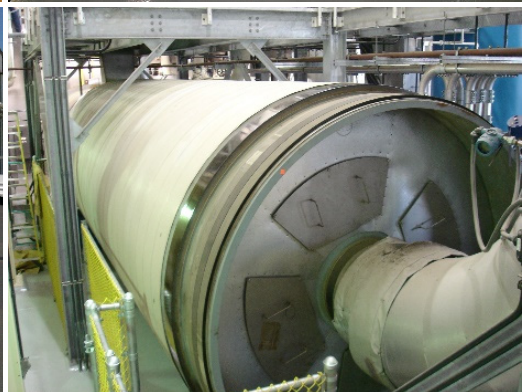


ENCINA WASTEWATER AUTHORITY

A Public Agency Serving North San Diego County



FIVE-YEAR STRATEGIC BUSINESS PLAN

2018 – 2023

Together, we are a model of excellence and innovation

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Special thanks to our Member Agencies executive staff for participating in the strategic planning process:

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ABOUT EWA

The Encina Wastewater Authority (EWA) is a public joint powers authority located in North San Diego County. Founded in 1961, EWA provides wastewater treatment services to approximately 400,000 residents and industrial users in a 123-square mile service area. EWA accomplishes this through the operation, maintenance, and administration of the Encina Water Pollution Control Facility (EWPCF) on behalf of its six (6) Member Agencies: the City of Vista, the City of Carlsbad, the Buena Sanitation District, the Vallecitos Water District, the Leucadia Wastewater District, and the City of Encinitas.

- The EWPCF has a rated treatment capacity of 43.3 million gallons per day and includes an ocean outfall that extends 1.5 miles into the Pacific Ocean.
- EWA provides contract operations for its Member Agencies' remote pump stations and the Carlsbad Water Recycling Facility.
- Current replacement value of EWA-managed facilities exceeds \$400 million.

EWA is a model of excellence and innovation and has received over 40 awards for organizational excellence and innovation over the past decade. This reflects the competence of EWA's highly qualified, trained, and certified workforce.

- The Environmental Protection Agency (EPA) has recognized EWA as a national leader in green power production for the last five years. EWA continues to generate over 80% of its energy demand with renewable fuel through its resource recovery efforts.
- The California Water Environment Association (CWEA) named the EWPCF California's "Plant of the Year" in 2005, 2011, 2013, and 2015. In addition, EWA was also recognized as CWEA's "Safety Program of the Year" and awarded the prestigious "George Burke Safety Award" from the Water Environment Federation in 2016.
- The National Association of Clean Water Agencies (NACWA) has recognized EWA with the "Platinum Peak Performance Award" for perfect permit compliance for the last seven years.
- In recognition of EWA's financial performance, the Government Finance Officers Association (GFOA) awarded EWA a "Certificate of Achievement for Excellence in Financial Reporting" for 2016.

PURPOSE OF THIS STRATEGIC BUSINESS PLAN

EWA's Strategic Business Plan is focused on addressing future challenges and opportunities that may occur within the five-year planning horizon and are common in the wastewater industry. These future challenges and opportunities include the following:

- Rising costs and unfunded mandates
- Aging infrastructure
- Increasing stringent regulatory requirements
- Optimizing operational performance
- Technology obsolescence
- Rapidly changing workforce and succession planning
- Workplace safety, security, and training
- Waste resource recovery
- Member Agency communication and outreach
- Leveraging public-private partnerships

NAVIGATING THIS STRATEGIC BUSINESS PLAN

Our **Strategic Direction** is established through the organization's Vision, Mission, and Values. Each of these strategic elements provides a solid foundation to meet the future challenges and opportunities EWA faces.

Our **Commitment to Excellence** identifies our Business Principles as we look to achieve our Mission and reach for our Vision. We embrace continuous improvement and will consistently demonstrate our enduring commitment to provide value to our Member Agencies, always looking for ways to reduce cost while improving service.

Our **Strategic Initiatives** outline significant challenges, opportunities, or proposed investments likely to come before the Board of Directors within the planning horizon. Each Strategic Initiative provides the necessary direction and guidance required to meet the potential issues facing EWA while preventing service disruption or threats to public health and the environment.

Our **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.

OUR STRATEGIC DIRECTION

OUR VISION

To be a leader in waste resource management for the communities we serve.

OUR MISSION

As an environmental leader, EWA provides reliable and fiscally responsible wastewater services to the communities we serve while optimizing the use of renewable resources.

OUR CORE VALUES

We are guided in our daily decision making by these core values:

INTEGRITY

We are open, honest, and ethical in all our communications and actions.

RESPECT

We give thoughtful consideration to each other's differences and opinions.

VALUING PEOPLE

We are committed to collaboration and teamwork as we work to remain an employer of choice.

OWNERSHIP

We are empowered to take the initiative while embracing new technologies and sustainable business practices.

RESPONSIBILITY

We are accountable for our behaviors, actions, and the use of public resources entrusted to our stewardship.

LEADERSHIP

We lead by example and provide opportunities for advancement.



LIVING OUR CORE VALUES

OUR COMMITMENT TO EXCELLENCE

OUR BUSINESS PRINCIPLES

Our Business Principles describe EWA's commitment to excellence and how we provide value to our Member Agencies and the communities we serve. These Business Principles will establish a consistent framework for identifying issues, evaluating and implementing solutions, and providing context for the development of EWA's Strategic Initiatives that follow. Business Principles will enable EWA to categorize its activities for consistency and clarity in communications to its key stakeholders. EWA's commitments to its Members Agencies and the communities it serves are:

Protect Public Health and the Environment

EWA protects public health and the environment through reliable and permit-compliant wastewater treatment, water recycling, solids recovery, and control of emissions. Preventing sanitary sewer overflows, supporting Member Agency water recycling efforts, producing organic nitrogen fertilizer, managing greenhouse gas emissions, and minimizing EWPCF odors all contribute to protecting public health and the quality of life in our community. We look to continue to provide essential services promoting a healthy, green, resilient, and thriving community.

Pursue Waste Resource Recovery Opportunities

The reliable and fiscally responsible treatment and recycling of wastewater from our Member Agencies remains EWA's core mission. However, the pursuit of waste resource recovery opportunities is also mandated in EWA's Mission and Vision. There has been a paradigm shift throughout the wastewater industry where wastewater treatment facilities are now considered resource recovery facilities. This new paradigm views all waste streams as value streams that can be returned to the community for beneficial reuse. We look to continue our pursuit of water reuse and recycling while expanding our efforts in recovering and utilizing renewable resources. Waste resource recovery opportunities include the processing of fats, oils, grease and other food waste products that will allow EWA to generate additional energy and offset costs to our Member Agencies.

Conduct Sound Planning and Invest Appropriately

The responsibility for operating, maintaining, and administering a regional wastewater treatment utility, water recycling facility, and remote pump stations can be challenging. These are mission critical assets that have a high degree of complexity, were developed over the course of decades, and contain equipment of various ages and condition. EWA manages its infrastructure base to ensure high standards of safety and reliability while balancing a constantly changing set of priorities for ongoing maintenance and repair. This requires implementation of sound planning strategies to obtain the appropriate level of investment for these mission critical assets. EWA's Comprehensive Asset Management Plan (E-CAMP) provides the future clarity and investment required to meet these challenges through a five-year look ahead for infrastructure and capacity improvements.

Remain Efficient, Fiscally Responsible, and Innovative

EWA is committed to continuously increasing efficiency, demonstrating fiscal responsibility, and remaining innovative across the enterprise. Our efficiency commitment is complemented by strong internal financial controls that are focused on meeting the financial and budgeting needs of our Member Agencies, complying with accepted accounting standards, maintaining appropriate financial reserves, ensuring proper allocation of costs, and exploring new process technologies and improvements that bring value to the communities we serve.

Provide Meaningful Transparency

We remain steadfast in our commitment to maintain an open and transparent process for our partners. We accomplish this by actively engaging with our key stakeholders through honest communication on how we are conducting business, implementing approved programs, and providing timely and appropriate reporting. EWA's Board of Directors is provided information that clearly articulates why EWA is taking a specific action and the investment required for implementation so there are no surprises. We require meaningful transparency in all activities and on all issues as we continue to improve the organization and the communities we serve.

Deliver Exceptional Member Agency Service

EWA is a public joint powers authority owned by six Member Agencies. As such, our job is to always do right by them and consistently strive not only to meet their needs but also to exceed their expectations. We provide mission critical services for our Member Agencies and failure is not an option due to the impact on public health and the environment. We will continue to provide our Member Agencies with reliable and fiscally responsible waste resource management services while leveraging the partnership to improve our service delivery.

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

