

# OUR STRATEGIC INITIATIVES

EWA relies upon the strategic business planning process to align the Vision, Mission, Core Values, and Business Principles with the strategies, objectives, goals, and tasks of everyday operations. The Strategic Business Plan is a valuable tool that provides focus and direction for all employees to ensure we achieve our operational goals. Each Strategic Initiative identified below provides structure and forward guidance on items that may come before EWA's Board of Directors and is supported by a team of employees with diverse backgrounds, skill sets and areas of expertise. Our strategic business plan represents the future of EWA.

**SI – 1 Enhance Workplace Safety, Health, and Wellness**

**SI – 2 Remain an Employer of Choice**

**SI – 3 Maintain Regulatory Compliance**

**SI – 4 Improve Infrastructure Performance and Reliability**

**SI – 5 Expand Waste Resource Recovery Efforts**

**SI – 6 Continue Fiscal Responsibility and Revenue Generation**

**SI – 7 Optimize Operational Performance**

**SI – 8 Engage Key Stakeholders**



# 2019 TACTICAL PLAN

## Purpose of the Tactical Plan

The 2019 Tactical Plan describes specific activities staff will undertake during the calendar year in support of the Strategic Initiatives identified in EWA's Board of Directors approved Five-Year Strategic Business Plan.



= COMPLETED



= IN PROGRESS



= DELAYED



= NOT COMPLETED

STRATEGIC INITIATIVE NO. 1: ENHANCE WORKPLACE SAFETY, HEALTH, AND WELLNESS				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-1-1	Implement Site Security Assessment recommendations.	Complete design of Phase I of the Site Security Assessment recommendations.	Engineering Services Manager	August 2019
2019 SI-1-2	Provide regional safety training opportunities.	Engage EWA and Member Agency staff on regional training opportunities that improve workplace safety, health and wellness.	Safety Manager	December 2019
2019 SI-1-3	Update Encina Water Pollution Control Facility (EWPCF) Professional Qualification Standards for Heat Dryer, Cogeneration, and Remote Facilities.	Implementation of new procedures and standards with subsequent training of operational personnel.	Operations Manager	October 2019

STRATEGIC INITIATIVE NO. 2: REMAIN AN EMPLOYER OF CHOICE				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-2-1	Review and update EWA's performance evaluation process and associated forms.	Implementation of new performance evaluation process and forms with subsequent training of supervisory and management staff.	Human Resources Manager	August 2019
2019 SI-2-2	Develop recommendations for enhancing EWA's Employee Recognition Program.	Amended Employee Recognition Program approved by EWA Board of Directors	Human Resources Manager	August 2019
2019 SI-2-3	Facilitate EWA's annual health benefits fair.	Successful flex-plan enrollment of EWA employees.	Human Resources Manager	September 2019
2019 SI-2-4	Assess feasibility of adding 401(k), 401(a) program or other minimal cost options for EWA employees.	Develop recommendations for GM consideration.	Senior Management Analyst	December 2019
2019 SI-2-5	Provide Harassment Prevention Training.	Successful completion of Sexual Harassment Training & Certification of EWA employees.	Human Resources Manager	December 2019
2019 SI-2-6	Digitize EWA's historical paper archives.	Successful digitization of Administration Department historical paper documents into EWA's electronic file system Laserfiche.	Administrative Services Manager	December 2019

### STRATEGIC INITIATIVE NO. 3: MAINTAIN REGULATORY COMPLIANCE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-3-1	Amend odor control compliance criteria with the Air Pollution Control District (APCD).	Receipt of an APCD amended permit for modified odor control criteria to take Odor Reduction Facility (ORF) 2 biotower offline and complete system modifications.	Director of Environmental Compliance	April 2019
2019 SI-3-2	Develop National Pollutant Discharge Elimination System Permit's required Sediment Monitoring Work Plan.	Submit Sediment Monitoring Work Plan to the San Diego Regional Water Quality Control Board.	Director of Environmental Services	May 2019
2019 SI-3-3	Develop National Pollutant Discharge Elimination System Permit's plume study parameters with regional partners.	Submit Plume Study Work Plan to the San Diego Regional Water Quality Control Board.	Director of Environmental Services	June 2019
2019 SI-3-4	Perform biennial external condition assessment of EWA's Ocean Outfall.	Present findings to EWA Board of Directors.	Capital Projects Manager	October 2019
2019 SI-3-5	Maintain compliance with regulatory permits.	Continuous compliance with regulatory permits.	Director of Environmental Compliance	December 2019

### STRATEGIC INITIATIVE NO. 4: IMPROVE INFRASTRUCTURE PERFORMANCE AND RELIABILITY

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-4-1	Complete construction on the Cogeneration Building Structural Repair Project.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	August 2019
2019 SI-4-2	Initiate Primary Area Improvements Project construction.	Project awarded by EWA Board of Directors and contractor mobilization initiated.	Capital Projects Manager	May 2019
2019 SI-4-3	Supervisory Control and Data Acquisition (SCADA) Improvement Project status update.	Prepare status report and presentation on progress to date to EWA Board of Directors.	Assistant General Manager	May 2019
2019 SI-4-4	Complete Rotary Drum Thickener (RTD) project design efforts.	Complete preliminary design report.	Director of Technical Services	July 2019
2019 SI-4-5	Initiate Digesters 4, 5, and 6 Interior Rehabilitation Project construction.	Project awarded by EWA Board of Directors and contractor mobilization initiated.	Engineering Services Manager	July 2019
2019 SI-4-6	Initiate Design-Build Project for SCADA network infrastructure improvements.	Design-Build Project awarded by EWA Board of Directors.	Capital Projects Manager	July 2019
2019 SI-4-7	Replace Regenerative Thermal Oxidizer (RTO).	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	July 2019

**STRATEGIC INITIATIVE NO. 4: IMPROVE INFRASTRUCTURE PERFORMANCE AND RELIABILITY - CONTINUED**

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-4-8	Complete Phase I of the Cogeneration Engine Full-Scope Overhaul Project.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	August 2019
2019 SI-4-9	Complete Odor Control Master Plan.	EWA Board of Directors receive and file final report.	Capital Projects Manager	April 2019
2019 SI-4-10	Perform condition assessments identified in EWA's Encina-Comprehensive Asset Management Plan (E-CAMP).	Report to the Capital Improvement Committee condition assessment results.	Engineering Services Manager	September 2018
2019 SI-4-11	Complete Primary Effluent Conveyance Rehabilitation Project construction.	Project final acceptance by EWA Board of Directors	Capital Projects Manager	October 2019
2019 SI-4-12	Inspect flood control channel in preparation for wet weather.	Complete annual inspection, cleaning, and assessment of flood control channel.	Maintenance Manager	October 2019
2019 SI-4-13	Initiate construction on the Secondary Clarifier 5 and 6 Rehabilitation Project.	Project awarded by EWA Board of Directors and contractor mobilization initiated.	Engineering Services Manager	October 2019
2019 SI-4-14	Maintain South Parcel for future use.	Actively monitor and maintain vacant south parcel property and fence line integrity.	Director of Technical Services	December 2019
2019 SI-4-15	Modernize EWA's website design to better reflect EWA's Mission, Vision, Core Values, and Business Principles.	Updated website design going live for public viewing.	Senior Management Analyst	December 2019
2019 SI-4-16	Perform Department of Homeland Security's (DHS) penetration test for network device security.	DHS testing completion and findings reported back to Executive Leadership Team.	Systems Manager	December 2019
2019 SI-4-17	Complete asset management plan for Carlsbad Water Recycling Facility (CWRF).	Submit asset management plan to City of Carlsbad for review and approval.	Engineering Services Manager	April 2019

**STRATEGIC INITIATIVE NO. 5: EXPAND WASTE RESOURCE RECOVERY EFFORTS**

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-5-1	Evaluate Alternative Fuels Program.	Maximize use of existing Alternative Fuels Facility and the processing of fats, oils, and grease (FOG) and brewery waste.	Assistant General Manager	September 2019
2019 SI-5-2	Develop recommendations for implementation of gas conditioning system for potential pipeline injection.	Present project proforma to EWA Board of Directors for consideration.	Assistant General Manager	April 2019
2019 SI-5-3	Assist Member Agencies with diversion of brewery waste stream from their service area.	Provide support to Member Agencies as requested.	Assistant General Manager	December 2019



## STRATEGIC INITIATIVE NO. 6: CONTINUE FISCAL RESPONSIBILITY AND REVENUE GENERATION

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-6-1	Schedule and facilitate EWA Board of Director workshop to obtain policy guidance on key challenges and opportunities facing EWA.	EWA Board of Directors provide clear policy guidance on three key workshop elements: <ol style="list-style-type: none"> <li>1. CalPERS Pension Unfunded Liability</li> <li>2. Water Reuse: Next Steps</li> <li>3. South Parcel Utilization</li> </ol>	General Manager	February 2019
2019 SI-6-2	Prepare Fiscal Year 2020 Recommended Annual Operating and Capital Budget.	EWA Board of Directors approved budget and appropriations Resolution in place.	Senior Management Analyst	July 2019
2019 SI-6-3	Develop a list of options for utilizing the South Parcel vacant property that follows the EWA Board of Directors Framework Policy for South Parcel Leasing.	Present list of South Parcel Use Options to EWA Board of Directors for consideration.	Director of Technical Services	August 2019
2019 SI-6-4	Conduct independent 3 <sup>rd</sup> party annual financial audit and complete EWA's Comprehensive Annual Financial Report (CAFR).	EWA Board of Directors receive and file final report.	Administrative Services Manager	December 2019
2019 SI-6-5	Review and update administrative policies as required.	EWA Board of Directors approved policy and resolutions in place.	Administrative Services Manager	December 2019
2019 SI-6-6	Evaluate and update revenue sampling program.	EWA Board of Directors approved Professional Services Agreement (PSA) with consultant for revenue sampling program evaluation in place.	Director of Environmental Compliance	December 2019

## STRATEGIC INITIATIVE NO. 7: OPTIMIZE OPERATIONAL PERFORMANCE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-7-1	Review Net Energy Metering options with SDG&E to reduce the electrical cost tariff currently charged to EWA.	Amended energy cost structure with SDG&E resulting in energy cost savings to EWA.	Director of Operations	November 2019
2019 SI-7-2	Develop performance metrics and Standard Operating Procedures (SOPs) for new RTO.	Complete operational integration of the new RTO.	Operations Manager	December 2019
2019 SI-7-3	Optimize the operation of the new Agua Hedionda Pump Station (AHPS) and develop new SOPs and Standard Maintenance Procedures (SMPs).	Completed SOPs and SMPs for the AHPS.	Operations Manager	December 2019
2019 SI-7-4	Optimize operations at newly expanded CWRP.	Establish relevant metrics and track key performance indicators for CWRP's treatment process.	Operations Manager	December 2019

**STRATEGIC INITIATIVE NO. 8: ENGAGE KEY STAKEHOLDERS**

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-8-1	Implement EWA Board of Directors policy decision as it relates to EWA's CalPERS unfunded pension liability.	FY2020 Recommended Budget to include appropriations required to support EWA Board of Directors policy decision.	Senior Management Analyst	March 2019
2019 SI-8-2	Implement EWA Board of Directors direction in revising EWA's Revised Basic Agreement (RBA) and Revised Establishment Document (RED) in incorporating changes necessary for Assembly Bill No. 1912.	Engage with Member Agencies, General Counsel, and EWA Board of Directors.	Administrative Services Manager	December 2019
2019 SI-8-3	Implement EWA Board of Directors policy decisions as it relates to Water Reuse.	FY2020 Recommended Budget to include appropriations required to support EWA Board of Directors policy decision.	Assistant General Manager	March 2019
2019 SI-8-4	Meet with regional supporters and key stakeholders in support of EWA Board of Directors Water Reuse interest.	Provide consistent feedback to EWA Board of Directors on Water Reuse networking efforts.	Assistant General Manager	December 2019
2019 SI-8-5	Implement EWA Board of Directors policy decisions as it relates to South Parcel Utilization.	FY2020 Recommended Budget to include appropriations required to support EWA Board of Directors policy decision.	Director of Technical Services	March 2019
2019 SI-8-6	Update Emergency Bypass Plans for each remote facility managed by EWA.	Submit Emergency Bypass Plans to Member Agencies for review and approval.	Operations Manager	October 2018
2019 SI-8-7	Proactively communicate to EWA Member Agencies process control events and activities that may lead to an increase in odors at EWPCF.	Provide continual feedback to Member Agencies.	Director of Operations	November 2019
2019 SI-8-8	Provide consistent communication regarding the operation, maintenance, and administration of EWA contract operated remote facilities.	Submit quarterly reports to Member Agencies and hold meetings as required.	Director of Operations	December 2019
2019 SI-8-9	Engage with the City of Carlsbad staff to address the restricted Flood Control Channel capacity due to downstream vegetation overgrowth directly west of the apron outlet.	Plan development for remediation of Flood Control Channel restricted capacity.	Assistant General Manager	December 2019
2019 SI-8-10	Engage Member Agency staff to conduct annual pump station sanitary overflow response drill at EWA managed remote facility pump station.	Successfully conduct sanitary overflow response drill and report back to the EWA Board of Directors on lessons learned.	Director of Operations	December 2019
2019 SI-8-11	Conduct Board of Director orientation for all new Directors in collaboration with EWA Board Chair.	Provide EWA background and facility tour.	General Manager	March 2019

**STRATEGIC INITIATIVE NO. 8: ENGAGE KEY STAKEHOLDERS - CONTINUED**

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2019 SI-8-12	Complete the 2018 Annual Report.	Present EWA's 2018 Annual Report to EWA Board of Directors and publish on EWA website.	Assistant General Manager	February 2019
2019 SI-8-13	Provide monthly advance communication of EWA activities to EWA Board Chair, Policy & Finance Committee Chair, Capital Improvement Committee Chair, and Member Agency Managers.	Communicate monthly to discuss 30-day look ahead schedule of activities, standing committee agenda, and EWA Board of Directors meeting agenda.	General Manager	December 2019
2019 SI-8-14	Monitor and report on 2019 Tactical Plan status.	Provide quarterly reports to EWA Board of Directors on 2019 Tactical Plan progress.	Senior Management Analyst	December 2019



**ENCINA  
WASTEWATER  
AUTHORITY**

**PROUDLY SERVING**

- CITY OF CARLSBAD
- CITY OF VISTA
- CITY OF ENCINITAS
- VALLECITOS WATER DISTRICT
- BUENA SANITATION DISTRICT
- LEUCADIA WASTEWATER DISTRICT



