon. (A, C, D, E, G, H)	Jun-2026			Staff advertised a Request for Proposals for design services in October 2023, and anticipates recommending award of a professional design services contract to the Board in Spring 2024.
11	Complete construction of the Crossover Pipeline I-15 Bypass project to replace the existing crossover pipeline under I-15, which is nearing the end of its service life. (A,E, G, H)	Jun-2026	Jul-2027		Final design is anticipated to be complete in Summer 2024. The start of construction was deferred to Summer 2025 to partially offset appropriation spending for the new O&M Facility.
12	Apply for and obtain a Federal Energy Regulatory Commission license as a co-licensee with the City of San Diego and development team for the potential San Vicente Energy Storage Facility. (C, D, G, H)	Dec-2026			Staff is working with the development team on the preliminary engineering reports for the environmental review process and preparation of a draft Federal Energy Regulatory Commission license application.

13	Perform comprehensive condition assessments and prioritize water delivery assets for repair, rehabilitation, or replacement. Identify and routinely update project recommendations for supporting the development of biennial budgets, 5-year forecasts, and the Long-Range Financing Plan. (A, B, E, F, H)	Dec-2027			Condition assessment contracts for the First Aqueduct project were approved by the Board in October 2023. Work will continue through CY2024 and CY2025. A new non-invasive, non-destructive technology is being trialed on the Tri-Agencies Pipeline in January 2024.
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WATER FACILITIES - Sustainability					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Develop and circulate all applicable documents required for the appropriate level of environmental review needed to obtain a Federal Energy Regulatory Commission license in support of the proposed San Vicente Energy Storage Facility Project. (E)	Dec-2026			Data collection and technical feasibility studies in support of the environmental review process began in January 2021, and were completed in September 2023. Development of the environmental review documents is on hold pending completion of the preliminary engineering reports.
2	Maintain ongoing compliance with the Natural Community Conservation Plan/Habitat Conservation Plan (NCCP/HCP), its implementing agreement, and State and Federal incidental take permits through annual monitoring and reporting. (E, G)	Mar-2027			In compliance with reporting requirements, staff presented at the Multiple Species Conservation Program Annual Workshop in November 2023. The 2023 NCCP/HCP Annual Report was drafted in December 2023, and will be finalized and submitted to permitting agencies in March 2024.
3	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. (E, G)	Jun-2025	Jun-2026		The project design is anticipated to be complete in early 2024. Army Corps of Engineers permitting is delayed due to extended review and processing durations. Permit approval is anticipated by Spring 2024 and construction is anticipated to begin in Fall 2024.
4	Pursue partnerships on leading-edge climate science projects and evaluate opportunities to incorporate climate research into planning processes. (B, C, D)	Jun-2025			The Water Authority is actively participating as a member with the Water Utility Climate Alliance network and Center for Western Weather and Water Extremes' Water Affiliates Group, which includes several partnerships with experts to complete various climate science projects each business plan year. The Water Authority is also participating at meetings regionally with the San Diego Association of Governments to develop the regional Priority Climate Action Plan, followed by the Comprehensive Climate Action Plan, for funding under the Environmental Protection Agency's Climate Pollution Reduction Grant Program.
5	Complete the 2024 Climate Action Plan (CAP) 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. (A, B, F)	Jun-2025			The Water Authority awarded a contract with a consultant effective November 2022, for the 2024 CAP Update and kicked-off the project in December 2022. The team completed an evaluation of greenhouse gas emissions for Pumped Storage facility types in May 2023, and is currently developing portions of the CAP document in coordination with the Water Facilities Master Plan. Staff also completed the 2022 greenhouse gas inventory update which will be included in the CAP analysis.

WATER FACILITIES - Water System Management					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Monitor California Air Resources Control Board fleet regulations and develop an implementation plan to decarbonize the fleet in the most efficient manner.	Dec-2024			Staff has participated in CARB workshops, provided written comments on the proposed regulations, and testimony during regulatory hearings. Staff also is engaged with ACWA energy sub-committee on this regulation and has participated in meeting with CARB staff and board members to share our concerns. Staff is also assessing Water Authority fleet, market availability of zero emission vehicles, and infrastructure needs.
2	Evaluate the proposed Alvarado Hydroelectric Rehabilitation project for viability and affordability and provide recommendations to the Board accordingly (B)	Jun-2023			Staff evaluated the Alvarado Hydroelectric Rehabilitation project and determined it is not economically viable as a result of construction cost increases and future water demands. In November 2022, Staff informed the Board this project will not be implemented. The project was removed from the Capital Improvement Program as part of the recommended FY 2024 / 2025 budget.
3	Identify potential properties for the new Operations and Maintenance Department Facility for Board consideration (G)	Jun-2024			On October 26, 2023, the Board of Directors authorized the purchase of a property at 1960 Citracado in Escondido for the new O&M facility. The purchase contract has been executed and the property is in escrow. Building construction is scheduled to complete in August 2024, with escrow closing soon after. Staff is beginning the process to develop a request for proposals for architectural service to develop plans for tenant improvements for the facility.
4	Implement identified physical security assessment recommendations for critical facilities (E, F)	Jun-2024			Security updates in progress. The objective is scheduled to be completed on the target date.
5	Implement phased recommendations from the Aqueduct Communication System Master Plan to enhance security and control of the Water Authority's Aqueduct Control System (G, H)	Dec-2027			The recommendations of the Aqueduct Communication Study are being implemented in conjunction with future CIP projects as they allow. This will be accomplished with a phased approach and not be a single project. In addition, this has been part of the current Master Plan discussion and is currently under evaluation.
6	Evaluate electric system resiliency study recommended improvements at Water Authority facilities (G)	Dec-2023			The energy resilience analysis report completed in November 2023. Recommendations for backup power solutions at 20 flow control facilities and the Valley Center Pump Station are being implemented.
7	Evaluate emerging technologies to enhance operational resiliency focusing on communication, facility power, and system monitoring within the aqueduct system and its peripheral components (G, H)	Dec-2027			During the 2nd half of FY23, staff completed the installation of new online water quality monitoring equipment on the Ramona Pipeline. Evaluation of new locations on both the untreated and treated aqueducts is on-going which will provide further enhancement to the real-time monitoring of the system. Staff continues to evaluate and discuss emerging technologies to enhance operational resiliency. This objective is dynamic and continuously being evaluated.
8	Identify innovative opportunities for energy procurement to reduce energy costs and identify schedules for economically viable alternatives (A, B, C)	Jun-2027			The Board approved joining Clean Energy Alliance (CEA) for electric service to the Carlsbad Desalination Plant in November 2023. Staff is working with CEA to develop a power procurement plan for service starting January 2025.
9	Participate in Federal and State regulatory proceedings to reduce energy costs and comply with California energy goals (D)	Jun-2027			Staff is coordinating with the Government Relations team to identify opportunities that support reducing energy costs and comply with state energy goals. Staff continues to monitor the applicable federal and state regulatory proceedings.
10	Explore opportunities to strengthen the regional member agency collaboration on asset management and implement efficient strategies to assist with lifecycle cost reduction and failure mitigation (G, H)	Jun-2025			Regional collaboration continues to support Member Agencies. Satellite leak detection effort was implemented for CY2021 and CY2022. CY2023 also included a collaboration on artificial intelligence/machine learning to aid distribution pipeline repair prioritization, in which 3 agencies elected to participate.

BUSINESS SERVICES - Business Support					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Complete Project Labor Agreement (PLA) implementation.	May-2023			Implementation under Engineering's direction began January 2023. Education and training of staff by PLA consultant began spring 2023. The first two PLA-eligible projects were issued notices to proceed in late 2023.
2	Transition Water Authority onto Maximo Asset Management for Service Requests and Work Orders for Information Systems staff.	Jun-2023			Completed in May 2023 ahead of schedule.
3	Establish Teams file management environments for all departments that comply with agency file management and retention policies.	Jun-2024	Jun-2025		Work was delayed in 2023 due to Information Security Manager vacancy. Staff will get training in early 2024 on how to construct compliant and secure Teams environments and will evaluate licensing and other requirements to determine if the objective can be achieved in a cost-effective way.
4	Conduct independent assessment of how to optimize Kearny Mesa (KM) facility to foster equity and productivity during ongoing remote working.	Jun-2024			Funding for this Significant Budget Initiative (SBI) was cut from the recommended Fiscal Years 2024-2025 budget as part of agency-wide rate increase mitigation measures. Staff will assess how best to optimize the Kearny Mesa headquarters with in-house resources as best as possible.
5	Complete analysis of KM facility video surveillance needs and implement recommended solution.	Jun-2024			Staff was directed to try to complete this work by end of fiscal year 2023 as part of agencywide efforts to minimize impacts to the budget and rates for fiscal years 2024-2025. The project has been completed.
6	Implement at least three new security improvements as referenced in the Center for Internet Security, National Institute of Standards and Technology (NIST), and insurance publications annually.	Jun-2027			Over the past year, the Water Authority has successfully implemented security upgrades in line with NIST recommendations. These enhancements include bolstering email protection with AI-driven behavioral anomaly detection, fortifying user credentials through identity-based protection measures, and revamping the security awareness program.
7	Provide 99.999% uptime (user access) to internal business information systems annually via secure private network connection (outside of scheduled maintenance or other planned outages).	Jun-2027			Uptime objective was met through 12/31/2023. Total uptime including planned outages for the last 12 calendar months was 99.7422%.

BUSINESS SERVICES - Communication and Messaging					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Conduct communications and outreach activities that result in at least 80 percent of poll respondents agreeing that a reliable water supply is essential for a healthy economy and quality of life.	Jun-2023		1	Staff conducted a public opinion poll in July of 2022 with True North Research, Inc. The poll resulted in 96% of respondents stating they at least somewhat agree that a reliable water supply for this region is essential for a healthy economy and quality of life.
1	Partner with at least three organizations (including media outlets) serving underserved communities to inform about water issues, including the drought, water quality and safety.	Jun-2023		1	Partnered with Spanish-language media (two radio and two TV stations) to air informational messages via radio, TV, web and social media. Partnered with two social service agencies (MAAC Project San Diego and Campesinos Unidos) to publicize LIWAP funding. Partnered with taxi group serving Somali community to disseminate information. This goal is complete
3	Relaunch the Citizens Water Academy (CWA) in a new and enhanced format(s).	Jun-2023		1	The Citizens Water Academy for civic leaders relaunched in June 2023 in a hybrid format with one virtual meeting, inclusion of online materials and two in-person sessions. Presentations will be led by Water Authority leadership including members of the GM's office, water planners, and engineers. This goal is complete.
4	Convene the Potable Reuse Coordinating Committee to advocate for direct potable reuse criteria that supports potable reuse in the San Diego region.	Jun-2023	Jul-2024	1	Water Authority staff continued to track and provide member agency updates on the draft Direct Potable Reuse (DPR) regulations. The proposed DPR regulations were released for formal review in July 2023. Staff worked with the Potable Reuse Coordinating Committee to provide comments on the proposed regulation. Staff also participated in a WaterReuse CA workgroup on DPR that advocated for flexibility and streamlined permitting. Staff provided an update on the DPR regulations at the August 2023 Board of Directors meeting. The State Water Resources Control Board adopted the DPR regulations in December 2023.
5	Commemorate the 20th anniversary of the Quantification Settlement Agreement (QSA) through outreach in coordination with the Colorado River team.	Oct-2023		1	Updates were completed on "To Quench a Thirst" book that served as a cornerstone of the 20th anniversary celebration. Outreach and planning efforts were completed by the Public Affairs and Colorado River Program. The successful anniversary event was held on November 8, 2023. This goal is complete.
6	Provide comments on the California Air Resources Board's proposed Advanced Clean Fleets Rule in coordination with member agencies.	Dec-2024		1	Water Authority staff participated in an ACWA workgroup that met 10 times with California Air Resources Board members. Staff also provided two comment letters (in August and October 2022) and submitted a member agency coalition comment letter in April 2023. Staff also provided oral testimony to California Air Resources Board in October 2022. Staff provided regular updates to the member agencies through the Joint Public Information Council meetings and regulatory update emails. The regulation was adopted on April 29, 2023.
7	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 requests, or pursue a funding initiative.	Jun-2025		2	In November 2022 the Water Authority Board voted to co-sponsor legislation on atmospheric rivers with Sonoma County Water. This legislation will help with flood control and water supply management. This helps all of our member agencies. The legislation was introduced in December by Assembly Member Ward. Assembly Bill 30 passed the Assembly in May 2023 and is currently at the Senate Committee on Natural Resources. The Water Authority is also pursuing state budget funding for San Vicente Energy Storage Project and Lake Hodges Dam design funding. In 2023 the Water Authority received a state budget allocation for Lake Hodges Dam for \$500,000 to help with the costs of that project. In 2024 the Water Authority will be looking to sponsor legislation to make changes to a California contract code as suggested by one of our member agencies.













8	Increase awareness and understanding of the Water Authority's interests and strengthen relationships by providing briefings to each member of the San Diego congressional and state delegation in Washington D.C., Sacramento, and the San Diego district office.	Jun-2025			The Water Authority staff continue to provide briefings to our delegation both virtually and in person. Meetings have been held with all of our delegation members. Meetings with our delegation in Sacramento took place in March 2023 and meetings with our delegation took place in Washington D.C. in February 2023. In addition staff have met with the District staff in the local offices and provided a tour to 9 of the offices at the Carlsbad Desalination Plant. Additional meetings took place in Washington D.C. in April as part of the San Diego Chamber mission trip. The Water Authority has been having virtual meetings with all of the delegation members in November and December 2023 to continue to strengthen our relationship and also introduce them to the Water Authority's new General Manager.
9	Engage with the Administration, Congressional Delegation, and House and Senate Appropriations Committees to pursue federal funding for the Safety of Dams programs.	Jun-2025			Staff continues to meet with our delegation to pursue funding for safety of dams. There is a limited amount of funding available from Federal Emergency Management Agency (FEMA) and the Water Authority continues to see if our agencies can pursue this funding. The Water Authority met with the DC delegation and administration officials in February 2023 to discuss funding of dams. A meeting took place with FEMA and staff participated in a webinar in March 2023 discussing dam safety funding programs through FEMA. Staff continues to advocate for federal funding for dams. The Bureau of Reclamation did release some initial funding for dam safety in September 2023.
10	Sponsor or support legislation and regulatory actions to streamline the operator certification process and allow for flexibility during extenuating circumstances.	Jun-2025			The Water Authority is working closely with the California-Nevada section of the American Water Works Association on making necessary changes to the certification process. Staff testified at the State Board to discuss the necessary changes and the State Board is working to do a survey and make the necessary changes. The State Board will be making changes to the program and are working closely with the associations to meet the water industry's needs.
11	Sponsor or support legislation and engage with working groups and regulators on water rate affordability for low-income ratepayers.	Jun-2025			The Water Authority continues to engage with legislators and partners on affordability. In 2023, staff engaged with Senator Alex Padilla on legislation that he plans to introduce that would make the Low Income Household Assistance Program permanent. The Water Authority supported Senate Bill 222 from Senator Dodd in 2022 that focused on affordability. The bill passed, but was vetoed by the Governor due to a lack in funding. Staff is continuing to have conversations with the State Board and our delegation for other ways to address the affordability issue. The Water Authority also held a Legislative Roundtable with affordability as the main topic.
12	Participate in a consumer messaging workgroup on microplastics in drinking water as part of a Water Research Foundation project.	Jun-2025			Water Authority staff participated in a Water Research Foundation workgroup on microplastics in drinking water that met twice during the reporting period. The workgroup finished drafting guidance language to assist public water systems in meeting state consumer messaging requirements for drinking water. The Water Authority drafted a section on the occurrence of microplastics in drinking water supplies. The guidance language will be made available to water suppliers in 2024 for use in public outreach materials, including the annual Consumer Confidence Reports.
13	Grow total social media audience through existing and new platforms by 10 percent annually through Fiscal Year 2025.	Jun-2025			As of January 1, 2024, the Water Authority has 32,618 followers on social media and is on track to meet the FY 2025 goal of increasing social media followers by 10 percent annually.
14	Grow Water News Network page views by 10 percent annually through Fiscal Year 2025.	Jun-2025			Water News Network (WNN) pageviews as of December 31, 2023 are 131,683. The goal is on track.
15	Engage in annual outreach activities that support the region's initiatives to provide a safe, reliable and affordable water supply, including positioning the Water Authority as a collaborator and convener on addressing affordability issues.	Jun-2025			The Water Authority continues a robust public outreach program with media relations, social media, digital advertising, partnerships and events to position the agency as a leader and collaborator. That includes outreach on affordability issues, including a new webpage launched in November 2022 about the issue and a legislative roundtable on the subject.

BUSINESS SERVICES - Financial Management					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Implement a five-year financial forecast for budget and rates in support of long-term planning and fiscal sustainability.	Jun-2023			Staff worked with member agencies and the Board to develop a 5-Year Financial Forecast. It was presented to the Board in November 2022.
2	Strengthen vendor master database processes including the addition, deletion, and updating of vendor records to avoid payment fraud, duplicate payments, compliance fines, and bad vendor data. In conjunction, develop an electronic solution in OnBase to store vendor supporting records safely and securely. (A)	Jun-2023			Inactivated 2,500 vendors and former employees not presently working with the WA; created automated reports that are sent daily to staff noting changes to the vendor master file; made programming changes in PeopleSoft to further limit payment issues; redesigned vendor form to incorporate enhanced security features; original vendor documentation now all exists electronically and has been uploaded into paperless document repository and linked to vendor master file; enhanced fraud awareness training given to staff.
3	Leverage PeopleSoft reporting to develop the Budget Status Report (BSR) of the Controller's Report within the software thereby reducing dependence on manual steps. (A, B, C)	Jun-2024			Automation work in PeopleSoft continues. The behind the scenes mapping of accounts is complete. All revenues and water cost of sales activity (i.e., "Actuals") has been successfully mapped and is pulling in correct amounts to the BSR. Work on pulling in the expense accounts activity is in progress. Once monthly "Actuals" are finished, work will begin on pulling in budget amounts that will be loaded via an upload template approach as budget amounts will be added or modified infrequently during the two year budget cycle.
4	Maintain and improve rate model to identify efficiencies, to ensure consistency with budget and to support smooth and predictable rates and charges and long-term planning. (A, I, J, K)	Jun-2027			Staff is continually updating the rate model making sure it reflects any changes in Water Authority processes. Latest updates to rate model included use of Storage, calculations for below 10% MWD charges, updates to estimated impact by Member Agency.
5	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. (E, K)	Jun-2027			The Rate and Debt Manager presented at the the AWWA WaterSmart Innovation conference in October 2023 on the topic of affordability. The Controller participated on a state-wide Capital Assets accounting and reporting training panel for CSMFO in December 2023. The Controller will be presenting on the significance and value of performing Agreed Upon Procedures (AUP) engagements with auditors Davis Farr LLP at the January 2024 CSMFO conference. In addition, the Director of Finance presented at the Bond Buyer Infrastructure Conference in September 2023, and the Bond Buyer Conference in October 2023 on the topic of the latest challenges facing water.
6	Evaluate and implement new budget and financial planning software for improved transparency and efficiency in reporting the budget and five-year financial forecast. (A, B)	Jun-2027			Finance has entered into an agreement with a budget software developer for implementation of a new software for budgeting, forecasting, and development of multi-year forecasts. Implementation meetings are ongoing, historical data has been loaded and the system is being configured and tested to meet Water Authority business requirements.
7	Proactively manage the debt portfolio to achieve level debt services payments and minimize debt payment spikes. (D, E, F, G)	Jun-2027			Staff is monitoring the commercial paper program and changes to market participation. Staff continues to work with our financial advisors to explore future refunding and debt optimization strategies in 2024.
8	Implement improvements, including connected PowerBI reports for water sales and uses, and maintain Data Archival and Invoicing System (DAIS) to ensure timely updates, cybersecurity and smooth water billing processes. (A, B, J)	Jun-2027			Further enhancements to the DAIS system were completed including: • Improved debug/error messages in DAIS • Changes in DAIS to allow Member Agencies to enter non-credited recycled water use • Changes in Member Agency Water Use and CWA Storage queries • Changes in Weekly Reservoir Storage data and Monthly Reservoir Storage • Redesign of WR Power BI Report and creating WR Power BI Report for Member Agencies • Added calculations for estimated Water Sales Revenue, Cost of Water and Net impact
9	Invest the Water Authority's portfolio to meet the objectives of safety, liquidity, and yield while striving to equal or exceed the market yield index performance benchmark for the consolidated investment portfolio. (D, F)	Jun-2027			The Water Authority meets with the external investment manager quarterly to discuss the portfolio. Staff works with the external investment manager to re-invest funds as they mature to maximize the performance of the portfolio. Staff continues to monitor portfolio performance and economic conditions impacted by current market volatility.



10	Work with the Member Agency Rate Workgroup (MARW), Financial Strategy Work Group (FSWG), the Board, and Rate Consultant(s) to evaluate potential changes to the Water Authority's existing rates & charges and implement a new rate design to address revenue volatility (risk) and impacts of forecasted local supply projects. (A, I, J, K)	Jun-2025			After 17 meetings, in December 2023, the MARW moved forward with a recommended design update to the CY 2025 Rates and Charges. The recommendation will move to the FSWG and Board in early 2024 for final approval.
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BUSINESS SERVICES - Workforce Management					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Gain agreement to future Memorandum(s) of Understanding with bargaining groups in accordance with Board direction.	Jun-2023			The Board approved the Amendment to the consolidated MOU with the Teamsters at its June 22, 2023 meeting. The MOU is a three-year agreement, July 1, 2023 through June 30, 2026.
2	Ensure 100% compliance with required safety training.	Jun-2027			Required safety training through the web-based platform, Target Solutions, due December 31, 2023, is at 100% completion rate (as of December 31, 2023). In the summer of 2023, the Water Authority completed its first Safety Gap Analysis. Findings and recommendation pertaining to training topics and frequency are currently being implemented for calendar year 2024.
3	Develop training resources to provide support, guidance, and training to managers to assist in building and maintaining effective working relationships with labor groups.	Jun-2027			Staff provide monthly live webinars on employment relations topics through the LCW Employment Relations Consortium. A recording of the webinars is available for 45 days after the live session. Additional resources are being developed.
4	Conduct a follow-up employment engagement survey to continue General Manager's culture change efforts.	Sep-2023			The last engagement survey was conducted in August 2022 with an 87% response rate. Results were presented at the November 2022 Quarterly meeting. Actions resulting from the survey include finalization of the hybrid work program and pending revisions to the employee recognition program.
5	Evaluate and recommend technology to streamline standardized human resources practices.	Jun-2027			Human Resources staff continue to evaluate new technology for improved practices in training and recruitment.
6	Provide relevant, effective wellness initiatives to support the health and wellness of employees.	Dec-2027			Wellness initiatives for 2023 include a mind-body wellness series, manager resiliency webinar series, specific health series for men and women, and a return of Walktober walking challenge for October 2023. In addition, the Water Authority provides physical wellness resources through weekly bootcamp classes at both locations and occasional yoga classes at Kearny Mesa. Development of wellness initiatives for 2024 are underway.
7	Promote San Diego Water Works and SkillBridge resources to member agencies and potential candidate pools.	Jun-2027			Human Resources continues to find new and innovative ways to promote the regional entity, San Diego Water Works, and the SkillBridge program for transitioning veterans. The Water Authority has hired eight SkillBridge interns since the inception of our contract in 2021.
8	Survey member agencies regarding the Regional Water/Wastewater Internship program and implement any changes to ensure it continues to meet the needs of stakeholders, including local community colleges and member agencies.	Jun-2027			A survey with member agencies will be conducted in spring 2024 to solicit input on intern wage, agency participation, evaluation of intern, and program outreach for the development in the 2024-25 Internship Program.
9	Complete independent safety program analysis and develop recommendations to improve effectiveness.	Jun-2025			Safety program gap analysis completed in September 2023. Obtained recommendations being scheduled for implementation.
10	Evaluate new training initiatives that meet the needs of the employee and organization.	Jun-2027			A new training platform for employee development was identified and the first employee cohorts began the employee development program in January 2024.
11	Conduct outreach and implement changes to the employee recognition program that reflects the new values efforts.	Jun-2023	Dec-2024		The changes to the Employee Recognition Program and policy are anticipated to be completed by winter 2024. This target date has changed due to leadership changes in Human Resources.
12	Track key data to identify areas of opportunity to build a diverse, equitable, and inclusive workplace.	Jun-2027			The FY 2021 & 2022 Diversity, Equity, Inclusion, and Belonging Report was issued in 2022 as a biannual document, and data is being tracked in the development of the FY 2023 & 2024 Report.





## **2023-2027 Business Plan**

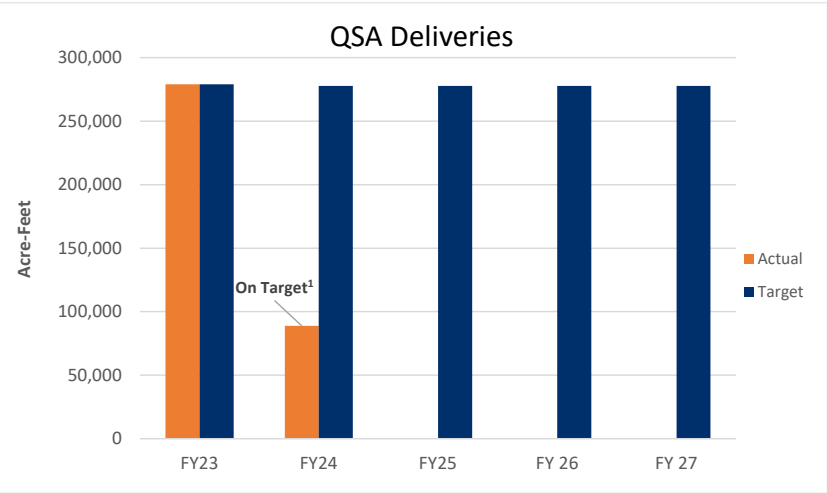
KEY PERFORMANCE INDICATORS - First Half FY2024



# Water Supply - Imported Water

## Key Performance Indicator - 1

Ensure full amount of scheduled QSA conserved water, which accounts for more than half of the San Diego County regions' supply, is delivered annually as scheduled. Water deliveries are set at 277,700 acre-feet\* annually and will continue at that level through the term of the respective agreements.

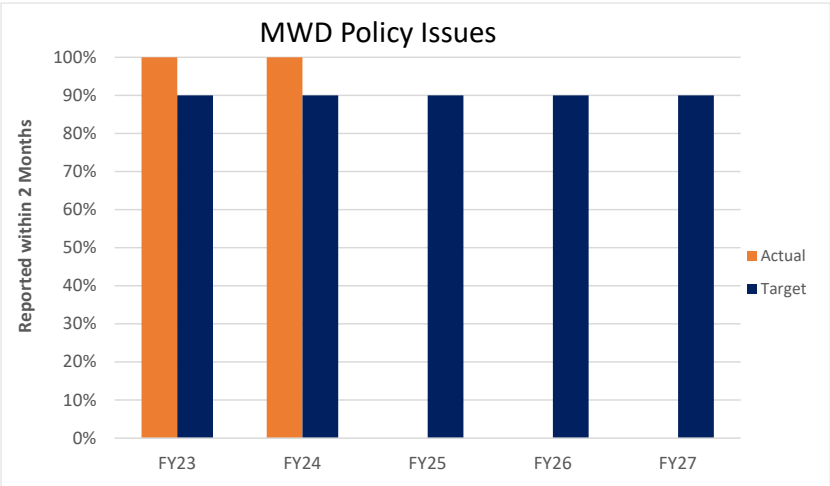


\* Water Authority QSA supplies are comprised of 200,000 acre-feet of conserved transfer water from IID, which runs through 2047 and can be extended through 2077 by mutual consent, and 77,700 acre-feet of water conserved through the canal lining projects, which runs through 2112.

¹FY24 Actual reflects 50,000 acre-foot reduction per the December 2023 agreement between IID/MWD/Water Authority.

## Key Performance Indicator - 2

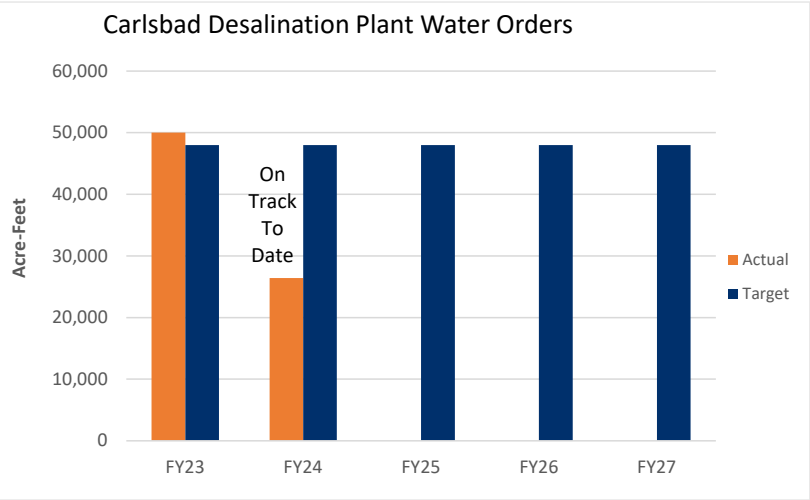
Report 90 percent of key MWD policy issues within two months of them being discussed at MWD through 2027 to increase awareness and understanding of those issues.



# Water Supply - Local Water

## Key Performance Indicator - 1

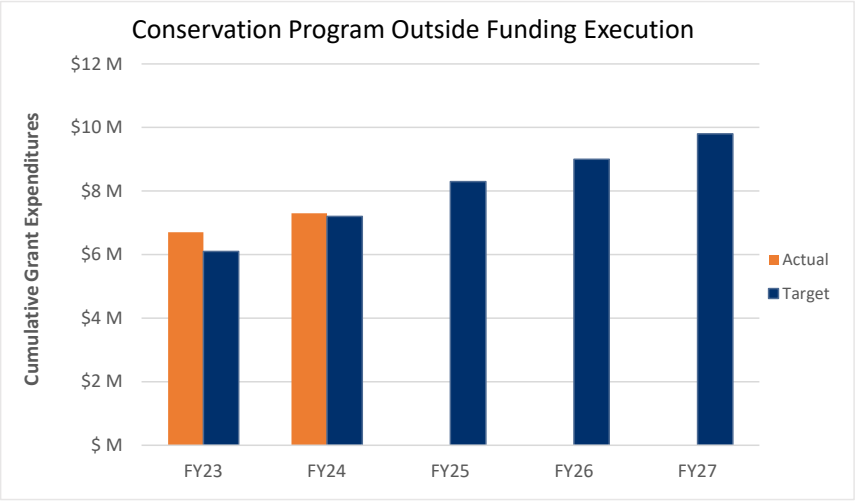
Exceed the Claude "Bud" Lewis Carlsbad Desalination Plant Water Purchase Agreement Minimum Demand Commitment of 48,000 acre-feet annually.



# Water Supply - Resource Planning

## Key Performance Indicator - 1

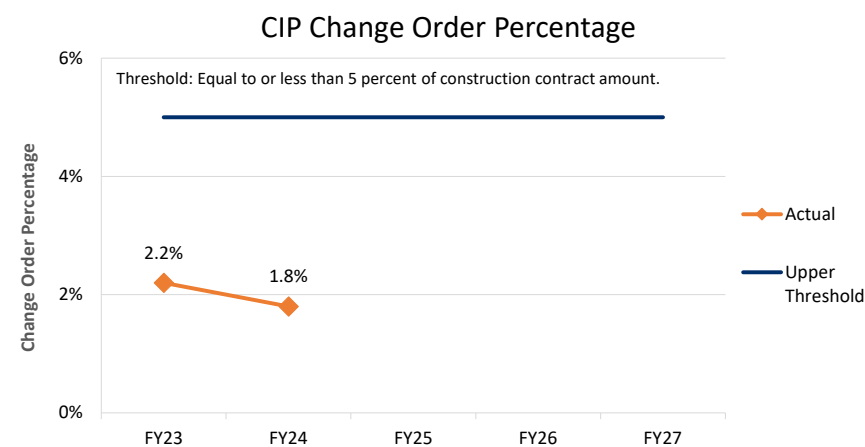
Implement regional conservation programs demonstrated by expending 95 percent of grants and external funding portfolio in accordance with the terms of each award.



# Water Facilities - Infrastructure/Capital Improvement Program

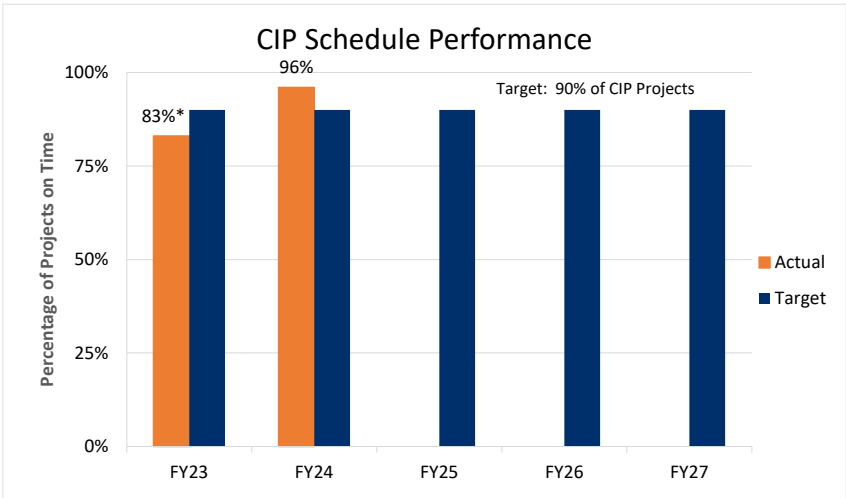
## Key Performance Indicator - 1

Maintain an overall Construction Change Order Percentage equal to or less than 5 percent of the construction contract amount.



## Key Performance Indicator - 2

Maintain 90 percent of all Capital improvement Program projects within four months of their baseline schedule.



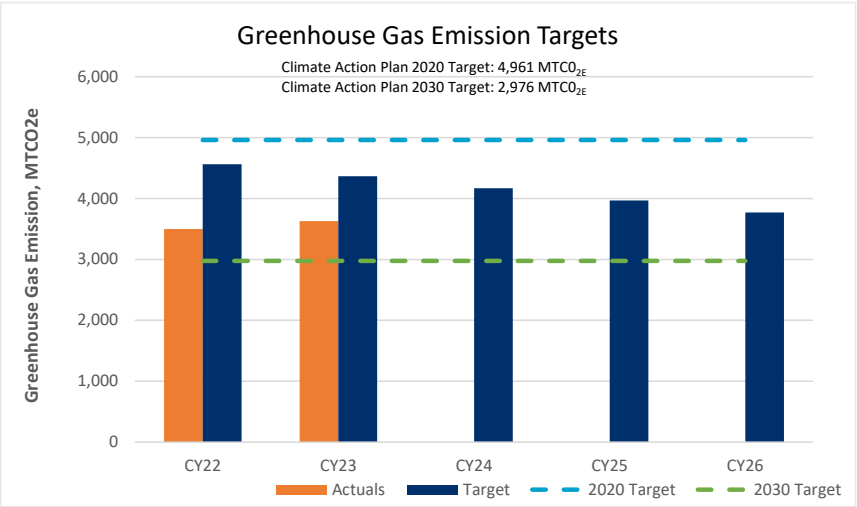
\*FY23 CIP Schedule variance due to construction contractor delays, design duration extensions resulting from staff vacancies, and aligning project schedules and aqueduct shutdowns for cost efficiencies.



# Water Facilities - Sustainability

## Key Performance Indicator - 1

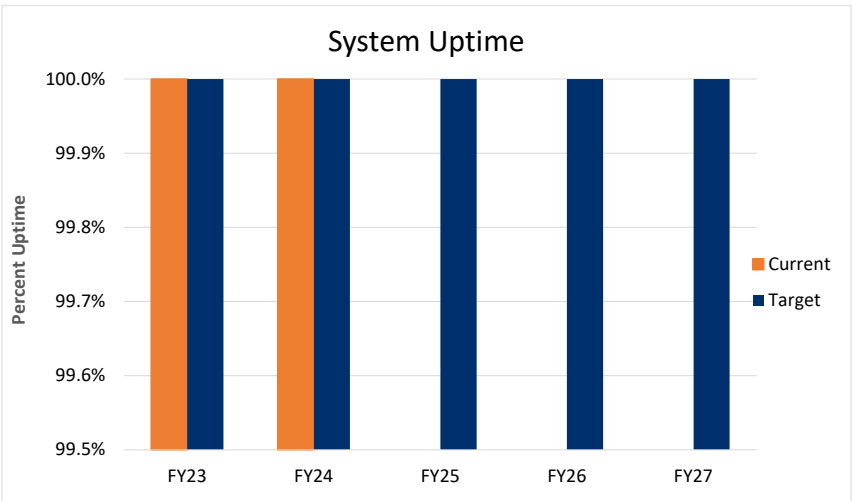
Ensure compliance with 2020 and 2030 greenhouse gas emission targets identified in the Water Authority's Climate Action Plan.



# Water Facilities - Water System Management

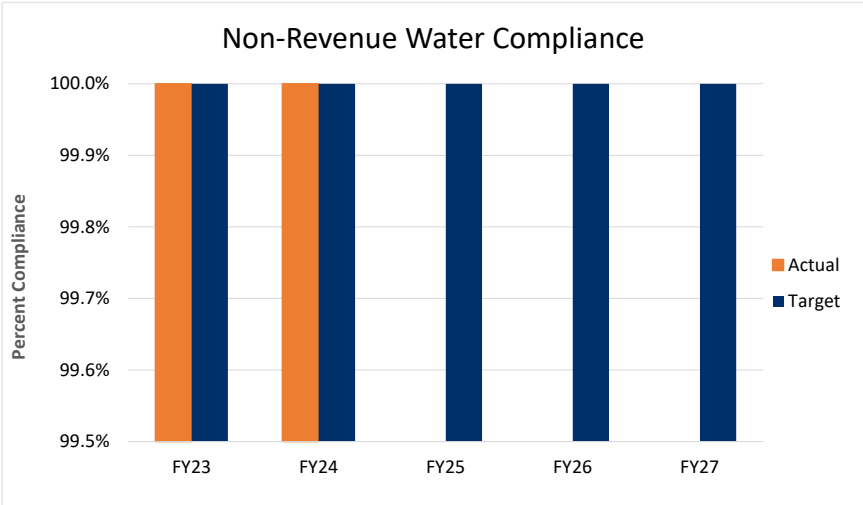
## Key Performance Indicator - 1

Eliminate unplanned service interruptions to member agencies by maintaining 100 percent system uptime each fiscal year.



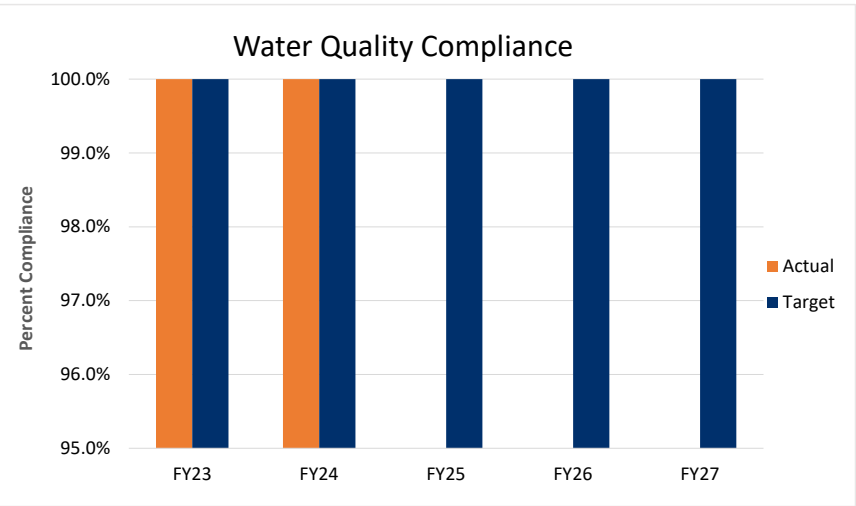
## Key Performance Indicator - 2

Minimize non-revenue water by managing system water loss within established standards 100 percent each fiscal year.



## Key Performance Indicator - 3

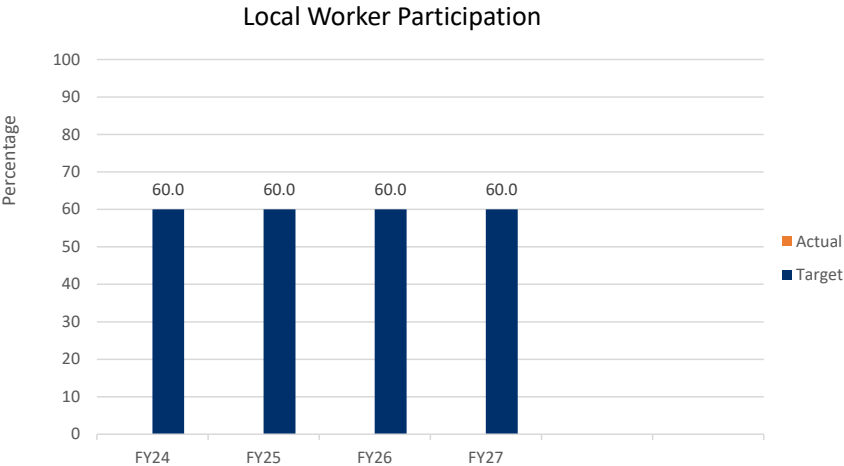
Meet all federal and state drinking water regulations by maintaining 100 percent compliance each fiscal year.



# Business Services - Business Support

## Key Performance Indicator - 1

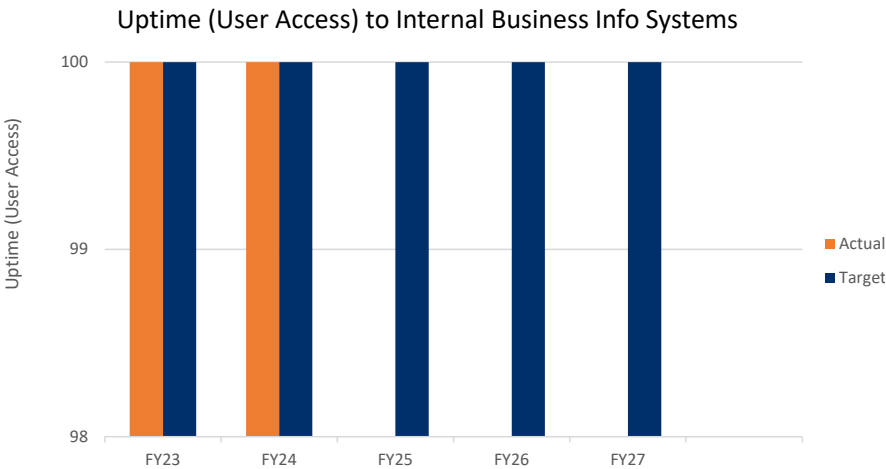
Achieve target for local worker participation in CIP construction projects covered by Project Labor Agreement.



\*There is no bar for FY 23 as there were no construction projects subject to the PLA that year. Initial data is expected during the second half of FY 24.

## Key Performance Indicator - 2

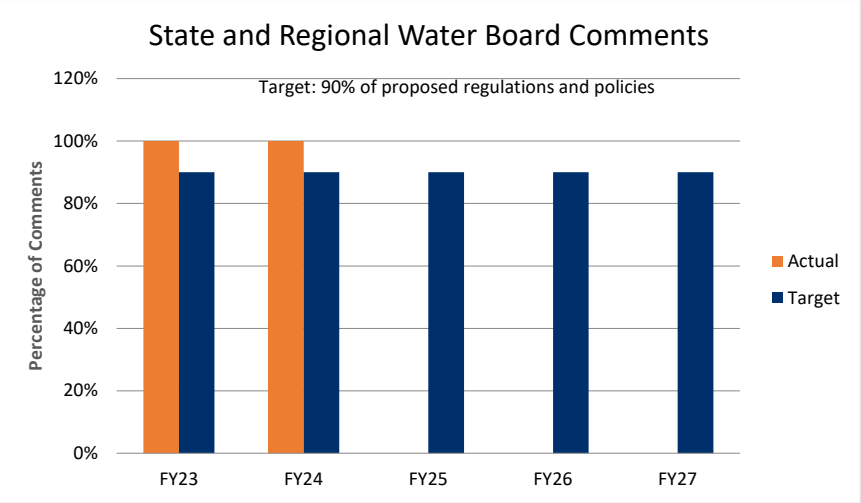
Provide 99.999% uptime (user access) to internal business information systems annually via secure private network connection (outside of scheduled maintenance or other planned outages).



# Business Services - Communication and Messaging

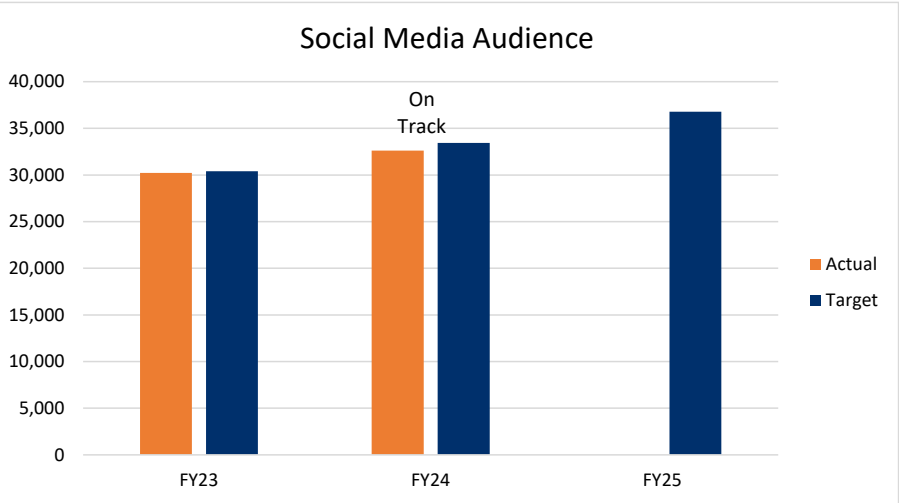
## Key Performance Indicator - 1

Provide comments on a least 90 percent of the proposed State or Regional Water Board regulations and policies that directly impact the Water Authority or its member agencies.



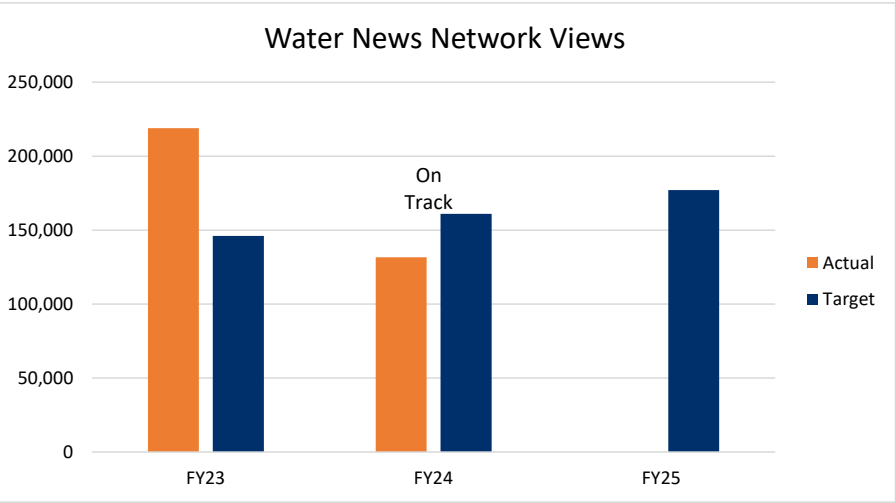
## Key Performance Indicator - 2

Grow total social media audience (followers) 10 percent annually through FY2025 across core platforms (Twitter, Facebook, Instagram, YouTube and LinkedIn).



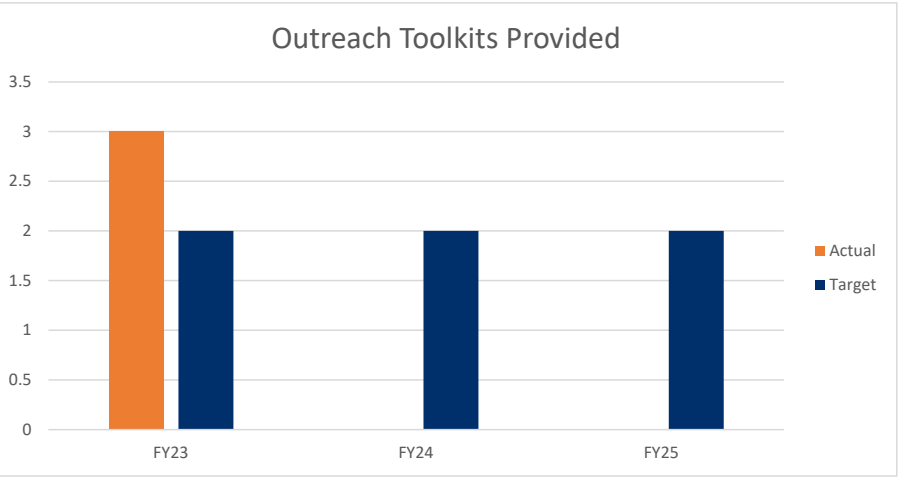
## Key Performance Indicator - 3

Grow Water News Network page views 10 percent annually through FY2025.



## Key Performance Indicator - 4

Provide the Joint Public Information Council (JPIC) with at least two stakeholder information outreach toolkits per year through FY2025.

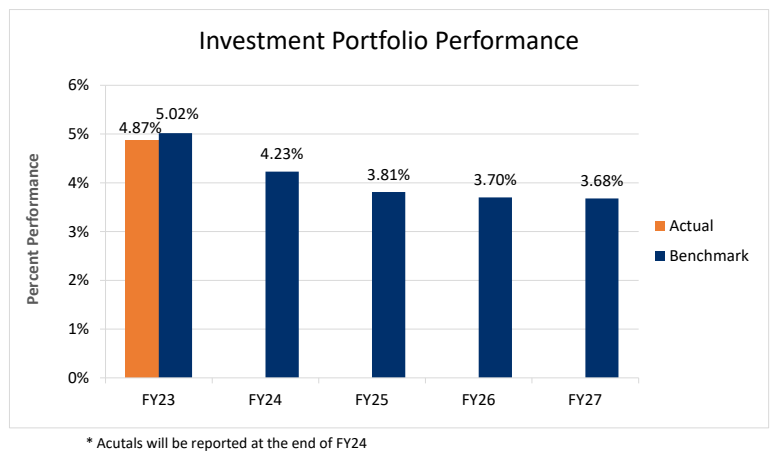


\*Released Summer outreach toolkit in May 2023 (FY2022), keeping the program on pace; another toolkit update is ready for January 2024, which will be the first of FY2024

# Business Services - Financial Management

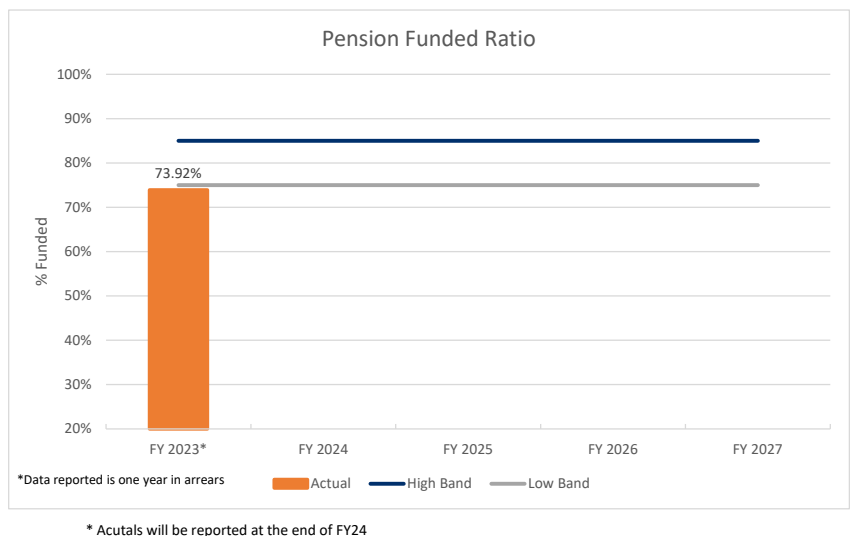
## Key Performance Indicator - 1

Monitor the Water Authority's investment portfolio performance using the ICE Bank of America 1-3 Year US Treasury & Agency Index market yield and total return as a performance benchmark.



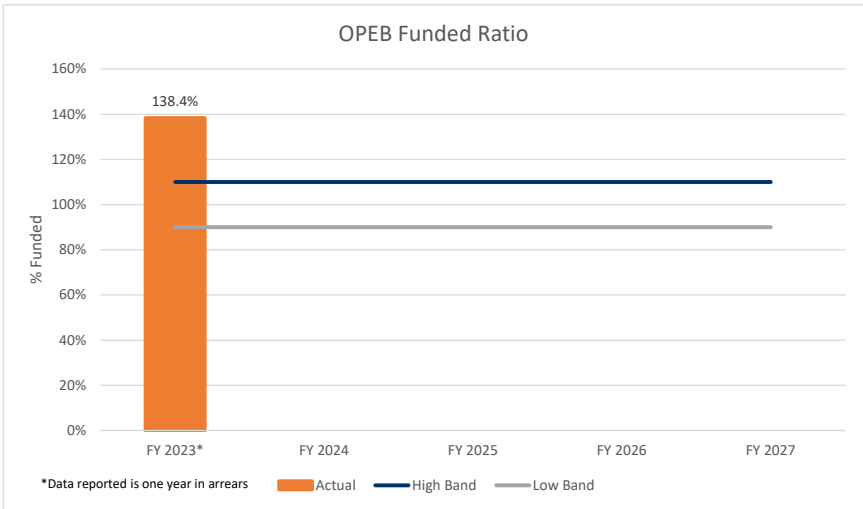
## Key Performance Indicator - 2

Pension Funded Ratio: Per Board policy, achieve a target funded range 75% - 85%; however, best practice is to achieve 110%. (Source: October 25, 2018 Board Memorandum)



## Key Performance Indicator - 3

OPEB (Other Post-Employment Benefits) Funded Ratio: Per Board policy, achieve a target funded range of 90% - 110%. (Source: January 23, 2020 Board Memorandum)

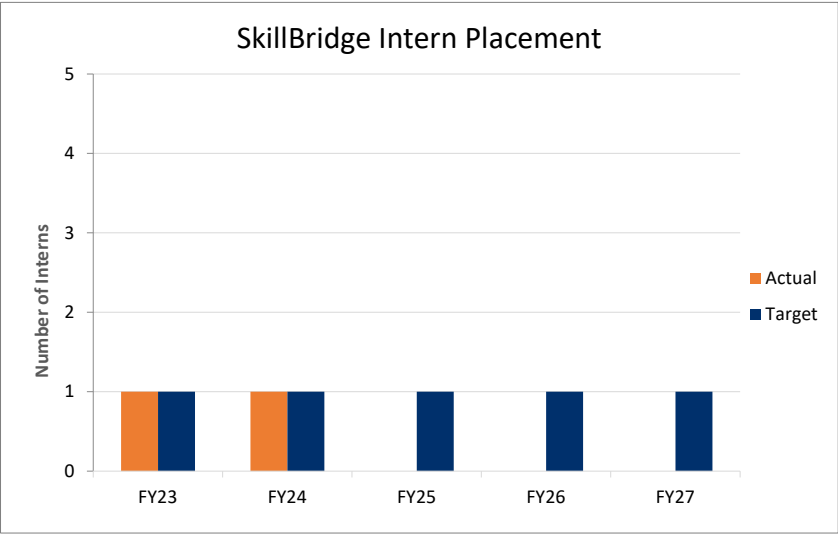


Note: Funded range is being reduced in accordance with Board direction but is subject to annual California Employers Retirement Benefit Trust (CERBT) withdrawal limitations. It is projected that the funded ratio will be within Board policy by FY 2025.

# Business Services - Workforce Management

## Key Performance Indicator - 1

Successfully place at least one SkillBridge intern at the Water Authority each year.



## Key Performance Indicator - 2

Maintain an annual agency-wide voluntary separation rate of less than 10 percent, excluding retirements.

