

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

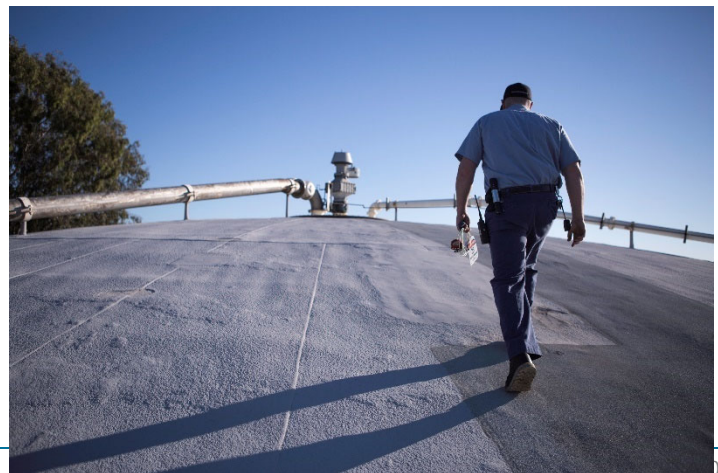
SI – 4 Improve Infrastructure Performance and Reliability

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



2022 TACTICAL PLAN

Purpose of the Tactical Plan

The 2022 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
2022 SI-1-1	Enhance employee safety awareness and risks in relation to capital project activity.	Provide company-wide employee safety stand-down meeting.	Director of Technical Services	October 2022
2022 SI-1-2	Ensure staff is current with CPR certification.	Complete CPR certification for staff.	Director of Administrative Services	March 2022
2022 SI-1-3	Update EWA's Human Resource Policy Manual.	Board adopts the 2022 HR Manual.	Human Resources Specialist	July 2022
2022 SI-1-4	Facilitate EWA's annual Health and Wellness Benefits fair.	Successful flex-plan enrollment of EWA employees.	Human Resources Specialist	September 2022
2022 SI-1-5	Perform EWPCF emergency drill event in collaboration with local safety response teams.	Provide emergency drill postmortem and lessons-learned to staff and Executive Leadership Team.	Safety Manager	September 2022
2022 SI-1-6	Update and maintain an Injury and Illness Prevention Program.	Implemented safety training matrix that specifies training based on job description and required training frequency.	Safety Manager	December 2022
2022 SI-1-7	Implement the Control of Hazardous Energy Program and Procedures.	Implementation of new equipment specific Lock-Out-Tag-Out procedures to meet Cal OSHA and the National Fire Protection Agency requirements.	Safety Manager	December 2022
2022 SI-1-8	Install, update or replace hazard warning and danger signage.	Equipment specific hazard warning signage posted throughout EWPCF indicating required protective personal equipment.	Safety Manager	October 2022
2022 SI-1-9	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	General Manager	December 2022

STRATEGIC INITIATIVE NO. 2: REMAIN AN EMPLOYER OF CHOICE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2022 SI-2-1	Enhance opportunities for internships, volunteers and recruiting.	Develop an internship, volunteer and recruiting guidelines.	Human Resources Specialist	April 2022
2022 SI-2-2	Enhance the Operations Professional Qualification Standards training program for new operators.	Implement new training standard to be used for EWA's new Operators.	Operations Training and Quality Control Specialist	May 2022
2022 SI-2-3	Implement SharePoint Document Management System.	Implement Phase I of the SharePoint Document Management System and provide training to staff.	Director of Administrative Services	June 2022
2022 SI-2-4	Develop a work from home policy.	Policy completion and training provided to staff.	Assistant General Manager	June 2022
2022 SI-2-5	Facilitate an Executive Leadership Team succession planning workshop and develop recommendations.	Prepare report with recommendations distributed to the Executive Leadership Team.	Director of Administrative Services	August 2022
2022 SI-2-6	Initiate EWA's labor relations effort.	Select consultant to perform salary survey.	Human Resources Specialist	October 2022
2022 SI-2-7	Define and promote EWA's Professional Development Program.	Develop standardized professional development and training guidelines for typical supervisory levels within the organization.	Assistant General Manager	December 2022
2022 SI-2-8	Enhance the use of the Human Resource Module in Munis.	Provide capability for candidates to apply for open positions through the Munis employee self-service portal.	Systems Manager	December 2022

STRATEGIC INITIATIVE NO. 3: MAINTAIN REGULATORY COMPLIANCE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2022 SI-3-1	Obtain new financial statement auditors for the FY 2022 audit.	EWA Board of Directors approval of a new three-year audit contract.	Director of Administrative Services	June 2022
2022 SI-3-2	Advance The NELAC Institute's (TNI) Environmental Laboratory Accreditation Program (ELAP) for EWA's laboratory.	Develop 50% completion of the revised laboratory Quality Control Manual.	Laboratory Manager	July 2022
2022 SI-3-3	Determine if Remote Facility Memorandum of Understandings (MOU) need to be updated.	Review existing MOUs and provide recommendations for updates to respective Member Agencies.	Remote Facilities Operations Manager	July 2022
2022 SI-3-4	Complete the mandated Air Pollution Control District's Health Risk Assessment.	Report out findings to the Executive Leadership Team and the Member Agency Managers.	Director of Environmental Compliance	September 2022
2022 SI-3-5	Complete fully mixed ocean sampling event to comply with the San Diego Regional Water Quality Control Board permit requirement.	Coordinate with San Elijo JPA to complete required sampling and develop draft report.	Director of Environmental Compliance	July 2022
2022 SI-3-5	Submit the plume study report to the San Diego Regional Water Quality Control Board.	Present report to the Regional Water Quality Control Board.	Director of Environmental Compliance	December 2022

STRATEGIC INITIATIVE NO. 4: IMPROVE INFRASTRUCTURE PERFORMANCE AND RELIABILITY

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2022 SI-4-1	Complete construction of the Primary Area Improvements Project.	Obtain final acceptance for the project.	Capital Projects Manager	April 2022
2022 SI-4-2	Complete the FY 2023 Remote Facilities Comprehensive Asset Management Plan (R-CAMP).	Present R-CAMP to its respective Member Agencies and incorporate results into the FY 2023 budget planning documents.	Engineering Services Manager	May 2022
2022 SI-4-3	Initiate construction of the 2021 Dryer Safety Improvements Project.	Award construction contract for the Project	Engineering Services Manager	May 2022
2022 SI-4-4	Initiate design of the Odor Control Improvements Project.	Award professional services agreement for the project.	Engineering Services Manager	July 2022

2022 SI-4-5	Initiate the 2022 EWPCF Facilities Condition Assessment effort.	Award professional services for the assessments	Engineering Services Manager	August 2022
2022 SI-4-6	Initiate design efforts for the Secondaries and Effluent Building and Controls (SEEBC) Project.	Award professional services for final design of the Project	Engineering Services Manager	July 2022
2022 SI-4-7	Award construction of the Dissolved Air Flotation Tank (DAFT) Repair Project.	Award construction contract for the Project	Engineering Services Manager	October 2022
2022 SI-4-8	Award construction of the Administrative Building HVAC Rehabilitation Project.	Award design-build GMP construction contract for the Project	Capital Projects Manager	September 2022
2022 SI-4-9	Advance construction activities for the Digester Improvements Project.	Complete 2 digester cleanings	Capital Projects Manager	October 2022
2022 SI-4-10	Test EWA's cybersecurity posture.	Complete vulnerability and penetration testing of EWA's network and report findings to the Executive Leadership Team.	Systems Manager	October 2022
2022 SI-4-11	Obtain Munis' Service Organization Control (SOC) 1 Report and summarize findings in relation to EWA's cybersecurity.	Distribute summary of findings to the Executive Leadership Team.	Assistant to the General Manager	December 2022
2022 SI-4-12	Complete construction of the Cogeneration Building HVAC Upgrades Project	Obtain final acceptance for the Project	Capital Projects Manager	November 2022
2022 SI-4-13	Complete activities on 6 of 7 Secondary Clarifiers.	Report out project status to the Capital Improvement Committee.	Capital Projects Manager	December 2022
2022 SI-4-14	Complete construction of the Dewatering Building HVAC Rehabilitation Project	Obtain final acceptance for the Project	Capital Projects Manager	December 2022

STRATEGIC INITIATIVE NO. 5: EXPAND WASTE RESOURCE RECOVERY EFFORTS

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2022 SI-5-1	Continue to develop energy resiliency.	Investigate energy resiliency initiatives and present recommendations to the Executive Leadership Team and the Member Agency Managers.	Director of Technical Services	September 2022
2022 SI-5-2	Advance EWA's Water Reuse Strategic Plan.	Present EWA's Water Reuse Strategic Plan update to the Executive Steering Committee.	General Manager	December 2022
2022 SI-5-3	Complete Phase 1 MBR testing for the water reuse pilot project.	Prepare and present Phase 1 summary report to the Executive Steering Committee.	Director of Operations	December 2022

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

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2022 SI-6-1	Evaluate and report out the financial position of EWA's pension commitments.	EWA Board of Directors receive and file final report.	Assistant to the General Manager	March 2022
2022 SI-6-2	Prepare and publish the Recommended Fiscal Year 2023 Operating and Capital Budget.	EWA Board of Directors approve and recommend the budget to EWA's Member Agencies.	Assistant to the General Manager	July 2022
2022 SI-6-3	Conduct Independent 3rd Party Annual Financial Audit and complete EWA's FY 2022 Annual Comprehensive Financial Report (ACFR).	EWA Board of Directors receive and file final report.	Assistant to the General Manager	December 2022
2022 SI-6-4	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.	Report progress of South Parcel leasing activities to the Policy & Finance Committee and the Board of Directors.	Director of Technical Services	December 2022

STRATEGIC INITIATIVE NO. 7: OPTIMIZE OPERATIONAL PERFORMANCE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2022 SI-7-1	Complete the 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	October 2022
2022 SI-7-2	Maintain the EWA Flood Control Channel.	Complete the annual maintenance of the EWA Flood Control Channel.	Maintenance Manager	November 2022
2022 SI-7-3	Expand EWA's Water Information Management System (WIMS) reporting.	Implement segregated WIMS dashboards for each manager and their level of responsibly.	Operations Trainer and Quality Control Manager	December 2022
2022 SI-7-4	Update Emergency Bypass Plans for new Agua Hedionda Lift Station.	Submit Emergency Bypass Plans to Member Agencies for review and approval.	Operations Manager	December 2022
2022 SI-7-5	Develop energy cost model capturing time of use and energy inputs to determine best energy source and timing strategy.	Implement and validate new energy model.	Resource Recover Operations Manager	December 2022

STRATEGIC INITIATIVE NO. 8: ENGAGE KEY STAKEHOLDERS

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2022 SI-8-1	Conduct Board of Director orientation for all new Directors and Alternates in collaboration with EWA Board Chair.	Provide EWA background and virtual tour.	General Manager	March 2022
2022 SI-8-2	Reviewing EWA's Reserve Policy and funding strategy.	Present consideration to the Member Agency Managers and incorporate into the FY 2023 budget.	Assistant to the General Manager	July 2022
2022 SI-8-3	Evaluate EWA's Pretreatment and Source Control Allocation Program.	Complete the EWA Pretreatment and Source Control Allocation Program review and initiate recommendations.	Director of Environmental Compliance	August 2022
2022 SI-8-4	Prepare permit application to address the Flood Control Channel's flow impedance and downstream vegetation growth.	Submit permit application to Regional Water Board.	Director of Environmental Compliance	December 2022