ENCINA WASTEWATER AUTHORITY

A Public Agency Serving North San Diego County



FIVE-YEAR STRATEGIC BUSINESS PLAN

2018 - 2023

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Vice-Chair Mark Muir

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Director Amanda Rigby

Councilmember, City of Vista

Director Catherine Blakespear

Mayor, City of Encinitas

Director Keith Blackburn

Councilmember, City of Carlsbad

Director Michael Schumacher

Councilmember, City of Carlsbad

Director Jim Hernandez

Board Member, Vallecitos Water District

Director Craig Elitharp

Board Member, Vallecitos Water District

Director Elaine Sullivan

Board Member, Leucadia Wastewater District

Director Allan Juliussen

Board Member, Leucadia Wastewater District

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Director of Environmental Compliance

Debbie Biggs

Director of Operations

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Auditor/Treasurer

Debbie Allen

Human Resources Manager

Jean Tobin

Safety and Training Manager

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Management Analyst

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Secretary to the Board of Directors

Extension of Staff

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

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General Manager, Leucadia Wastewater District

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General Manager, Vallecitos Water District

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Management Analyst, City of Encinitas

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.



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

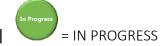


2018 TACTICAL PLAN

Purpose of the Tactical Plan

The 2018 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.









STRATI	STRATEGIC INITIATIVE NO. 1: ENHANCE WORKPLACE SAFETY, HEALTH, AND WELLNESS				
	Tactical Goal	Key Performance Indicator	Team Lead	Target	
2018-1	Complete site security assessment.	Develop final site security & safety recommendations and implementation schedule.	Engineering Services Manager	May 2018	
2018-2	Provide staff parking solution.	Complete design and construction of interior parking lot.	Engineering Services Manager	August 2018	
2018-3	Conduct regional safety training opportunities.	Engage EWA and Member Agency staff on regional training opportunities that will improve workplace safety, health and wellness.	Safety Manager	August 2018	

STRATI	STRATEGIC INITIATIVE NO. 2: REMAIN AN EMPLOYER OF CHOICE				
	Tactical Goal	Key Performance Indicator	Team Lead	Target	
2018-4	Develop multi-year labor relations agreement.	EWA Board of Directors approval of labor resolution for salary, benefits, and working conditions.	Human Resources Manager	April 2018	
2018-5	Develop EWA Organizational Succession Plan.	Present to EWA Board of Directors for approval of Succession Plan and communicate outcomes to staff.	General Manager	April 2018	
2018-6	Review EWA's 457(b) contract with International City/County Management Association Retirement Corporation (ICMA-RC).	Provide investment flexibility and reduction of 457(b) investment fund expenses.	Management Analyst	December 2018	
2018-7	Facilitate EWA's annual health benefits fair.	Successful flex-plan enrollment of EWA staff.	Human Resources Manager	April 2018	

STRATE	STRATEGIC INITIATIVE NO. 3: MAINTAIN REGULATORY COMPLIANCE				
	Tactical Goal	Key Performance Indicator	Team Lead	Target	
2018-8	Engage the Air Pollution Control District (APCD) to amend odor control compliance criteria.	Receipt of an APCD amended permit for odor control criteria.	Director of Environmental Compliance	October 2018	
2018-9	Replace Regenerative Thermal Oxidizer (RTO) and obtain a Permit to Operate (PTO) from the APCD.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	December 2018	
2018-10	Compliance with regulatory permits.	Continuous compliance with regulatory permits.	Director of Environmental Compliance	December 2018	
2018-11	Update EWA's Pretreatment Ordinance.	Hold public hearing and obtain Pretreatment Ordinance approval from EWA Board of Directors.	Source Control Manager	December 2018	

STRATEGIC INITIATIVE NO. 4: IMPROVE INFRASTRUCTURE PERFORMANCE AND RELIABILITY				
	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018-12	2015 Major Plant Rehabilitation Project completion.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	June 2018
2018-13	Complete Primary Process Improvements Project design and initiate construction.	EWA Board of Directors award construction contract for Primary Process Improvements Project.	Capital Projects Manager	September 2018
2018-14	Complete Biosolids, Energy, and Emissions (BEE) Strategic Plan.	EWA Board of Directors receive and file the BEE Strategic Plan.	Assistant General Manager	May 2018
2018-15	Initiate BEE Preliminary Design Report (PDR) effort.	EWA Board of Directors approve Professional Services Agreement (PSA) for BEE PDR development.	Capital Projects Manager	August 2018
2018-16	Develop SCADA platform and standards.	Report to the EWA Board of Directors SCADA Improvement Project status.	Assistant General Manager	June 2018
2018-17	Complete SCADA Implementation Plan.	EWA Board of Directors receive and file SCADA Implementation Plan.	Assistant General Manager	December 2018
2018-18	Complete Primary Effluent Conveyance Pipeline Rehabilitation Project.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	November 2018
2018-19	Implement Computerized Maintenance Management System (CMMS) platform.	Transition to new CMMS platform and develop new procedures.	Engineering Services Manager	May 2018
2018-20	Update EWA's Comprehensive Asset Management Plan (E-CAMP).	Incorporate E-CAMP recommendations into Proposed FY2019 Budget.	Engineering Services Manager	March 2018

STRATEGIC INITIATIVE NO. 4: IMPROVE INFRASTRUCTURE PERFORMANCE AND RELIABILITY - CONTINUED				
	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018-21	Complete Digester Settlement Mitigation Project.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	May 2018
2018-22	Establish as-needed construction services agreement for EWA.	Agreement approval by EWA Board of Directors.	Capital Projects Manager	March 2018
2018-23	Complete Digester Improvements Project design.	Prepare design package for competitive bidding.	Capital Projects Manager	December 2018
2018-24	Upgrade board room Audio / Visual (A/V) System.	Transition to digital A/V System.	Systems Manager	June 2018
2018-25	Complete EWA information technology risk assessment.	Present risk assessment recommendations to EWA Board of Directors.	Systems Manager	December 2018
2018-26	Inspect flood control channel in preparation for wet weather.	Complete annual inspection, cleaning, and assessment of flood control channel.	Maintenance Manager	November 2018
2018-27	Maintain south parcel for future use.	Actively monitor and maintain south parcel and fence line.	Director of General Services	December 2018
2018-28	Complete asset management plans for CWRF, BVPS, BCPS, and RBPS.	Submit asset management plans to Member Agencies for review and approval.	Engineering Services Manager	October 2018
2018-29	Perform condition assessments identified in EWA's E-CAMP.	Report to the Capital Improvement Committee condition assessment results.	Engineering Services Manager	September 2018

STRATE	STRATEGIC INITIATIVE NO. 5: EXPAND WASTE RESOURCE RECOVERY EFFORTS				
	Tactical Goal	Key Performance Indicator	Team Lead	Target	
2018-30	Finalize Water Reuse Feasibility Study.	EWA Board of Directors receive and file final report.	Assistant General Manager	March 2018	
2018-31	Assess brewery waste stream market.	EWA Board of Directors approved supply agreements in place.	Assistant General Manager	September 2018	
2018-32	Assess Fats, Oils, and Grease (FOG) market.	EWA Board of Directors approved supply agreements in place.	Assistant General Manager	September 2018	

STRATE	STRATEGIC INITIATIVE NO. 6: CONTINUE FISCAL RESPONSIBILITY AND REVENUE GENERATION			
	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018-33	Perform 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 2018
2018-34	Issue a Request for Proposals (RFP) for financial extension of staff services.	Agreement in place for financial support services.	Administrative Services Manager	May 2018
2018-35	Explore waste resource recovery and biosolids reuse opportunities.	Additional revenue generation.	Director of Operations	December 2018
2018-36	Review and update administrative policies as required.	EWA Board of Directors approved policy and resolutions in place.	Administrative Services Manager	December 2018
2018-37	Fiscal Year 2019 Annual Operating and Capital Budget.	EWA Board of Directors approved budget and appropriations resolution in place.	Administrative Services Manager	July 2018
2018-38	Evaluate revenue sampling program.	EWA Board of Directors approved PSA with consultant for revenue sampling program evaluation in place.	Director of Environmental Compliance	September 2018

STRATE	STRATEGIC INITIATIVE NO. 7: OPTIMIZE OPERATIONAL PERFORMANCE				
	Tactical Goal	Key Performance Indicator	Team Lead	Target	
2018-39	Improve Encina Water Pollution Control Facility (EWPCF) odor control program.	Develop odor management plan, update standard operating procedures (SOP's), and amend biosolids hauling agreements.	Director of Operations	September 2018	
2018-40	Optimize beneficial use of recovered biogas.	Revise SOP's to incorporate amended air permit conditions and SDGE modified peak-pricing periods.	Director of Operations	February 2018	
2018-41	Increase solids concentrations to digesters.	Implement appropriate solids monitoring technologies.	Operations Manager	December 2018	
2018-42	Improve the consistency of EWPCF operations.	Establish metrics and track key performance indicators for each EWPCF treatment process areas.	Operations Manager	April 2018	

STRATEGIC INITIATIVE NO. 8: ENGAGE KEY STAKEHOLDERS				
	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018-43	Engage Member Agencies to address EWA's CalPERS unfunded liability.	Report progress back to EWA Board of Directors with CalPERS unfunded liability policy recommendations.	Administrative Services Manager	May 2018
2018-44	Proactively communicate to EWA Member Agencies events that may lead to an increase in odors at EWPCF.	Develop an odor event communication plan.	Director of Operations	June 2018
2018-45	Provide monthly advance communication of EWA activities to EWA Board Chair, Policy & Finance Committee Chair, Capital Improvement Committee Chair, and Member Agency Managers.	Meet monthly to discuss 30-day look ahead schedule of activities, standing committee agenda, and EWA Board of Directors meeting agenda.	General Manager	December 2018
2018-46	Provide consistent communication regarding the operation, maintenance, and administration of EWA contract operated remote facilities.	Submit quarterly reports to owner agencies and hold meetings as required.	Director of Operations	December 2018
2018-47	Engage Member Agency staff to conduct annual pump station sanitary overflow response drill at EWA contracted 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 2018
2018-48	Conduct Board of Director orientation for all new Directors in collaboration with EWA Board of Directors Chair.	Provide EWA background and administer the oath of office.	General Manager	December 2018
2018-49	Prepare annual report for 2018.	Present EWA's 2018 Annual Report to EWA Board of Directors and publish on EWA website.	Assistant General Manager	December 2018
2018-50	Monitor and report on 2018 Tactical Plan status.	Provide quarterly reports to EWA Board of Directors on 2018 Tactical Plan progress.	General Manager	December 2018





PROUDLY SERVING

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

