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# OUR STRATEGIC INITIATIVES

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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.

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**SI – 1 Protect Public Health and Safety**

**SI – 2 Remain an Employer of Choice**

**SI – 3 Ensure Administrative Effectiveness**

**SI – 4 Maintain Infrastructure Reliability and Safeguard Public Assets**

**SI – 5 Pursue Resource Recovery**

**SI – 6 Optimize Operational Performance**

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# 2024 TACTICAL PLAN

## Purpose of the Tactical Plan

The 2024 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 2024-2029 Five-Year Strategic Business Plan.

STRATEGIC INITIATIVE NO. 1: PROTECT PUBLIC HEALTH AND SAFETY				
<i>Protect the health of the public, employees, and the environment, meeting all regulatory requirements.</i>				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2024 SI-1-1	Maintain Environmental Laboratory Accreditation Program (ELAP) certification demonstrating compliance with the NELAC Institute's accreditation requirements (TNI) for Encina's laboratory	Complete onsite third-party audit and respond to findings as required by ELAP for certification renewal application	Laboratory Manager	December 2024
2024 SI-1-2	Conduct mandatory monthly trainings for all staff on various safety-related topics and tie to employee performance evaluations	Track training sessions for all staff with a goal of 100% success rate; merit increase is tied, in part, to employees' consistent participation	Safety Manager	December 2024
2024 SI-1-3	Comply with requirements for Air Pollution Control District's (APCD) Health Risk Assessment for 2021 Emissions Year	Develop and submit required HRA plans (Public Notification Plan and Risk Reduction Plan) prior to established APCD deadlines	Director of Environmental Compliance	August 2024
2024 SI-1-4	Meet APCD requirements for federal EPA stationary source permitting (Title V)	Compile information and submit Title V application to APCD prior to deadline and establish appropriate protocols for emissions tracking and reporting	Director of Environmental Compliance	March 2024
2024 SI-1-5	Ensure compliance with State General Order regarding Spill Response Planning and Reporting at Pump Stations	Update spill emergency response plan for Pump Stations	Director of Environmental Compliance	April 2024
2024 SI-1-6	Comply with new 2024 requirements for Workplace Violence Prevention (Senate Bill 553)	Develop Workplace Violence Prevention Plan, and meet training and tracking requirements, prior to regulatory deadline.	Safety and Training Manager	December 2024
2024 SI-1-7	Ensure continued confined space safety for Encina employees and contractors	Complete Confined Space Hazard Assessments and develop Confined Space Rescue Plan in collaboration with the City of Carlsbad Fire Department	Safety and Training Manager	September 2024

## STRATEGIC INITIATIVE NO. 2: REMAIN AN EMPLOYER OF CHOICE

*Attract, retain and develop a highly skilled, adaptable and engaged workforce.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2024 SI-2-1	Develop and implement employee wellness programs	Apply for grant to implement improvements to fitness room; provide a series of financial wellness seminars for employees	Human Resources	August 2024
2024 SI-2-2	Update Encina's Human Resource Policy Manual	Staff presents 2024 HRPM to the Board of Directors	Assistant General Manager	February 2024
2024 SI-2-3	Facilitate Encina's 2024 Health and Wellness Benefits fair	Successfully enroll all employees in health/benefit plans	Human Resources	September 2024
2024 SI-2-4	Promote employee morale by recognizing employees for significant achievements	Conduct quarterly employee events to recognize and award employees	Assistant General Manager	December 2024
2024 SI-2-5	Create an on-line applications system for job applicants	Implement NeoGov	I.S. Manager/Human Resources	December 2024
2024 SI-2-6	Initiate "Values-Driven Organization" paradigm	Plan and execute organizational activities around Encina's values, rotating through each value successively	General Manager	December 2024
2024 SI-2-7	Provide professional development opportunities	Develop a volunteer program for individuals seeking a career in wastewater operations	Director of Operations/Human Resources	July 2024
2024 SI-2-8	Reduce risk of employment practices liability (EPL)	Require all supervisors to attend a minimum of 2 hours training designed to reduced risk of employment practices liability; enroll in CSRMA's EPL incentive program which will reduce deductible by 25K	Assistant General Manager	December 2024

### STRATEGIC INITIATIVE NO. 3: ENSURE ADMINISTRATIVE EFFECTIVENESS

*Provide efficient and effective administrative systems and sustain financial viability, in accordance with best management practices and strategic planning.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2024 SI-3-1	Continue implementation of SharePoint Document Management System (Intranet)	Implement Phase III of the SharePoint Document Management System, to include O&M manuals, drawings, and specifications	Director of Technical Services	December 2024
2024 SI-3-2	Improve, update and modernize asset management systems	Complete Phase II of the new CMMS platform migration to include all assets IDs and maintenance approaches	Director of Technical Services	December 2024
2024 SI-3-3	Develop a long-term strategy for funding Encina's pension commitments	Prepare and present a Pension Funding Policy for Board consideration	Director of Finance	May 2024
2024 SI-3-4	Maintain updated financial policies to ensure financial viability	Review and update existing financial policies including Investment Policy, Purchasing Policy, Financial Reserve Policy & Travel Policy for Board Consideration	Director of Finance	December 2024
2024 SI-3-5	Finalize quarterly member agency billing methodology	Determine efficacy of pilot program for revised billing methodology and modify Revised Basic Agreement accordingly	Director of Finance	June 2024
2024 SI-3-6	Prepare and publish the Recommended Fiscal Year 2024 Operating and Capital Budget	Board of Directors approves and recommends the budget to Encina's Member Agencies; Board of Directors approves authorizing resolution	Director of Finance	July 2024
2024 SI-3-7	Obtain Independent 3rd Party Annual Financial Audit and complete Encina's FY 2023-24 Annual Comprehensive Financial Report (ACFR)	Board of Directors receives and files final report	Director of Finance	December 2024
2024 SI-3-8	Build cohesive and strong leadership at the top of the organization	Hold teambuilding retreat with Executive Leadership Team	General Manager	July 2024

## STRATEGIC INITIATIVE NO. 4: MAINTAIN INFRASTRUCTURE RELIABILITY AND SAFEGUARD PUBLIC ASSETS

*Achieve uninterrupted, long-term wastewater treatment service through sound planning, investment, maintenance and replacement of Encina assets and develop systems and procedures to protect those assets.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2024 SI-4-1	Enhance EWPCF site security posture	Develop a Site Security Policy in collaboration with Office of the General Manager, Technical Services, and Operations; install additional safety measures (cameras, access systems, signage)	Safety and Training Manager/ Director of Technical Services	October 2024
2024 SI-4-2	Protect Encina's Information Systems (Business Network and SCADA) from cyber attacks	Update Encina's firewall software and anti-virus software to the latest version	Information Systems Manager	December 2024
2024 SI-4-3	Reduce flooding potential during significant rain events	Maintain Flood Control Channel to the fullest extent allowable by removing accumulated sediment and vegetation within channel maintenance easement in accordance with permit conditions	Maintenance Manager	November 2024
2024 SI-4-4	Confirm Encina's cybersecurity posture	Complete annual vulnerability and penetration testing of Encina's network and report findings to the Executive Leadership Team; ensure all employees complete cyber security awareness training	Information Systems Manager	November 2024
2024 SI-4-5	Maintain continuous plant operations	Develop and test a plan to allow for "black start" operations	Director of Technical Services/ Director of Operations	December 2024
2024 SI-4-6	Complete construction of the DAFT Phase I Improvements Project.	Obtain Final Acceptance for the project	Senior Construction Manager	November 2024
2024 SI-4-7	Advance the Odor and Corrosion Control Improvements Project	Complete design for the project.	Engineering Services Manager	December 2024
2024 SI-4-8	Advance the DAFT Phase II Improvements Project	Complete Preliminary Design Report	Engineering Services Manager	December 2024
2024 SI-4-9	Complete construction of the Administration Building HVAC Rehabilitation Project	Obtain Final Acceptance for the Project	Senior Construction Manager	August 2024

2024 SI-4-10	Advance construction activities for the Digester Improvements Project.	Complete commissioning of Digester No.4	Senior Construction Manager	November 2024
2024 SI-4-11	Initiate design for the Digesters 1, 2, and 3 Improvements Project	Advertise for Professional Services Agreement.	Engineering Services Manager	December 2024
2024 SI-4-12	Award construction phase services for the Screenings Building Roofing Replacement Design Build Project	Award construction contract for the Project.	Senior Construction Manager	May 2024
2024 SI-4-13	Award Alternative Fuels Receiving Facility Improvements Project	Issue Task Order to EWA's As-Needed General Contractor for Improvements Project.	Senior Construction Manager	July 2024

### STRATEGIC INITIATIVE NO. 5: PURSUE RESOURCE RECOVERY

*Explore and implement waste resources recovery opportunities for beneficial reuse.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2024 SI-5-1	Continue to advance Encina's Water Reuse Strategic Plan.	Present the Strategic Plan to the MAM and Board of Directors	General Manager	October 2024
2024 SI-5-2	Progress with MBR/AWTF testing and coordinate DPR requirements with the California Division of Drinking Water.	Develop the AWTF test plan and incorporate DDW comments; initiate testing plan	Engineering Services Manager	July 2024
2024 SI-5-3	Finalize Energy Resiliency Assessment	Present findings/recommendation of Energy Resiliency Assessment to MAM and Board of Directors and begin to implement recommendations to meet APCD permit requirements.	Engineering Services Manager	December 2024
2024 SI-5-4	Initiate implementation of alternatives for power generation	Pursue grant funding opportunities to offset costs for alternative power generation	Engineering Services Manager	December 2024
2024 SI-5-5	Competitively select a contractor for hauling and disposal of biosolids	Issue an RFB for biosolids hauling and disposal and award contract	Director of Operations	May 2024

## STRATEGIC INITIATIVE NO. 6: OPTIMIZE OPERATIONAL PERFORMANCE

*Strive for excellence, innovation and continuous improvement to provide operational systems that bring the highest value to the communities we serve.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2024 SI-6-1	Develop business intelligence solutions for common notification, reporting and analysis needs	Modernize flow reporting and member agencies billing processes; integrate Project Management tool	Director of Finance	December 2024
2024 SI-6-2	Develop metrics and methods to assess Encina performance relative to industry standards	Present revamped Key Performance Indicator report to Board of Directors utilizing guidelines from the EPA's Effective Utility Management (EUM); apply for CWEA Plant of the Year	Director of Finance/Director of Operations	May 2024
2024 SI-6-3	Increase operational efficiency by implementing new training tools for operations staff	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/Director of Operations	September 2024
2024 SI-6-4	Implement improvements to process controls to allow for continuous monitoring of key parameters	Continue to investigate best technology for analyzers and make recommendations for purchase of analyzers	Director of Technical Services	December 2024
2024 SI-6-5	Initiate conversion of fleet to alternative fuel systems ("Green Fleet")	Obtain SDG&E grant to install electric charging infrastructure; replace eligible vehicles with electric alternatives	Director of Technical Services	December 2024
2024 SI-6-6	Investigate comprehensive Automation of Plant Controls	Conduct preliminary investigation and issue an RFP to conduct an evaluation of existing plant instrumentation for process control and automation and provide recommendations	Director of Operations	September 2024