

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



2023 TACTICAL PLAN

Purpose of the Tactical Plan

The 2023 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.

STRATEGIC INITIATIVE NO. 1: ENHANCE WORKPLACE SAFETY, HEALTH, AND WELLNESS				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2023 SI-1-1	Maintain emergency preparedness by updating the EWA Emergency Response Guide. (NEW!)	Complete update to the EWA Emergency Response Guide.	Director of Environmental Compliance	July 2023
2023 SI-1-2	Conduct mandatory monthly trainings for all staff on various safety-related topics and tie to employee performance evaluations. (NEW!)	Training sessions are tracked for all staff with a goal of 95% success rate; merit increase is tied, in part, to employees' consistent participation.	Safety Manager	December 2023
2023 SI-1-3	Update EWA's Human Resource Policy Manual.	Encina Board of Directors adopts the 2023 HR Manual.	Assistant General Manager	December 2023
2023 SI-1-4	Facilitate EWA's annual Health and Wellness Benefits fair.	Successful plan enrollment of EWA employees.	Human Resources	September 2023
2023 SI-1-5	Develop and implement employee wellness programs. (NEW!)	Establish Employee Wellness Task Force and conduct employee survey to identify priorities; one wellness program implemented based on employee feedback.	Human Resources	July 2023
2023 SI-1-6	Continue to monitor local, state and national guidance related to COVID-19 management.	Transition to in-person or hybrid public meetings in compliance with Governor's orders and Brown Act requirements.	General Manager	March 2023
2023 SI-1-7	Conduct a competitive search for employee benefits broker. (NEW!)	Award contract to a benefits broker.	Assistant General Manager	December 2023
2023 SI-1-8	Install, update or replace hazard warning and danger signage.	Post equipment specific hazard warning signage throughout EWPCF indicating required protective personal equipment.	Safety Manager	March 2023
2023 SI-1-9	Reduce the transportation, handling and storage of hazardous materials. (NEW!)	Evaluate the viability, cost effectiveness, and safety of on-site generation of Sodium Hypochlorite.	Director of Operations	September 2023

STRATEGIC INITIATIVE NO. 2: REMAIN AN EMPLOYER OF CHOICE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2023 SI-2-1	Conduct agency wide diversity, equity, and inclusion training focusing on unconscious bias. (NEW!)	Implement training for all employees.	Human Resources	December 2023
2023 SI-2-2	Implement SharePoint Document Management System.	Implement Phase II of the SharePoint Document Management System, to include development of a catalogue system and streamlining of Board Agenda packet process.	Director of Technical Services	July 2023
2023 SI-2-3	Facilitate an Executive Leadership Team strategic planning session.	Hold strategic planning retreat with Executive Leadership Team.	General Manager	July 2023
2023 SI-2-4	Conclude EWA's labor relations effort.	Adopt resolution setting salaries, benefits, and other working conditions for the unrepresented, informal group of EWA employees	General Manager	March 2023
2023 SI-2-5	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	August 2023
2023 SI-2-6	Promote employee morale by implementing recognition and appreciation programs. (NEW!)	Conduct quarterly employee events to recognize and award employees for achievements.	General Manager	December 2023
2023 SI-2-7	Update the Operations Department Professional Qualifications Standards (PQS).	Develop training modules for the Heat Dryer, Cogeneration, and Remote Facilities areas and integrate into the PQS program.	Operations Training and Quality Control Specialist	October 2023
2023 SI-2-8	Protect employee health and provide safe workspaces. (NEW!)	Conduct an ergonomic evaluation of employee workstations and provide recommendations for a healthier work environment.	Safety Manager	September 2023

STRATEGIC INITIATIVE NO. 3: MAINTAIN REGULATORY COMPLIANCE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2023 SI-3-1	Advance The NELAC Institute's (TNI) Environmental Laboratory Accreditation Program (ELAP) for EWA's laboratory.	Complete updates to the Laboratory Quality Control Manual and train staff prior to January 2024 compliance deadline.	Laboratory Manager	December 2023

2023 SI-3-2	Complete the mandated Air Pollution Control District's (APCD) Health Risk Assessment for 2021 Emissions Year.	Report findings to the Executive Leadership Team and the Member Agency Managers.	Director of Environmental Compliance	June 2023
2023 SI-3-3	Apply for NPDES Permit Renewal; Submit Report of Waste Discharge. (NEW!)	Present the "State of the Ocean" report; Submit Report of Waste Discharge application for NPDES Permit Renewal.	Director of Environmental Compliance	May 2023
2023 SI-3-4	Maintain Flood Control Channel and downstream apron to prevent plant flooding during extreme weather events.	Engage with state and federal regulatory agencies and provide all information to obtain permits required for maintenance.	Director of Environmental Compliance	October 2023
2023 SI-3-5	Develop Plant Upset Response Plan. (NEW!)	Complete plan, present to Management, and incorporate into Operations training protocols.	Director of Operations	June 2023
2023 SI-3-6	Implement improvements to SCADA Controls to allow for continuous monitoring. (NEW!)	Conduct an evaluation of existing plant instrumentation for process control and provide recommendations for improvements.	Director of Technical Services	September 2023

STRATEGIC INITIATIVE NO. 4: IMPROVE INFRASTRUCTURE PERFORMANCE AND RELIABILITY				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2023 SI-4-1	Complete construction of the 2022 Dryer Safety Improvements Project.	Obtain Final Acceptance for the Project.	Senior Construction Manager	September 2023
2023 SI-4-2	Initiate design of the Odor Control Improvements Project.	Complete Preliminary Design Report.	Engineering Services Manager	December 2023
2023 SI-4-3	Complete the 2022 EWPCF Facilities Condition Assessment effort.	Complete final report and present to the Member Agency Managers.	Engineering Services Manager	April 2023
2023 SI-4-4	Award construction for the Secondaries and Effluent Building and Controls (SEEBC) Project.	Award construction contract for the Project.	Engineering Services Manager	December 2023
2023 SI-4-5	Advance construction of the Dissolved Air Flotation Tank (DAFT) Repair Project.	Complete rehabilitation of 1 of 3 DAFT's.	Senior Construction Manager	December 2023
2023 SI-4-6	Advance construction of the Administrative Building HVAC Rehabilitation Project.	Begin commissioning of the new HVAC equipment for the project.t	Senior Construction Manager	December 2023

2023 SI-4-7	Advance construction activities for the Digester Improvements Project.	Complete rehabilitation of Digester No.5 interior.	Senior Construction Manager	April 2023
2023 SI-4-8	Test EWA's cybersecurity posture.	Complete annual vulnerability and penetration testing of EWA's network and report findings to the Executive Leadership Team; ensure all employees complete cyber security awareness training.	Information Systems Manager	Nov 2023
2023 SI-4-9	Allow for efficient and effective operation and improved security of EWA Business System. (NEW!)	Migrate EWA Business Systems Software (MUNIS) to a cloud-based system.	Information Systems Manager	Sep 2023
2023 SI-4-10	Complete construction of the Secondary Clarifiers and Strainer Improvements Project.	Issue Final Acceptance for the project.	Senior Construction Manager	May 2023
2023 SI-4-11	Initiate design for the Digesters 1, 2, and 3 Improvements Project. (NEW!)	Advertise for Professional Services Agreement.	Engineering Services Manager	December 2023
2023 SI-4-12	Initiate design of the Phase 1 - Primary Settling Basin Rehabilitation Project. (NEW!)	Award professional services agreement for the project.	Engineering Services Manager	June 2023
2023 SI-4-13	Reduce the frequency of a total loss of power for EWPCF (NEW!)	Develop and implement strategies for EWPCF to remain connected to utility power during peak hours	Resource Recovery Manager	December 2023

STRATEGIC INITIATIVE NO. 5: EXPAND WASTE RESOURCE RECOVERY EFFORTS				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2023 SI-5-1	Continue to advance EWA's Water Reuse Strategic Plan.	Provide Board with a comprehensive review and update on Water Reuse efforts.	General Manager	June 2023
2023 SI-5-2	Complete One Water North San Diego (OWNSD) Advocacy Agency outreach efforts.	Present summary report to the Executive Steering Committee.	General Manager	April 2023
2023 SI-5-3	Develop Energy Resiliency Assessment for EWPCF and Remote Facilities.	Complete draft of Energy Resiliency Assessment study.	Engineering Services Manager	December 2023
2023 SI-5-4	Develop alternatives for power generation.	Complete study of power generation technologies to increase generation capabilities while reducing emissions.	Engineering Services Manager	December 2023

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

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2023 SI-6-1	Evaluate and report out the financial position of EWA's pension commitments.	EWA Board of Directors receive and file final report.	Director of Finance	December 2023
2023 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.	Director of Finance	July 2023
2023 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.	Director of Finance	December 2023
2023 SI-6-4	Evaluate fees for the Alternative Fuels program. (NEW!)	Conduct market analysis of tipping fees and solicit RFB for Alternative Fuels Supply Services agreement.	Director of Operations	September 2023

STRATEGIC INITIATIVE NO. 7: OPTIMIZE OPERATIONAL PERFORMANCE

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2023 SI-7-1	Expand EWA's Water Information Management System (WIMS) reporting. (NEW!)	Implement segregated WIMS dashboards for each manager's commensurate level of responsibility.	Operations Training and Quality Control Specialist	July 2023
2023 SI-7-2	Build resiliency and redundancy in information systems programs. (NEW!)	Cross train I.S. Staff and obtain Cybersecurity, Rockwell/Schneider, and MUNIS Certifications.	Director of Technical Services	November 2023
2023 SI-7-3	Improve, update and modernize asset management systems. (NEW!)	Update and reorganize CMMS software; Develop new technical approaches including PM, PdM, & effective inspections.	Director of Technical Services	December 2023
2023 SI-7-4	Increase operational efficiency by implementing new training tools for operations staff. (NEW!)	Develop a minimum of 5 training videos to teach basic troubleshooting and calibration techniques for operations staff to reduce number of work orders submitted.	Director of Technical Services	October 2023
2023 SI-7-5	Implement real time monitoring of EWPCF influent COD loading. (NEW!)	Investigate and pilot available technologies for instantaneous COD monitoring.	Operations Manager	December 2023
2023 SI-7-6	Implement the use of laboratory sampling techniques for the monitoring of ammonia levels. (NEW!)	Purchase laboratory equipment and provide training to the Operations staff for conducting daily analysis of secondary influent and effluent ammonia levels.	Operations Manager	September 2023

2023 SI-7-7	Assess adequacy of staffing levels. (NEW!)	Select a consultant to assess adequacy and comparability of staffing levels.	Human Resources	November 2023
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STRATEGIC INITIATIVE NO. 8: ENGAGE KEY STAKEHOLDERS

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2023 SI-8-1	Update the EWA Five Year Business Plan. (NEW!)	Hire a consultant to facilitate a Strategic Planning Workshop with the Board and develop a five-year Business Plan for Adoption	General Manager	December 2023
2023 SI-8-2	Conduct Board of Director orientation for all new Directors and Alternates in collaboration with EWA Board Chair.	Provide EWA background presentation and virtual or in-person facility tour.	General Manager	March 2023
2023 SI-8-3	Engage a consultant to review Source Control Cost of Service Study. (NEW!)	Develop Scope of Work and issue Request for Proposals for a Source Control Cost of Service Study.	Director of Environmental Compliance	December 2023
2023 Si-8-4	Conduct risk assessments for remote pump station facilities. (NEW!)	Engage Member Agency staff to jointly conduct pump station risk assessments and integrate into annual pump station report.	Remote Facilities Manager	December 2023