

# 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**



# 2021 TACTICAL PLAN

## Purpose of the Tactical Plan

The 2021 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 2018-2023 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
2021 SI-1-1	Perform Personal Protective Equipment (PPE) internal audit.	Assess EWA's current stock of PPE, reach out to staff for input, and include suggested improvements in the FY2022 Proposed Budget.	Safety & Risk Officer	April 2021
2021 SI-1-2	Continue to monitor local, state and national guidance as it relates to COVID-19 management.	Provide critical COVID-19 updates to Encina Wastewater Authority (EWA) employees and develop a safe return to work strategy and transition plan.	Assistant General Manager	July 2021
2021 SI-1-3	Improve EWA's online process of health benefit enrollment for employees.	Complete staff's health insurance open enrollment period within the Munis Employee Self Service (ESS) system.	Systems Manager	September 2021
2021 SI-1-4	Continue EWA's Professional Development Program.	Provide new development and training opportunities to staff and obtain feedback for best practices and enhancing organizational effectiveness.	Director of Administrative Services	December 2021

STRATEGIC INITIATIVE NO. 2: REMAIN AN EMPLOYER OF CHOICE				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2021 SI-2-1	Update EWA's existing Labor Relations Agreement.	EWA Board of Directors approval of labor relations resolution.	Assistant General Manager	March 2021
2021 SI-2-2	Provide Harassment Prevention Training for all staff.	Successful completion of Harassment Prevention Training and Certification of EWA employees.	Human Resources Specialist	May 2021
2021 SI-2-3	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 Specialist	August 2021

2021 SI-2-4	Facilitate EWA's annual Health and Wellness Benefits fair.	Successful flex-plan enrollment of EWA employees.	Human Resources Specialist	September 2021
2021 SI-2-5	Implement SharePoint Document Management System.	Implement Phase I of the SharePoint Document Management System which includes digitizing administrative historical paper documents to EWA's electronic file system.	Director of Administrative Services	November 2021
2021 SI-2-6	Perform a comprehensive review of the Operations Training Program and develop recommendations for improvement.	Implement approved recommendations to the Operations Training Program.	Director of Operations	November 2021

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

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2021 SI-3-1	Complete the required Encina Water Pollution Control Facility (EWPCF) Health Risk Assessment.	Submit the Health Risk Assessment to the Air Pollution Control District (APCD).	Director of Environmental Compliance	April 2021
2021 SI-3-2	Complete the Sediment Monitoring Study and the Intensive Ocean Monitoring Program requirements in accordance with Regional Water Quality Control Board approved plans.	Perform required sampling scheduled for 2021.	Director of Environmental Compliance	December 2021
2021 SI-3-3	Update EWA's Document Retention Policy.	Present policy recommendations to the EWA Policy and Finance Committee and Board of Directors for approval.	Director of Administrative Services	December 2021

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

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2021 SI-4-1	Complete construction of the Cogen Wall Repair Project.	EWA Board of Directors final acceptance of the Project.	Capital Projects Manager	March 2021
2021 SI-4-2	Initiate construction of the Cogeneration Building Heating, Ventilation, and Air Conditioning (HVAC) Upgrades Project.	EWA Board of Directors award of design-build construction contract for the project.	Capital Projects Manager	April 2021
2021 SI-4-3	Implement the short-term recommendations of the Odor Control Master Plan.	Complete the replacement of Odor Reduction Facility (ORF I) fan and develop a funding plan for design of remaining short-term and long-term recommendations.	Director of Technical Services	April 2021

2021 SI-4-4	Develop Information Technology (IT) Standard Operating (SOP's) and Maintenance (SMP's) Procedures	Complete 15 of the IT cyber security SOPs identified in the IT Strategic Plan.	Systems Manager	May 2021
2021 SI-4-5	Complete FY 2022 Encina Comprehensive Asset Management Plan (E-CAMP)	Incorporate recommendations into budget and complete report	Engineering Services Manager	June 2021
2021 SI-4-6	Initiate FY 2023 Remote Facilities Comprehensive Asset Management Plan (R-CAMP).	EWA Board of Directors award of professional services for the Project.	Engineering Services Manager	August 2021
2021 SI-4-7	Complete construction of the Administration Building Chiller Replacement Project.	EWA Board of Directors final acceptance for the Project.	Capital Projects Manager	August 2021
2021 SI-4-8	Implement process for catalogue all known assets and capturing their related resource management metrics in EWA's Computerized Maintenance Management System (CMMS).	Complete the Phase III upgrade to EWA's CMMS.	CMMS Administrator	September 2021
2021 SI-4-9	Initiate construction of the Digester Improvements Project.	EWA Board of Directors award of construction contract for the Project.	Engineering Services Manager	October 2021
2021 SI-4-10	Complete Primary Area Improvements Project (PAIP).	EWA Board of Directors final acceptance for the Project.	Capital Projects Manager	December 2021
2021 SI-4-11	Continue progress on the multi-year Secondary Clarifier and Strainers Improvements Project.	Complete rehabilitation of three of the seven secondary clarifiers.	Capital Projects Manager	December 2021
2021 SI-4-12	Implement the 2021 Dryer Safety Improvements Project recommendations.	Complete the Dryer Safety Improvements Project design.	Engineering Services Manager	December 2021
2021 SI-4-13	Complete construction of the Network Improvements Phase II Project.	EWA Board of Directors final acceptance of the Project.	Capital Projects Manager	December 2021
2021 SI-4-14	Complete the Effluent Equalization Facility Settlement Mitigation Project.	EWA Board of Directors final acceptance of the Project.	Engineering Services Manager	December 2021
2021 SI-4-15	Develop EWPCF Landscape Plan.	EWA Board of Directors award of Landscape Architect Design.	Engineering Services Manager	December 2021

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

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2021 SI-5-1	Complete Biosolids Management Plan (BMP) update.	Present completed Plan in Strategic Planning Workshop and incorporate the BMP into the updated E-CAMP and budget documents.	Director of Technical Services	June 2021
2021 SI-5-2	Increase Biosolids Class A (Pure Green) product sales.	Distribute 500+ tons of Pure Green.	Operations Resource Recovery Manager	December 2021
2021 SI-5-3	Increase digester gas utilization at EWPCF Cogen and Heat Dryer facilities.	Utilize digester gas to offset 15% of natural gas use in the heat drying process.	Operations Resource Recovery Manager	December 2021
2021 SI-5-4	Develop EWA's Water Reuse Strategic Plan.	Initiate EWA's Water Reuse Strategic Planning effort and present recommendations to the EWA Board of Directors for consideration.	Assistant General Manager	December 2021

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

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2021 SI-6-1	Update EWA's Purchasing Policy and Procedures to include asset disposal guidance.	EWA Board of Directors adoption of updated Purchasing Policy and Procedures.	Director of Administrative Services	May 2021
2021 SI-6-2	Prepare and publish the Recommended Fiscal Year 2022 Operating and Capital Budget.	EWA Board of Directors approve and recommend the budget to EWA's Member Agencies.	Assistant to the General Manager	July 2021
2021 SI-6-3	Conduct Independent 3rd Party Annual Financial Audit and complete EWA's FY 2021 Comprehensive Annual Financial Report (CAFR).	EWA Board of Directors receive and file final report.	Director of Administrative Services	December 2021
2021 SI-6-4	Update EWA's quarterly billing reporting practices.	Develop and publish new quarterly billing reports capturing additional level of detail frequently requested from EWA Member Agencies.	Assistant to the General Manager	December 2021
2021 SI-6-5	Maintain South Parcel property and consider proposed leasing and revenue generation.	Continue to maintain EWA's South Parcel property and engage interested parties and the EWA Board of Directors on potential leasing opportunities and revenue generation.	Director of Technical Services	December 2021



2021 SI-6-6	Implement Net Energy Metering options with San Diego Gas and Electric (SDG&E).	New energy cost structure from SDG&E.	Director of Technical Services	December 2021
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### STRATEGIC INITIATIVE NO. 7: OPTIMIZE OPERATIONAL PERFORMANCE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2021 SI-7-1	Update Emergency Bypass Plans for new Agua Hedionda Lift Station.	Submit Emergency Bypass Plans to Member Agencies for review and approval.	Operations Manager	September 2021
2021 SI-7-2	Maintain the EWA Flood Control Channel.	Complete the annual maintenance of the EWA Flood Control Channel.	Maintenance Manager	November 2021
2021 SI-7-3	Expand EWA's Water Information Management System (WIMS) reporting and training capabilities.	Provide Operations management team with formalized training of WIMS in developing dashboards, custom reports, tag generation and importing.	Operations Manager	November 2021
2021 SI-7-4	Develop an EWA Business Continuity Plan.	Present the EWA Business Continuity Plan to the EWA Policy and Finance Committee and the Board of Directors.	Director of Administrative Services	December 2021
2021 SI-7-5	Provide operation, maintenance, and administrative support for EWA contract-operated remote facilities.	Submit quarterly reports to Member Agencies and hold meetings as required.	Director of Operations	December 2021

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

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2021 SI-8-1	Conduct Board of Director orientation for all new Directors in collaboration with EWA Board Chair.	Provide EWA background and virtual tour.	General Manager	March 2021
2021 SI-8-2	Schedule and facilitate a mid-term Strategic Business Plan Workshop to evaluate EWA's existing 2018-2023 Strategic Business Plan.	Conduct Board Workshop providing progress-to-date on existing Strategic Initiatives. Board of Director policy guidance on Business Plan's remaining years.	General Manager	May 2021
2021 SI-8-3	Update the EWPCF Peak Flow Management Plan.	Present the EWPCF Peak Flow Management Plan recommendations to the EWA Capital Improvement Committee and the Board of Directors.	Director of Environmental Compliance	May 2021
2021 SI-8-4	Evaluate EWA's Pretreatment and Source Control Allocation Program.	Complete the EWA Pretreatment and Source Control Allocation Program review and implement recommendations.	Director of Environmental Compliance	August 2021

2021 SI-8-5	Investigate the effects of perfluoroalkyl and polyfluoroalkyl substances (PFAS) on waste resource recovery efforts.	Provide feedback on findings and recommendations to EWA Member Agencies.	Director of Operations	August 2021
2021 SI-8-6	Perform PFAS testing of EWA's influent and biosolids.	Report findings to the State Water Resources Control Board.	Director of Operations	August 2021
2021 SI-8-7	Update Carlsbad Water Recycling Facility (CWRF) Memorandum of Understanding (MOU) with Carlsbad to reflect new Ultrafiltration System (UF) operations.	EWA Board of Directors, Joint Advisory Committee, and City of Carlsbad City Council approval of CWRF MOU.	Director of Operations	October 2021
2021 SI-8-8	Engage key stakeholders to address the Flood Control Channel's flow impedance and downstream vegetation growth.	Coordinate with key stakeholders to develop plan to remediate the Flood Control Channel's restricted flow capacity.	Assistant General Manager	December 2021