

# 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.



= 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
2018 SI-1-1	Complete site security assessment.	Develop final site security & safety recommendations and implementation schedule.	Engineering Services Manager	May 2018
	<u>Status and Notes:</u>			
2018 SI-1-2	Provide staff parking solution.	Complete design and construction of interior parking lot.	Capital Projects Manager	August 2018
	<u>Status and Notes:</u>			
2018 SI-1-3	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
	<u>Status and Notes:</u>			

STRATEGIC INITIATIVE NO. 2: REMAIN AN EMPLOYER OF CHOICE				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018 SI-2-1	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
	<u>Status and Notes:</u>			
2018 SI-2-2	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
	<u>Status and Notes:</u>			

2018 SI-2-3	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
<u>Status and Notes:</u>				
2018 SI-2-4	Facilitate EWA's annual health benefits fair.	Successful flex-plan enrollment of EWA staff.	Human Resources Manager	September 2018
<u>Status and Notes:</u>				

<b>STRATEGIC INITIATIVE NO. 3: MAINTAIN REGULATORY COMPLIANCE</b>				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018 SI-3-1	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
<u>Status and Notes:</u>				
2018 SI-3-2	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
<u>Status and Notes:</u>				
2018 SI-3-3	Compliance with regulatory permits.	Continuous compliance with regulatory permits.	Director of Environmental Compliance	December 2018
<u>Status and Notes:</u>				
2018 SI-3-4	Update EWA's Pretreatment Ordinance.	Hold public hearing and obtain Pretreatment Ordinance approval from EWA Board of Directors.	Source Control Manager	December 2018
<u>Status and Notes:</u>				

**STRATEGIC INITIATIVE NO. 4: IMPROVE INFRASTRUCTURE PERFORMANCE AND RELIABILITY**

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018 SI-4-1	2015 Major Plant Rehabilitation Project completion.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	June 2018
	<u>Status and Notes:</u>			
2018 SI-4-2	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
	<u>Status and Notes:</u>			
2018 SI-4-3	Complete Biosolids, Energy, and Emissions (BEE) Strategic Plan.	EWA Board of Directors receive and file the BEE Strategic Plan.	Assistant General Manager	May 2018
	<u>Status and Notes:</u>			
2018 SI-4-4	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
	<u>Status and Notes:</u>			
2018 SI-4-5	Develop SCADA platform and standards.	Report to the EWA Board of Directors SCADA Improvement Project status.	Assistant General Manager	June 2018
	<u>Status and Notes:</u>			
2018 SI-4-6	Complete SCADA Implementation Plan.	EWA Board of Directors receive and file SCADA Implementation Plan.	Assistant General Manager	December 2018
	<u>Status and Notes:</u>			
2018 SI-4-7	Complete Primary Effluent Conveyance Pipeline Rehabilitation Project.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	November 2018
	<u>Status and Notes:</u>			
2018 SI-4-8	Implement Computerized Maintenance Management System (CMMS) platform.	Transition to new CMMS platform and develop new procedures.	Engineering Services Manager	May 2018
	<u>Status and Notes:</u>			

2018 SI-4-9	Update EWA's Comprehensive Asset Management Plan (E-CAMP).	Incorporate E-CAMP recommendations into Proposed FY2019 Budget.	Engineering Services Manager	March 2018
<u>Status and Notes:</u>				

<b>STRATEGIC INITIATIVE NO. 4: IMPROVE INFRASTRUCTURE PERFORMANCE AND RELIABILITY - CONTINUED</b>				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018 SI-4-10	Complete Digester Settlement Mitigation Project.	Project final acceptance by EWA Board of Directors.	Capital Projects Manager	September 2018
<u>Status and Notes:</u>				
2018 SI-4-11	Establish as-needed construction services agreement for EWA.	Agreement approval by EWA Board of Directors.	Capital Projects Manager	March 2018
<u>Status and Notes:</u>				
2018 SI-4-12	Complete Digester Improvements Project design.	Prepare design package for competitive bidding.	Capital Projects Manager	December 2018
<u>Status and Notes:</u>				
2018 SI-4-13	Upgrade board room Audio / Visual (A/V) System.	Transition to digital A/V System.	Systems Manager	June 2018
<u>Status and Notes:</u>				
2018 SI-4-14	Develop EWA Business Continuity and Disaster Recovery Plan.	Plan adoption by EWA Board of Directors.	Systems Manager	December 2018
<u>Status and Notes:</u>				
2018 SI-4-15	Inspect flood control channel in preparation for wet weather.	Complete annual inspection, cleaning, and assessment of flood control channel.	Maintenance Manager	November 2018
<u>Status and Notes:</u>				
2018 SI-4-16	Maintain south parcel for future use.	Actively monitor and maintain south parcel and fence line.	Director of General Services	December 2018
<u>Status and Notes:</u>				
2018 SI-4-17	Complete asset management plans for CWRP, BVPS, BCPS, and RBPS.	Submit asset management plans to Member Agencies for review and approval.	Engineering Services Manager	October 2018
<u>Status and Notes:</u>				

2018 SI-4-18	Perform condition assessments identified in EWA's E-CAMP.	Report to the Capital Improvement Committee condition assessment results.	Engineering Services Manager	September 2018
	<u>Status and Notes:</u>			

<b>STRATEGIC INITIATIVE NO. 5: EXPAND WASTE RESOURCE RECOVERY EFFORTS</b>				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018 SI-5-1	Finalize Water Reuse Feasibility Study.	EWA Board of Directors receive and file final report.	Assistant General Manager	March 2018
	<u>Status and Notes:</u>			
2018 SI-5-2	Assess brewery waste stream market.	EWA Board of Directors approved supply agreements in place.	Assistant General Manager	September 2018
	<u>Status and Notes:</u>			
2018 SI-5-3	Assess Fats, Oils, and Grease (FOG) market.	EWA Board of Directors approved supply agreements in place.	Assistant General Manager	September 2018
	<u>Status and Notes:</u>			

<b>STRATEGIC INITIATIVE NO. 6: CONTINUE FISCAL RESPONSIBILITY AND REVENUE GENERATION</b>				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018 SI-6-1	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
	<u>Status and Notes:</u>			
2018 SI-6-2	Issue a Request for Proposals (RFP) for financial extension of staff services.	Agreement in place for financial support services.	Administrative Services Manager	July 2018
	<u>Status and Notes:</u>			
2018 SI-6-3	Explore waste resource recovery and biosolids reuse opportunities.	Additional revenue generation.	Director of Operations	December 2018
	<u>Status and Notes:</u>			

2018 SI-6-4	Review and update administrative policies as required.	EWA Board of Directors approved policy and resolutions in place.	Administrative Services Manager	December 2018
<i>Status and Notes:</i>				
2018 SI-6-5	Fiscal Year 2019 Annual Operating and Capital Budget.	EWA Board of Directors approved budget and appropriations resolution in place.	Administrative Services Manager	July 2018
<i>Status and Notes:</i>				
2018 SI-6-6	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
<i>Status and Notes:</i>				

<b>STRATEGIC INITIATIVE NO. 7: OPTIMIZE OPERATIONAL PERFORMANCE</b>				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018 SI-7-1	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
<i>Status and Notes:</i>				
2018 SI-7-2	Optimize beneficial use of recovered biogas.	Revise SOP's to incorporate amended air permit conditions and SDGE modified peak-pricing periods.	Director of Operations	November 2018
<i>Status and Notes:</i>				
2018 SI-7-3	Increase solids concentrations to digesters.	Implement appropriate solids monitoring technologies.	Operations Manager	December 2018
<i>Status and Notes:</i>				
2018 SI-7-4	Improve the consistency of EWPCF operations.	Establish metrics and track key performance indicators for each EWPCF treatment process areas.	Operations Manager	April 2018
<i>Status and Notes:</i>				

## STRATEGIC INITIATIVE NO. 8: ENGAGE KEY STAKEHOLDERS

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2018 SI-8-1	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
	<u>Status and Notes:</u>			
2018 SI-8-2	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
	<u>Status and Notes:</u>			
2018 SI-8-3	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
	<u>Status and Notes:</u>			
2018 SI-8-4	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
	<u>Status and Notes:</u>			
2018 SI-8-5	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
	<u>Status and Notes:</u>			
2018 SI-8-6	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
	<u>Status and Notes:</u>			
2018 SI-8-7	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
	<u>Status and Notes:</u>			
2018 SI-8-8	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
	<u>Status and Notes:</u>			