

SEPTEMBER 28, 2016

Ref: Admin.16-12619b



FISCAL YEAR 2017 TACTICAL PLAN

TOGETHER, WE ARE A MODEL OF EXCELLENCE AND INNOVATION

ENCINA WASTEWATER AUTHORITY

6200 AVENIDA ENCINAS, CARLSBAD, CALIFORNIA 92011

FISCAL YEAR 2017 TACTICAL PLAN

ENCINA WASTEWATER AUTHORITY

Encina Wastewater Authority (EWA) is a public agency serving an alliance of governments that work cooperatively to provide wastewater services to over 411,000 people in northwest San Diego County. EWA is a forward thinking alliance and a model of excellence and innovation. EWA is currently well-positioned to provide reliable services, meeting both regulatory and internal standards through January 2020.

PURPOSE OF THE TACTICAL PLAN

The FY 2016-17 Tactical Plan describes specific activities staff will undertake during the coming fiscal year in support of the Key Policy Issues identified in EWA's Board of Directors approved 2020 Business Plan. FY 2016-17 begins on July 1, 2016 and concludes on June 30, 2017.

BUSINESS VALUES

EWA's Business Values describe the organization's commitments to provide compelling value to its Member Agencies and the communities it serves. These Business Values also enable EWA to categorize its activities for consistency and clarity in communications. EWA's Business Values are:

- **Protect the Pacific Ocean.** EWA protects the Pacific Ocean by ensuring highly reliable water treatment and ocean delivery infrastructure.
- **Preserve Public Health.** EWA preserves public health by ensuring highly reliable wastewater treatment, water and solids recycling, and air emissions and odor control.
- **Develop Encina's Water Resources.** With drought, increased stress on water supplies, and the uncertainties arising from climate change and related research, the value of EWA's water resources will inevitably increase in value.
- **Conduct Sound Planning.** Effective and efficient operation, maintenance, and administration of the Joint System requires that EWA conduct sound planning.
- **Remain Efficient, Fiscally Responsible and Innovative.** Staff is committed to continuously increasing efficiency and demonstrating fiscal responsibility across the enterprise.
- **Be Transparent.** Transparency is a fundamental requirement of public agencies.
- **Invest Appropriately.** The ability of EWA to provide compelling value to the communities it serves depends on its ability to secure investment in necessary and appropriate resources and infrastructure.

STANDARDS

A standard is simply a rule, a level of quality or service, or an achievement that is considered acceptable or desirable. The Tactical Plan employs several important criteria for addressing future challenges and opportunities. EWA's standards drive its activities, decisions, and proposed investments. Some of these standards are legal or regulatory, and others are internally developed by EWA's staff in collaboration with member agencies.

FISCAL YEAR 2017 TACTICAL PLAN



= COMPLETED



= IN PROGRESS



= DELAYED



= NOT COMPLETED

KEY POLICY ISSUE NO. 1: MODERNIZE TREATMENT INFRASTRUCTURE

	Objective	Primary Driver(s)	Key Executive	Target
1	Complete Primary Process Improvements Rehabilitation Project Design.	<p>Improve the Encina Joint System in accordance with sound engineering practices and applicable laws and regulations.</p> <p>Highly reliable and predictable water treatment system.</p>	Director of Engineering	May 2017
<u>Status and Notes:</u>				
2	Substantially complete construction of Fiscal Year 2015 Major Plant Rehabilitation Project: Secondary Aeration Facilities, Digester Gas Piping Replacement, and Heat Dryer Safety Improvements. Initiate optional effort for aeration basin cover replacement.	<p>Improve the Encina Joint System in accordance with sound engineering practices and applicable laws and regulations.</p> <p>Data driven and life-cycle cost driven asset intervention.</p> <p>Safe work environment.</p> <p>Continuously increase efficiency in all aspects of EWA operations.</p>	Director of Engineering	June 2017
<u>Status and Notes:</u>				
3	Conclude the EWA Process Master Plan and present findings and recommendations to EWA Board of Directors.	<p>Highly reliable and predictable water treatment system.</p> <p>Continuously increase efficiency in all aspects of EWA operations.</p> <p>Data driven and life-cycle cost driven asset intervention.</p>	General Manager	October 2016
<u>Status and Notes:</u>				
4	Perform condition assessments on Flow Equalization Basins and Storm Water Pump Station.	<p>Data driven and life-cycle cost driven asset intervention.</p> <p>Highly reliable and predictable water treatment system.</p> <p>Safe work environment.</p>	Director of Engineering	April 2017
<u>Status and Notes:</u>				

KEY POLICY ISSUE NO. 2: DEVELOP TECHNICAL ASSESSMENT OF LOCAL OCEAN ENVIRONMENT

	Objective	Primary Driver(s)	Key Executive	Target
5	Engage the San Diego Regional Water Quality Control Board, California Department of Fish & Wildlife, and Army Corps of Engineers to obtain the required permits to perform annual cleaning of the Encina Flood Control Channel.	Proactively address changes in environmental conditions. Preserve fishable and swimmable local ocean environment.	Director of Environmental Compliance	May 2017
<u>Status and Notes:</u>				
6	Complete annual cleaning and condition assessment of the Encina Flood Control Channel.	Proactively address changes in environmental conditions. Preserve fishable and swimmable local ocean environment.	Director of General Services	June 2017
<u>Status and Notes:</u>				

KEY POLICY ISSUE NO. 3: REMAIN ENGAGED IN INDUSTRY ASSOCIATIONS AND ADVOCACY

	Objective	Primary Driver(s)	Key Executive	Target
7	Support staff participation in California Association of Sanitation Agencies (CASA), California Water Environment Association (CWEA), Southern California Alliance of POTW (SCAP), California Sanitation Risk Management Authority (CSRMA), and Water Environment Federation (WEF).	Anticipate future regulations and legal requirements. Maintain a highly qualified, trained, certified, and environmentally oriented workforce.	General Manager	Continuous Compliance Objective
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 4: LOCAL ENERGY RELIABILITY INITIATIVE

	Objective	Primary Driver(s)	Key Executive	Target
8	Initiate the EWA Energy & Emissions Strategic Plan Update.	Continuously increase efficiency in all aspects of EWA operations.	General Manager	May 2017
<u>Status & Notes:</u>				
9	Achieve Department of Energy (DOE) "Better Plants Program" 5% overall energy demand reduction.	Continuously increase efficiency in all aspects of EWA operations.	Director of General Services	April 2017
<u>Status & Notes:</u>				
10	Reduce biosolids heat dryer natural gas usage by 20% from Fiscal Year 2016.	Continuously increase efficiency in all aspects of EWA operations.	Director of Operations	June 2017
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 5: COLLABORATE TO OPTIMIZE BIOSOLIDS PROGRAM PERFORMANCE

	Objective	Primary Driver(s)	Key Executive	Target
11	Initiate Digester Settlement Mitigation Project construction effort.	Compliance with CFR 503 biosolids regulations. Highly reliable and predictable solids treatment system.	Assistant General Manager	February 2017
<u>Status & Notes:</u>				
12	Initiate the EWA Biosolids Management Plan Update.	Maintain stable costs and risk-managed biosolids management program.	General Manager	May 2017
<u>Status & Notes:</u>				
13	Improve centrifuge output efficiency from 22% to 24% total solids.	Maintain stable costs and risk-managed biosolids management program. Continuously increase efficiency in all aspects of EWA operations.	Director of Operations	June 2017
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 6: ACTIVELY SUPPORT MEMBER AGENCY WATER RECYCLING PROGRAMS

	Objective	Primary Driver(s)	Key Executive	Target
14	Conduct staff training and assist the City of Carlsbad with startup and commissioning of new Carlsbad Water Recycling Facility (CWRF) expansion.	Support Member Agency planning activities. Operate the Encina Joint System on a cooperative basis for the management of recycled water.	Director of Operations	January 2017
<u>Status & Notes:</u>				
15	Optimize the operation of new CWRF expansion facilities and develop new Standard Operating Procedures (SOPs) and Standard Maintenance Procedures (SMPs).	Collaborate with Member Agencies on recycled water reliability and risks.	Director of Operations	June 2017
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 7: IMPLEMENT TECHNOLOGY MASTER PLAN

	Objective	Primary Driver(s)	Key Executive	Target
16	Produce 30% SCADA Design-Build Documents. Prepare a Request for Proposals (RFP) for SCADA Design-Build Project.	Highly reliable and predictable water and solids processing. Data driven and life-cycle cost driven asset intervention.	Assistant General Manager	March 2017
<i>Status & Notes:</i>				
17	Complete Sub-Metering Project Design and initiate construction to improve monitoring and control of the Encina Water Pollution Control Facility (EWPCF) energy production and use.	Data driven and life-cycle cost driven asset intervention. Continuously increase efficiency in all aspects of EWA's operations.	Director of Engineering	April 2017
<i>Status & Notes:</i>				

KEY POLICY ISSUE NO. 8: LOCAL WATER REUSE STRATEGIC PLAN

	Objective	Primary Driver(s)	Key Executive	Target
18	Complete Water Reuse Feasibility Study and present findings and recommendations to the EWA Board of Directors.	Collaborate with the Member Agencies on potable water reliability and risks. Support Member Agency planning activities. Anticipate future regulations and legal requirements.	Assistant General Manager	May 2017
<i>Status & Notes:</i>				

KEY POLICY ISSUE NO. 9: EWPCF OCEAN DISCHARGE AND AIR EMISSIONS PERMIT COMPLIANCE

	Objective	Primary Driver(s)	Key Executive	Target
19	Continuous compliance with EWA's National Pollutant Discharge Elimination System (NPDES) permit for final effluent limitations for the Encina Ocean Outfall.	Meet or exceed ocean discharge regulations. Comply with effluent limitations.	Director of Operations	Continuous Compliance Objective
<u>Status & Notes:</u>				
20	Perform biennial Encina Ocean Outfall external condition assessment and present findings and recommendations to EWA Board of Directors.	Data driven and life-cycle cost driven asset intervention. Comprehensive or credible knowledge of the environmental impacts of operations.	Assistant General Manager	June 2017
<u>Status & Notes:</u>				
21	Continuous compliance with San Diego Air Pollution Control District (APCD) Permits reporting requirements.	Meet or exceed all APCD permit regulations. Comply with emissions limitations.	Director of Operations	Continuous Compliance Objective
<u>Status & Notes:</u>				
22	Eliminate chemical treatment for Odor Reduction Facility III and conduct an odor evaluation to verify effectiveness of stand-alone carbon treatment for removal of secondary process odors.	Continuously increase efficiency in all aspects of EWA operations. Demonstrate regulatory compliance.	Director of Environmental Compliance	February 2017
<u>Status & Notes:</u>				
23	Implement new regulations to control the discharge of mercury from dental facilities to include notifying 130 existing facilities and permitting new ones.	Ensure effective enforcement of pretreatment regulations across the 125 square mile Encina Service Area. Demonstrate regulatory compliance.	Director of Environmental Compliance	June 2017
<u>Status & Notes:</u>				
24	Update the EWPCF Air Toxics Health Risk Assessment as required by the APCD.	Meet or exceed all APCD permit regulations. Demonstrate regulatory compliance.	Director of Environmental Compliance	January 2017
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 10: DEVELOP NUTRIENT MANAGEMENT PLAN

	Objective	Primary Driver(s)	Key Executive	Target
25	Monitor State Water Resources Control Board activities for proposed nutrient limitations for ocean dischargers.	Anticipate future regulations and legal requirements.	General Manager	Continuous Compliance Objective
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 11: MANAGE SOUTH PARCEL

	Objective	Primary Driver(s)	Key Executive	Target
26	Continue support for Agua Hedionda Pump Station construction project with South Parcel use.	Support Member Agency planning activities. Minimize Member Agency costs.	General Manager	June 2017
<u>Status & Notes:</u>				
27	Continue to work with Member Agency Managers and the EWA Board of Directors on South Parcel Utilization.	Collaborate with Member Agency on investment proposals. Pursue private partnerships when beneficial to EWA. Build trust and support with policy makers and community leaders. Minimize Member Agency costs.	General Manager	Continuous Compliance Objective
<u>Status & Notes:</u>				
28	Actively maintain South Parcel property and fence line.	Build trust and support with policy makers and key stakeholders. Be proactive in identifying future risks.	Director of General Services	Continuous Compliance Objective
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 12: CREATE REGIONAL SOLUTIONS FOR OUR PARTNERS

	Objective	Primary Driver(s)	Key Executive	Target
29	Conduct multi-agency exercises to test and improve EWA and Member Agency Remote Facility emergency response capabilities.	Be proactive in identifying future risks and opportunities to enhance performance.	Director of Operations	September 2016
	<u>Status & Notes:</u>			
30	Work with Member Agencies to update Memorandum of Understanding for each remote facility under the operational and administrative control of EWA.	Effectively communicate EWA's roles and responsibilities to key stakeholders. Support Member Agency planning needs.	Director of Operations	June 2017
	<u>Status & Notes:</u>			
31	Continue to explore and support resource sharing opportunities.	Support Member Agency planning needs. Build trust and support with policy makers and key stakeholders.	General Manager	Continuous Compliance Objective
	<u>Status & Notes:</u>			
32	Establish temporary, part-time, and volunteer staffing program.	Provide safe work environment. Minimize Member Agency costs.	Human Resources	February 2017
	<u>Status & Notes:</u>			
33	Work with key stakeholders to identify opportunities with AB1826 implementation in coordination with Encina's Energy & Emissions Strategic Plan and Biosolids Management Plan updates.	Support Member Agency planning needs. Pursue private partnerships when beneficial to EWA. Achieve energy independence.	Assistant General Manager	May 2017
	<u>Status & Notes:</u>			

KEY POLICY ISSUE NO. 13: REPORT ON ANNUAL PERFORMANCE AND EFFICIENCIES

	Objective	Primary Driver(s)	Key Executive	Target
34	Review and update monthly reporting metrics and dashboard presentation.	Continuously increase efficiency in all aspects of EWA operations. Be transparent.	General Manager	February 2017
	<u>Status & Notes:</u>			
35	Prepare and publish EWA's Comprehensive Annual Financial Report for EWA Board of Directors.	Be transparent. Build trust and support with policy makers and key stakeholders.	Treasurer / Auditor	December 2016
	<u>Status & Notes:</u>			
36	Prepare and publish Actuarial Valuation Update for EWA Retiree Health Program.	Be transparent. Build trust and support with policy makers and key stakeholders.	Treasurer / Auditor	March 2017
	<u>Status & Notes:</u>			
37	Develop and publish EWA's "RenEWable News" updating key stakeholders on current resource recovery efforts.	Be transparent. Deliver meaningful content that highlights EWA's motivations and standards.	Director of Operations	June 2017
	<u>Status & Notes:</u>			

KEY POLICY ISSUE NO. 14: BUSINESS VALUES AND STANDARDS BASED COMMUNICATIONS

	Objective	Primary Driver(s)	Key Executive	Target
38	Report operating and capital performance to Policy and Finance Committee, Capital Improvement Committee, and EWA Board of Directors.	Be transparent. Build trust and support with policy makers and key stakeholders.	General Manager	Continuous Compliance Objective
<u>Status & Notes:</u>				
39	Issue an RFP and select new Independent Financial Auditor.	Be transparent. Build trust and support with policy makers and key stakeholders.	Treasurer / Auditor	December 2016
<u>Status & Notes:</u>				
40	Monitor and report on Fiscal Year 2016-17 Tactical Plan achievement.	Continuously increase efficiency in all aspects of EWA operations.	General Manager	Continuous Compliance Objective
<u>Status & Notes:</u>				

KEY ISSUE NO. 15: COMMUNICATIONS INTEGRATION

	Objective	Primary Driver(s)	Key Executive	Target
41	Update EWA website to provide meaningful content that highlights motivations and standards.	Be transparent. Easy access to essential and governance information.	Director of Operations	Continuous Compliance Objective
<u>Status & Notes:</u>				
42	Utilize social media to share content on operational efficiencies, key policy and planning decisions, investments, and related mission critical activities.	Deliver meaningful content that highlights EWA's motivations and standards.	Director of Operations	Continuous Compliance Objective
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 16: CO-BRAND WITH MEMBER AGENCIES

	Objective	Primary Driver(s)	Key Executive	Target
43	Partner with Member Agencies on regional solutions, operational efficiencies, water recycling, renewable energy, and PureGreen initiatives.	Build trust and support with policy makers and community leaders. Minimize Member Agency costs.	General Manager	Continuous Compliance Objective
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 17: EXPAND USE OF COMPREHENSIVE ASSET MANAGEMENT PLAN

	Objective	Primary Driver(s)	Key Executive	Target
44	Update EWA's Comprehensive Asset Management Plan (E-CAMP) for Fiscal Year 2018.	Data-driven asset intervention. Make compelling case for infrastructure investment.	Assistant General Manager	April 2017
<u>Status & Notes:</u>				
45	Evaluate current Computerized Maintenance Management System (CMMS) for effectiveness and develop recommendations for system improvements.	Data-driven asset intervention. Make compelling case for infrastructure investment. Consider life-cycle costs in all decisions.	Assistant General Manager	March 2017
<u>Status & Notes:</u>				
46	Initiate audit of physical asset registry, spare parts inventory, SOPs, SMPs, and reporting practices for EWPCF and Remote Facilities.	Data-driven asset intervention. Make compelling case for infrastructure investment. Support Member Agency planning needs.	Assistant General Manager	June 2017
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 18: EMPLOYER OF CHOICE INITIATIVE

	Objective	Primary Driver(s)	Key Executive	Target
47	Facilitate EWA's annual health benefit fair.	Consistently improve employee quality of work life.	Human Resources	September 2016
<u>Status & Notes:</u>				
48	Provide job-related training opportunities to improve safety, health, and welfare of employees and visitors to EWA.	Consistently improve employee quality of work life. Safe work environment. Highly trained, qualified, certified, and environmentally oriented workforce.	General Manager	Continuous Compliance Objective
<u>Status & Notes:</u>				

KEY POLICY ISSUE NO. 19: CONTINUE BOARD OF DIRECTORS CULTURE AND ORIENTATION PROCESS

	Objective	Primary Driver(s)	Key Executive	Target
49	Conduct Board of Director Orientation for all new Directors in collaboration with Board of Directors Chair.	Maintain recognition of the need to operate, maintain, and administer the Encina Joint System on a cooperative basis as envisioned in the Revised Establishment Document.	General Manager	January 2017
	<u>Status & Notes:</u>			
50	Engage Board of Directors in scheduling a 2020 Business Plan Mid-Point Check-in Workshop to occur in August-October 2017 timeframe.	Confirmation of 2020 Business Plan approach. Together, we are a model of excellence and innovation. Board centric strategic planning.	General Manager	June 2017
	<u>Status & Notes:</u>			