

2023-2027 Business Plan - Performance Report
Second Half FY2023 Report – January 1, 2023 through June 30, 2023



STATUS GUIDE

1

Objective was completed.

2

Objective is on track to be completed by the original target date.

3








Objective is not on track.





4







Objective is deleted or delayed by the Water Authority Board.

5




Objective is deleted or delayed by factors outside of the Water Authority's control.












WATER SUPPLY - Imported Water					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Develop new, flexible water storage/supply management opportunities for the Water Authority's Colorado River supplies, including Lake Mead, local, and binational storage solutions, to benefit both the region and the entire Basin.	Dec-2023			The Water Authority is continuing dialogue, including with the U.S. Bureau of Reclamation (Reclamation) and the Metropolitan Water District of Southern California (MWD), to obtain storage in Lake Mead for long-term strategy and flexible water management, and proposes storage as part of a larger set of consensus-based actions to stabilize the Colorado River system. Water Authority staff continues to explore funding opportunities to expand capacity at the Carlsbad Desalination Plant, including through the Inflation Reduction Act, whereby additional desalinated water would be made available to benefit the river.
2	Secure long-term cost-effective conveyance of the Water Authority's Quantification Settlement Agreement (QSA) conserved water supplies for the benefit of the region and the entire river system.	Dec-2024			The Water Authority has been studying the feasibility of building a water conveyance path from the Imperial Valley to the Water Authority's service area as an alternative to MWD's Colorado River Aqueduct. Work on Phase A is complete. Work on the Phase B study is currently deferred by the Board.
3	In coordination with the project partners, complete construction of the Coachella Mid-Canal Storage Project to help reduce the Water Authority's share of operation, maintenance, and repair costs.	Dec-2025			Phase 1 for design and environmental review is complete. The Phase 2 agreement between Coachella Valley Water District (CVWD) and the Water Authority for construction was approved by the Board in February 2023. A low interest federal loan was secured for the project from Reclamation. CVWD is awaiting bids for a construction contract. Construction is anticipated to start in summer 2023 and be completed in one year.
4	Work in concert with the General Counsel's office to achieve resolution of all pending rate cases, including obtaining a final resolution for the 2014, 2016, and 2018 cases and a court decision on the offsetting benefits by 2025.	Dec-2025			The consolidated cases for 2014, 2016 and 2018 trial started in May 2022 and a Statement of Decision was issued by the trial court in April 2023. The trial court denied the Water Authority's offsetting benefits claims; the court also denied MWD's claim for reformation of the Exchange Agreement. Counsel for MWD and the Water Authority will meet and confer on the proper form of judgment. After entry of judgment by the trial court, both parties will have the opportunity to appeal adverse decisions, should they so choose.
5	Engage in Basin States, interstate, and binational policy discussions, including as they relate to renegotiation of the 2007 Interim Guidelines and addressing the ongoing drought on the Colorado River, while promoting collaboration and innovative partnerships.	Dec-2025			The Water Authority attends and is engaged in ongoing, collaborative meetings held by the Basin states and Reclamation to address drought impacts and is engaged in the process for renegotiation of the 2007 Interim Guidelines, as well as potential near-term actions. Water Authority staff is reviewing the Lower Basin consensus-based proposal (May 2023) to conserve up to 3 million acre-feet on the river through 2026. Staff additionally engages through other forums including the Colorado River Board of California, the MWD Board, and binational workgroups.
6	Advance policies, programs, and projects that are consistent with state policy to reduce reliance on the Bay-Delta and with the Water Authority Board's Bay-Delta and Project Policy Principles, including the support of a single-tunnel Bay-Delta project, contingent on the proper allocation of project costs on MWD's rates and charges.	Jun-2027			Water Authority staff continued to communicate with the Newsom Administration, the San Diego legislative delegation, and a variety of external parties regarding the Water Authority Board's conditional support for the Bay-Delta fix alternative, along with a comprehensive explanation of the rates/charges conditions that would need to be satisfied to address the Water Authority's interests.
7	Work with QSA JPA parties and Lower Colorado River Multi-Species Conservation Program stakeholders to ensure all required environmental mitigation is implemented.	Jun-2027			Mitigation status reports provided at the March and June 2023 Quantification Settlement Agreement Joint Powers Authority (QSA JPA) meetings indicated all activities are on track and in compliance with requirements. It is anticipated that the QSA JPA water agencies will complete mitigation payments by 2025. For the Lower Colorado River Multi-Species Conservation Program, formal consultation concluded in December 2022 for a program modification to allow for increased water conservation in the Lower Colorado River Basin.



8	Lead stakeholder outreach and engagement to enhance relationships as they relate to the conserved water the Water Authority receives through the QSA.	Jun-2027			Staff continues to engage in one-on-one and small group meetings with Imperial Valley and Basin stakeholders with a focus on ensuring Reclamation acknowledges the value of the QSA in its environmental analysis that looks at changes to the near-term operations of the Colorado River and in planning for the river's long-term operation. Staff has also focused on how the QSA is a model for other Basin states in implementing conservation in a way that protects agriculture and the environment.
9	Collaborate with MWD and member agency board members, staff, and other stakeholders to improve MWD system flexibility and accessibility through the 2020 Integrated Water Resources Plan implementation, evaluation of the Regional Recycled Water Program, and other efforts.	Jun-2027			In February 2023, MWD launched its Climate Adaptation Master Plan for Water (CAMP4W), which intends to integrate MWD's resources, financial, and climate change planning and to align it with that of its member agencies. This integration and coordination process outcome was achieved after years of advocacy by the Water Authority's Delegates and staff. Through the Water Authority's advocacy, MWD also agreed to undertake a cost of service (COS) study for Pure Water Southern California (formerly the Regional Recycled Water Program) and hired a consultant to perform the COS in October 2022. The COS intends to address how the project will be paid for through rates, and thus member agencies' cost share of it, and be provided before MWD moves forward with the program's implementation.
10	Work in concert with the Water Authority's Board Officers and MWD Delegates to ensure collaboration, equity, and transparency in MWD policies and processes, including the rate refinement, long-range financial planning, and Integrated Water Resources Plan processes.	Jun-2027			All four Water Authority MWD Delegates now hold key leadership positions at MWD and are supporting Chair Ortega in his effort to improve board transparency, oversight, and collaboration. Director Goldberg in her role as the Vice Chair is overseeing the development of MWD's inaugural CAMP4W, which held its first workshop focusing on building a common understanding among board members and member agencies to support the development of MWD's long-term planning. Separately, in response to concerns raised by the Delegates and other directors, MWD held a panel discussion, which included General Manager Kerl, related to equity issues in serving disadvantaged communities among other topics. Also, MWD corrected its description of the exchange water in its most recent Official Statement at the request of the Delegates.
11	In tandem with the Water Authority's MWD Delegates, advocate securing adoption of a long-range finance plan, business model, and rate structure that will ensure MWD's long-term financial sustainability.	Jun-2027			Under the leadership of Vice Chair Goldberg, MWD launched its long-term planning effort—CAMP4W—that aims to integrate its resources, financial, and climate change planning and align its planning with that of its member agencies. Staff continues to work in tandem with the Delegates to support the integration of MWD's financial and resources planning, and its alignment to its member agencies' planning, to ensure MWD's long-term financial sustainability.






WATER SUPPLY - Local Water					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Complete Contract Administration Memoranda and any necessary Water Purchase Agreement contract amendments for the final phase of the new intake and discharge facilities at the Lewis Carlsbad Desalination Plant.	Dec-2022			The Contract Administration Memorandum was approved by the Board on December 15, 2022. Financial close of Water Infrastructure Finance and Innovation Act funds and Public Activity Bonds occurred on February 17 and March 9, 2023, respectively.
2	Update the Board and member agencies on phase two of the Water Research Foundation study to evaluate the regional benefits of the Lewis Carlsbad Desalination Plant supply and potable reuse supplies. (D)	Jun-2023			This objective is complete and included an update to the Board and member agency managers in January 2023. The team completed several tasks including the regional salinity loading model, the economic impact model, and a final report.
3	Complete all submittal reviews within the Water Purchase Agreement required timeframe during oversight of the design, construction, and commissioning of the Lewis Carlsbad Desalination Plant's permanent intake and discharge facilities in compliance with the Ocean Plan Amendment. (E, F)	Mar-2024			Construction of the permanent intake and discharge facilities began in January 2023. Staff is monitoring construction for conformance with the Water Purchase Agreement and plans to provide an update to the Board in July 2023.
4	Advocate for state and federal funding opportunities for local water supply projects and evaluate opportunities to assist member agencies and underrepresented communities in using funding. (B)	Dec-2024			Staff is assisting with the administration of drought funding available under Integrated Regional Water Management (IRWM) for Disadvantaged Communities (DACs). The IRWM's consultant's scope of work will evaluate additional funding options and provide additional assistance to DACs with reporting support.
5	Advocate for the adoption of a state drought action plan that protects the ability to use regionally developed sources during drought emergencies and implement Water Shortage Contingency Plan action only when warranted by local supply conditions. (A, C)	Dec-2024			Staff met with State Water Resources Control Board staff, ACWA staff, and other retail agencies several times and proposed a framework that considers both Water Use Efficiency standards and resiliency in supplies. The last meeting was December 14, 2022. Heavy winter and spring precipitation prevented the need for emergency drought action by the state.
6	Coordinate with member agencies to submit applications to MWD for Local Resource Program (LRP) and other funding opportunities and advocate for criteria which is supportive of member agency projects. (B)	Jun-2025			Water Authority staff met with staff from the San Elijo JPA in May 2023 to discuss a future LRP application for a recycled water project.











WATER SUPPLY - Resource Planning					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Engage in the San Diego Local Agency Formation Commission (LAFCO) process on Fallbrook/Rainbow detachment to ensure all conditions outlined in Board Resolution 2020-06 are fully addressed. (D)	Jun-2023	Aug-2023	5	LAFCO staff belatedly released for public review a Draft Staff Report on the Fallbrook and Rainbow Reorganization Applications in late April 2023, which included five recommendation alternatives for the Commission to consider, with LAFCO Staff recommending Option 2 – Approve detachment with an “Exit Fee”. The Water Authority submitted substantive comments on the Draft Staff Report by March 22, 2023. LAFCO Staff’s Final Report was released on May 31, 2023, as part of LAFCO Commission’s June 5, 2023, regular meeting agenda packet. The Water Authority presented its arguments opposing detachment at the June 5 hearing. The hearing concluded on June 5 with a vote of the Commission on continuing the item to the August 7, 2023 Commission meeting. On June 12, the EO of LAFCO called an ‘emergency’ Commission meeting on June 14th to 1) take an oppose position on AB 530 legislation, and 2) move up the LAFCO decision on detachment to July 10. Both items passed, and the new date for LAFCO Commission to vote will be July 10. The item may or may not be voted on or passed on that date. Staff will update the “Target Date” once known.
2	Advocate with member agencies the equitable and reasonable development of statewide water use efficiency targets and drought management actions by the Department of Water Resources (DWR) and State Water Resources Control Board. (F, H, I)	Jul-2023	Jul-2024	5	DWR has made a recommendation on Water Use Efficiency targets to the State Water Resources Control Board (SWRCB). Staff is now focused on advocating with the SWRCB and attending regular meetings with Staff and Board members. SWRCB is expected to begin the regulatory process in June 2023. Regulations must be adopted within a year after the regulatory process begins.
3	Conduct a funding study that provides short and long-term Integrated Regional Water Management (IRWM) Program sustainability strategies in coordination with the RWMG to help ensure the Program’s viability and capacity to support regional objectives and needs in the future years. (A)	Dec-2023		2	Staff is working with the Regional Water Management Group (RWMG) to develop long-term direction for the IRWM Program and is evaluating funding opportunities outside of Proposition rounds/IRWM Program. Currently the RWMG and Regional Advisory Committee (RAC) are working on the development of a resiliency project that can be sponsored by the RWMG for grant funding even if dedicated IRWM funding is unavailable. The RWMG is also making program revisions anticipating the possibility that additional IRWM funding may not be available.
4	Secure \$2.5 million in external funding such as grant awards, utility funding, and in-kind contributions to support water-use efficiency programs. (G, H, I, J)	Jun-2024		2	Staff is implementing programs to use \$2.3 million in funding for regional conservation programs from Prop 1 Round 2. The Water Authority was also awarded \$3 million of drought funding for the regional Water Use Efficiency (WUE) direct install program for underserved communities. Staff has worked with the contractor to install devices within a three-year window.
5	In collaboration with the RWMG, evaluate potential opportunities to strengthen disadvantaged communities’ engagement through targeted outreach, financial and technical assistance. (A)	Jun-2024		2	Staff is working closely with DAC project sponsors to complete reporting requirements for existing grants and develop recommendations for future DAC grant opportunities. Staff also collaborated with the RWMG and the IRWM consultant to provide additional project administration support to DAC project sponsors as needed.
6	Identify and implement studies that support the Water Authority’s position on water use efficiency, demand and drought response. (H)	Jul-2024		2	Staff is working with ACWA and other stakeholders on developing data to support reasonable long term water use efficiency targets. Staff are participating in discussions with DWR and other stakeholders on studies needed to evaluate indoor WUE standards. Staff is also partnering with the California Data Collaborative on a landscape measurement pilot to evaluate Commercial, Industrial, and Institutional landscapes to be completed in 2023.
7	Using the results of the funding study and DAC communities’ engagement efforts, develop further plans which define the IRWM Program’s future roles and funding sources that align with local and regional priorities. (A)	Jun-2025		2	The IRWM Program convened a drought resiliency workgroup to identify potential projects for funding. The technical memo is expected to be completed by the summer of 2023 and the RWMG will work with the consultant to find external funding.








8	Work with member agencies to maximize water use efficiency funding from MWD for Member Agency Administered Programs (MAAP) (H, I, J)	Jul-2025			Staff has developed a budget to utilize MWD's full MAAP budget and is tracking progress with quarterly reporting by member agencies.
9	Complete the 2025 Urban Water Management Plan (UWMP) update to identify supplies necessary to meet future demands and comply with the Urban Water Management Planning Act. (B, C)	Jul-2026			Contractor selection process for the professional services expected to start in July 2023.
10	Update the Water Shortage Contingency Plan (WSCP) to comply with state requirements and include the plan as part of the 2025 Urban Water Management Plan (UWMP). (E, F)	Jul-2026			Contractor selection process for the professional services expected to start in July 2023.









WATER FACILITIES - Infrastructure/CIP					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Complete construction of the Mission Trails Flow Regulatory Storage II and Flow Control Facility project to mitigate existing operational risks and meet future untreated water demands for the central and south county service areas. (C, D, E, G, H)	Nov-2022	Apr-2023		Construction contract awarded in January 2020 to OHLA USA, Inc. in the amount of \$28,382,746. The project is complete and notice of completion was filed in May 2023.
2	Complete construction of the Hauck Mesa Storage Reservoir and Pipeline Surge Protection project to provide operational flexibility on the First Aqueduct and long-term surge protection for the Valley Center Pipeline. (C, D, E, F, G, H)	Jan-2023	Jun-2023		Construction contract awarded in January 2021 to Pacific Hydrotech, Inc. in the amount of \$11,370,360. The project was delayed due to inclement weather, design changes and contractor schedule delays. Work was completed in June 2023.
3	Complete construction of the Dulin Hill Erosion Repair project to repair slope damage resulting from past wildfires and provide additional protection to the Second Aqueduct. (A, C, D, G, H)	Jun-2023			Construction contract awarded in August 2022 to Mac Dad Builders, Inc., in the amount of \$1,965,884. Work was completed in May 2023.
4	Complete construction of the Pipeline 5 Relining – Twin Oaks Valley Road to Crossover Pipeline Turnout project to provide an additional 1.0 miles of relined pre-stressed concrete cylinder pipe. (A, D, E, G, H)	Jun-2023			Construction contract awarded in January 2021 to J.F. Shea Construction, Inc., in the amount of \$16,850,000. Work was completed in June 2023.
5	Complete construction of the First Aqueduct Treated Water Tunnels Rehabilitation project to prevent groundwater infiltration. (A, D, E, G, H)	Jul-2023			Construction contract awarded in May 2022 to Michels Pipe Services in the amount of \$22,145,492. Work is progressing as scheduled and is anticipated to be complete in July 2023.
6	Complete the 2023 Water Facilities Master Plan that evaluates facility needs based on various supply and demand uncertainties and system strategies that consider existing and future regional water facilities; operational resiliency and reliability; and supply reliability and diversity. (C, D, G, H)	Jun-2024			The team is currently on track to complete the 2023 Water Facilities Master Plan on time and has completed the project scenario development, performance criteria, and baseline modeling of the scenarios. This information is scheduled to be presented to the Board and member agency managers in July 2023. The team is currently working on developing potential solutions to system challenges identified in the modeling and plans to review with the Member Agency Technical Advisory Group in July 2023.
7	Complete construction of the Valley Center ESP Improvements project to provide treated water deliveries to VCMWD and YMWD during an emergency event. (C, D, E, G, H)	Dec-2024			Board approved the construction and operation agreement in March 2023. In accordance with the agreement, the Water Authority issued the construction funds to Valley Center Municipal Water District and Yuima Municipal Water District in May 2023. Construction is anticipated to complete in late 2024.
8	Complete construction of the Poway 5 Flow Control Facility project to provide the City of Poway a new treated water connection. (E, F, G, H)	Jun-2025			This project is being led by the City of Poway. The designer submitted the mid-point design documents and is addressing comments. Final design submittal is expected in November 2023.
9	Complete construction of the Southern First Aqueduct Structures Rehabilitation project to improve operations and the reliability of First Aqueduct untreated water deliveries. (A, C, D, E, F, G, H)	Dec-2025	Jun-2026		Final design for this project is anticipated to complete in Summer 2023. Construction is planned to begin in Winter 2024.
10	Complete the design of the Pipeline 3, 4, and 5 at Moosa Canyon project to provide long-term pipeline protection for the Second Aqueduct crossing the canyon. (A, C, D, E, G, H)	Jun-2026			Staff anticipates advertising a Request for Proposals for design services in Summer 2023, and recommend award of a professional design services contract in Fall 2023.
11	Complete construction of the Crossover Pipeline I-15 Bypass project to replace the existing crossover pipeline under I-15, which is nearing the end of its service life. (A,E, G, H)	Jun-2026			Board approved the Mitigated Negative Declaration in March 2023. Final design is anticipated to complete in late 2023.








12	Apply for and obtain a Federal Energy Regulatory Commission license as a co-licensee with the City of San Diego and development team for the potential San Vicente Energy Storage Facility. (C, D, G, H)	Dec-2026		 2	An extension request for the preliminary permit remains under review by the Federal Energy Regulatory Commission (FERC). Staff met with FERC in May 2023 to discuss coordination of the State and Federal environmental review processes. The development team completed preliminary geotechnical investigations in March 2023 and is finalizing the draft engineering study, which staff will use for the environmental review process and preparation of a draft license application.
13	Perform comprehensive condition assessments and prioritize water delivery assets for repair, rehabilitation, or replacement. Identify and routinely update project recommendations for supporting the development of biennial budgets, 5-year forecasts, and the Long-Range Financing Plan. (A, B, E, F, H)	Dec-2027		 2	Rehabilitation project recommendations have been submitted for consideration in the FY24/25 Budget. The next priority condition assessments include the First Aqueduct Untreated, and the Tri-Agencies Pipeline, beginning in FY2024, subject to budget approval.











WATER FACILITIES - Sustainability					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Develop and circulate all applicable documents required for the appropriate level of environmental review needed to obtain a Federal Energy Regulatory Commission license in support of the proposed San Vicente Energy Storage Facility Project. (E)	Dec-2026			Data collection and technical feasibility studies in support of the environmental review process began in January 2021 and continued through June 2023. Objective is on track to be completed on schedule.
2	Maintain ongoing compliance with the Natural Community Conservation Plan/Habitat Conservation Plan (NCCP/HCP), its implementing agreement, and State and Federal incidental take permits through annual monitoring and reporting. (E, G)	Mar-2027			In compliance with reporting requirements, staff presented at the Annual Multiple Species Conservation Program Annual Workshop in December 2022. The 2022 NCCP/HCP Annual Report was finalized and submitted to permitting agencies in March 2023. Objective is on track.
3	Develop a minimum of three acres of wetland mitigation at the San Luis Rey Kendall site to mitigate impacts of near-term Capital Improvement Program projects. (E, G)	Jun-2025	Jun-2026		Permitting of this project with the Army Corps of Engineers is delayed due to additional jurisdictional delineation surveys. Construction will begin in Fall 2024 due to seasonal restrictions. Staff is also working with regulatory agencies to address concerns regarding the underlying water rights associated with the project area. Staff completed additional surveys, updated the Conceptual Habitat Mitigation Plan, and completed the "Advanced Permittee Responsible Mitigation" application package. This package was submitted to the regulatory agencies in January 2023, all necessary permits and approvals are anticipated in October 2023.
4	Pursue partnerships on leading-edge climate science projects and evaluate opportunities to incorporate climate research into planning processes. (B, C, D)	Jun-2025			The Water Authority is actively participating as a member with the Water Utility Climate Alliance network and Center for Western Weather and Water Extremes' Water Affiliates Group, which includes several partnerships with experts to complete various climate science projects each business plan year. The Water Authority is also participating at meetings regionally with the San Diego Regional Climate Collaborative and attended the first in-person meeting since start of COVID-19 during December 2022.
5	Complete the 2024 Climate Action Plan (CAP) Update to track progress toward meeting the 2030 and 2045 greenhouse gas targets, which include the state's adopted greenhouse gas target for carbon neutrality by 2045. (A, B, F)	Jun-2025			The Water Authority has awarded a contract with a consultant effective November 2022 for the 2024 CAP Update and kicked off the project in December 2022. The team completed an evaluation of greenhouse gas emissions for Pumped Storage facility types in May 2023 and is currently working on the 2022 greenhouse gas inventory update and developing portions of the CAP document in coordination with the Water Facilities Master Plan.













WATER FACILITIES - Water System Management					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Monitor California Air Resources Control Board fleet regulations and develop an implementation plan to decarbonize the fleet in the most efficient manner.	Dec-2024			Staff has participated in CARB workshops, provided written comments on the proposed regulations, and testimony during regulatory hearings. Staff also is engaged with ACWA energy sub-committee on this regulation and has participated in meeting with CARB staff and board members to share our concerns. Staff is also assessing Water Authority fleet, market availability of zero emission vehicles, and infrastructure needs.
2	Evaluate the proposed Alvarado Hydroelectric Rehabilitation project for viability and affordability and provide recommendations to the Board accordingly (B)	Jun-2023			Staff evaluated the Alvarado Hydroelectric Rehabilitation project and determined it is not economically viable as a result of construction cost increases and future water demands. In November 2022, Staff informed the Board this project will not be implemented. The project was removed from the Capital Improvement Program as part of the recommended FY 2024 / 2025 budget.
3	Identify potential properties for the new Operations and Maintenance Department Facility for Board consideration (G)	Jun-2024			Staff continues to work with the real estate brokerage team to identify viable properties to bring forward for board consideration.
4	Implement identified physical security assessment recommendations for critical facilities (E, F)	Jun-2024			Security updates in progress. The objective is scheduled to be completed on the target date.
5	Implement phased recommendations from the Aqueduct Communication System Master Plan to enhance security and control of the Water Authority's Aqueduct Control System (G, H)	Dec-2023			In process of reviewing plan and developing presentation to share with board in the fall to determine approach to implementation.
6	Evaluate electric system resiliency study recommended improvements at Water Authority facilities (G)	Dec-2023			The energy resilience analysis draft report is complete and is under review. The final report is estimated to complete in Fall 2023. Preliminary recommendations have been evaluated and included in the FY 2024 / 2025 Capital Improvement Program budget.
7	Evaluate emerging technologies to enhance operational resiliency focusing on communication, facility power, and system monitoring within the aqueduct system and its peripheral components (G, H)	Dec-2027			Evaluation and discussion are continuing with both internal and external staff relating to the evaluation of emerging technologies to enhance operational resiliency.
8	Identify innovative opportunities for energy procurement to reduce energy costs and identify schedules for economically viable alternatives (A, B, C)	Jun-2027			The feasibility study evaluating a direct connection to the Carlsbad Desalination Plant was completed in Fall 2022. Staff is evaluating implementation methods and anticipates making a recommendation to the Board in Fall 2023.
9	Participate in Federal and State regulatory proceedings to reduce energy costs and comply with California energy goals (D)	Jun-2027			Staff is coordinating with the Government Relations team to identify opportunities that support reducing energy costs and comply with state energy goals. Staff continues to monitor the applicable federal and state regulatory proceedings.
10	Explore opportunities to strengthen the regional member agency collaboration on asset management and implement efficient strategies to assist with lifecycle cost reduction and failure mitigation (G, H)	Jun-2025			Regional collaboration continues to support Member Agencies. Satellite leak detection effort now implemented for CY2021 and CY2022, and will be made available to Member Agencies for CY2023.

BUSINESS SERVICES - Business Support					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Complete Project Labor Agreement (PLA) implementation.	May-2023			Implementation under Engineering's direction began January 2023. Education and training of staff by PLA consultant began spring 2023. First CIP project to be implemented under PLA (Helix 9 flow control facility) expected to be advertised in summer 2023.
2	Transition Water Authority onto Maximo Asset Management for Service Requests and Work Orders for Information Systems staff.	Jun-2023			Completed in May 2023 ahead of schedule.
3	Establish Teams file management environments for all departments that comply with agency file management and retention policies.	Jun-2024			Work on this project was delayed due to the unexpected resignation of the Information Security Officer - a key contributor to this project - in January 2023. Staff will reevaluate the timing of this project after the new Information Security Manager joins the Water Authority this summer.
4	Conduct independent assessment of how to optimize Kearny Mesa (KM) facility to foster equity and productivity during ongoing remote working.	Jun-2024			Funding for this Significant Budget Initiative (SBI) was cut from the recommended Fiscal Years 2024-2025 budget as part of agency-wide rate increase mitigation measures. Staff will assess how best to optimize the Kearny Mesa headquarters with in-house resources as best as possible.
5	Complete analysis of KM facility video surveillance needs and implement recommended solution.	Jun-2024			Staff was directed to try to complete this work by end of calendar year 2023 as part of agencywide efforts to minimize impacts to the budget and rates for fiscal years 2024-2025. The project was fast-tracked to be completed by end of fiscal year 2023.
6	Implement at least three new security improvements as referenced in the Center for Internet Security, National Institute of Standards and Technology (NIST), and insurance publications annually.	Jun-2027			Security improvements are ongoing. The Water Authority completed a third-party cybersecurity assessment in accordance with its written information security program in late 2022 and addressed findings from that assessment over the first half of 2023. The Water Authority will have a new Information Security Manager in July 2023 to replace the previous manager, who resigned in January 2023.
7	Provide 99.999% uptime (user access) to internal business information systems annually via secure private network connection (outside of scheduled maintenance or other planned outages).	Jun-2027			Information Systems and Information Security staff performed regular patching of the agency's secure private networking software to keep its functions and protections up to date.

BUSINESS SERVICES - Communication and Messaging					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Conduct communications and outreach activities that result in at least 80 percent of poll respondents agreeing that a reliable water supply is essential for a healthy economy and quality of life.	Jun-2023			Staff conducted a public opinion poll in July 2022 with True North Research, Inc. The poll resulted in 96% of respondents stating they at least somewhat agree that a reliable water supply for this region is essential for a healthy economy and quality of life. This goal is complete.
2	Partner with at least three organizations (including media outlets) serving underserved communities to inform about water issues, including the drought, water quality and safety.	Jun-2023			Partnered with Spanish-language media (two radio and two TV stations) to air informational messages via radio, TV, web and social media. Partnered with two social service agencies (Metropolitan Area Advisory Committee (MAAC) Project San Diego and Campesinos Unidos) to publicize Low Income Household Water Assistance Program (LIHWAP) funding. Partnered with taxi group serving Somali community to disseminate information. This goal is complete
3	Relaunch the Citizens Water Academy (CWA) in a new and enhanced format(s).	Jun-2023			The Citizens Water Academy for civic leaders was launched in June 2023 in a hybrid format with one virtual meeting, inclusion of online materials and two in-person sessions. Presentations will be led by Water Authority leadership including General Managers, water planners and engineers.
4	Convene the Potable Reuse Coordinating Committee to advocate for direct potable reuse criteria that supports potable reuse in the San Diego region.	Jun-2023	Jul-2024		Water Authority staff continued to track and provided member agency updates on the draft Direct Potable Reuse (DPR) regulations that are expected to be released for formal review in early summer 2023. Staff participated in a WaterReuse CA workgroup on DPR that advocated for flexibility and streamlined permitting with Division of Drinking Water staff.
5	Commemorate the 20th anniversary of the Quantification Settlement Agreement (QSA) through outreach in coordination with the Colorado River team.	Oct-2023			Updates have started on To Quench a Thirst book that will be a cornerstone of 20th anniversary celebration; planning process for event will begin in the second and third quarter of 2023. A Significant Budget Amendment (SBI) was proposed for FY24-25 to fund event(s).
6	Provide comments on the California Air Resources Board's proposed Advanced Clean Fleets Rule in coordination with member agencies.	Dec-2024			Water Authority staff participated in an ACWA workgroup that met 10 times with California Air Resources Board members. Staff also provided two comment letters (in August and October 2022) and submitted a member agency coalition comment letter in April 2023. Staff also provided oral testimony to California Air Resources Board in October 2022. Staff provided regular updates to the member agencies through the Joint Public Information Council meetings and regulatory update emails. The regulation was adopted on April 29, 2023.
7	Identify opportunities to partner with at least one or more Water Authority member agencies annually to co-sponsor legislation, collaborate on an administrative or regulatory requests, or pursue a funding initiative.	Jun-2025			In November 2022 the Water Authority Board voted to co-sponsor legislation on atmospheric rivers with Sonoma County Water. This legislation will help with flood control and water supply management. This helps all of our member agencies. The legislation was introduced in December by Assembly Member Ward. Assembly Bill 30 passed the Assembly in May 2023 and is currently at the Senate Committee on Natural Resources. The Water Authority is also pursuing state budget funding for San Vicente Energy Storage Project and Lake Hodges Dam design funding.
8	Increase awareness and understanding of the Water Authority's interests and strengthen relationships by providing briefings to each member of the San Diego congressional and state delegation in Washington D.C., Sacramento, and the San Diego district office.	Jun-2025			The Water Authority staff continue to provide briefings to our delegation both virtually and in person. Meetings have been held with all of our delegation members. Meetings with our delegation in Sacramento took place in March 2023 and meetings with our delegation took place in Washington D.C. in February 2023. In addition staff have met with the District staff in the local offices and provided a tour to 9 of the offices at the Carlsbad Desalination Plant. Additional meetings took place in Washington D.C. in April as part of the San Diego Chamber mission trip.

9	Engage with the Administration, Congressional Delegation, and House and Senate Appropriations Committees to pursue federal funding for the Safety of Dams programs.	Jun-2025			Staff continues to meet with our delegation to pursue funding for safety of dams. There is a limited amount of funding available from Federal Emergency Management Agency (FEMA) and the Water Authority continues to see if our agencies can pursue this funding. The Water Authority met with the DC delegation and administration officials in February 2023 to discuss funding of dams. A meeting took place with FEMA and staff participated in a webinar in March discussing dam safety funding programs through FEMA.
10	Sponsor or support legislation and regulatory actions to streamline the operator certification process and allow for flexibility during extenuating circumstances.	Jun-2025			The Water Authority has worked closely with the California-Nevada section of the American Water Works Association on making necessary changes to the certification process. Staff testified at the State Board to discuss the necessary changes and the State Board is working to do a survey and make the necessary changes to fix the current issues with the operation certification program.
11	Sponsor or support legislation and engage with working groups and regulators on water rate affordability for low-income ratepayers.	Jun-2025			The Water Authority supported Senate Bill 222 from Senator Dodd in 2022 that focused on affordability. The bill passed, but was vetoed by the Governor due to a lack in funding. Staff is continuing to have conversations with the State Board and our delegation for other ways to address the affordability issue. The Water Authority also held a Legislative Roundtable with affordability as the main topic. Staff is planning to have another Roundtable focused on affordability in the summer of 2023. Staff continue to engage with the State Board and with Senator Alex Padilla's staff on the need for affordability programs. The state is going to expand the Low Income Household Water Assistance Program, which the Water Authority has been advocating to make a permanent program.
12	Participate in a consumer messaging workgroup on microplastics in drinking water as part of a Water Research Foundation project.	Jun-2025			Water Authority staff participated in a Water Research Foundation workgroup on microplastics in drinking water that met twice during the reporting period. The workgroup is drafting guidance language to assist public water systems in meeting state consumer messaging requirements for drinking water. The Water Authority is drafting a section on the occurrence of microplastics in drinking water supplies which is on track to be completed by October 2023.
13	Grow total social media audience through existing and new platforms by 10 percent annually through Fiscal Year 2025.	Jun-2025			FY 2023 goal was 30,613 followers. As of May 25, the Water Authority has 30,210 followers on social media. Objective is on track.
14	Grow Water News Network page views by 10 percent annually through Fiscal Year 2025.	Jun-2025			Water News Network (WNN) FY 2023 goal is 146,410 pageviews. As of May 25, 2023, WNN pageviews for FY 2023 were 218,876, which exceeds the goal by nearly 72,000 pageviews with 5 weeks remaining in FY 2023.
15	Engage in annual outreach activities that support the region's initiatives to provide a safe, reliable and affordable water supply, including positioning the Water Authority as a collaborator and convener on addressing affordability issues.	Jun-2025			The Water Authority continues a robust public outreach program with media relations, social media, digital advertising, partnerships and events to position the agency as a leader and collaborator. That includes outreach on affordability issues, including a new webpage launched in November 2022 about the issue and a legislative roundtable on the subject.

BUSINESS SERVICES - Financial Management					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Implement a five-year financial forecast for budget and rates in support of long-term planning and fiscal sustainability.	Jun-2023			Staff worked with member agencies and the Board to develop a 5-Year Financial Forecast. It was presented to the Board in November 2022.
2	Strengthen vendor master database processes including the addition, deletion, and updating of vendor records to avoid payment fraud, duplicate payments, compliance fines, and bad vendor data. In conjunction, develop an electronic solution in OnBase to store vendor supporting records safely and securely. (A)	Jun-2023			Inactivated 2,500 vendors and former employees not presently working with the WA; created automated reports that are sent daily to staff noting changes to the vendor master file; made programming changes in PeopleSoft to further limit payment issues; redesigned vendor form to incorporate enhanced security features; original vendor documentation now all exists electronically and has been uploaded into paperless document repository and linked to vendor master file; enhanced fraud awareness training given to staff.
3	Leverage PeopleSoft reporting to develop the Budget Status Report (BSR) of the Controller's Report within the software thereby reducing dependence on manual steps. (A, B, C)	Jun-2024			IT met with Finance staff and reviewed the accounts mapping design and informed Finance that the BSR automation can be completed; BSR automation work will resume once Governmental Accounting Standards Board (GASB) 87 and 96 software module implementations are completed after August 2023.
4	Maintain and improve rate model to identify efficiencies, to ensure consistency with budget and to support smooth and predictable rates and charges and long-term planning. (A, I, J, K)	Jun-2027			Staff is continually updating the rate model making sure it reflects any changes in Water Authority processes. Latest updates to rate model included use of Storage, calculations for below 10% MWD charges, updates to estimated impact by Member Agency.
5	Advocate Water Authority position through participation in two industry conferences per year via speaking engagements and achieve membership in industry committees and boards, such as California Society of Municipal Finance Officers, Government Finance Officers Association, Bond Buyer, and the California Municipal Treasurer's Association. (E, K)	Jun-2027			The Rate and Debt Manager presented at the California Society of Municipal Finance Officers conference in March 2023 on the topic of affordability. The Budget and Treasury Manager presented at the California Municipal Treasurer's Association (CMTA) conference in April 2023 on the topic of credit quality and investments. In addition, the Director of Finance presented at the CMTA conference on a Treasurer's Panel, at the Association of California Water Agencies on debt, and at the Government Finance Officers Association (GFOA) conference in May 2023 on panels on treasury and debt management.
6	Evaluate and implement new budget and financial planning software for improved transparency and efficiency in reporting the budget and five-year financial forecast. (A, B)	Jun-2027			Finance has entered into an agreement with a budget software developer for implementation of a new software for budgeting, forecasting, and development of multi-year forecasts. Implementation meetings have started and are expected to continue through the rest of the calendar year.
7	Proactively manage the debt portfolio to achieve level debt services payments and minimize debt payment spikes. (D, E, F, G)	Jun-2027			Staff is monitoring the Commercial Paper Program and exploring future refunding opportunities in 2024. Staff is also recommending a Defeasance in July 2023 to provide rate mitigation to the CY 2024 rates and charges.
8	Implement improvements, including connected PowerBI reports for water sales and uses, and maintain Data Archival and Invoicing System (DAIS) to ensure timely updates, cybersecurity and smooth water billing processes. (A, B, J)	Jun-2027			Further enhancements to the DAIS system were completed including: adding MWD rates and charges, water sales forecast, and a home page redirect. By the end of FY23 following tasks will be finished as well: changes in presentation of the Permanent Special Agricultural Water Rate (PSAWR) on invoices, adding data from MWD bills to the system, allowing Member Agencies to enter non-credited recycled water use. Then Power BI will be redesigned to incorporate changes.
9	Invest the Water Authority's portfolio to meet the objectives of safety, liquidity, and yield while striving to equal or exceed the market yield index performance benchmark for the consolidated investment portfolio. (D, F)	Jun-2027			The Water Authority meets with the external investment manager quarterly to discuss the portfolio. Staff works with with the external investment manager to re-invest funds as they mature to maximize the performance of the portfolio. Staff continues to monitor portfolio performance and economic conditions impacted by current market volatility.
10	Work with the Member Agency Rate Workgroup (MARW), Financial Strategy Work Group (FSWG), the Board, and Rate Consultant(s) to evaluate potential changes to the Water Authority's existing rates & charges and implement a new rate design to address revenue volatility (risk) and impacts of forecasted local supply projects. (A, I, J, K)	Jun-2025			To date, staff with our consultant have conducted 14 MARW meetings. Two user-friendly rate models have been distributed, the most recent in December 2022.

BUSINESS SERVICES - Workforce Management					
No.	Objective Description	Target Date	Revised Date	Status	Comments
1	Gain agreement to future Memorandum(s) of Understanding with bargaining groups in accordance with Board direction.	Jun-2023			The Board approved the Amendment to the consolidated MOU with the Teamsters at its June 22, 2023 meeting. The MOU is a three-year agreement, July 1, 2023 through June 30, 2026.
2	Ensure 100% compliance with required safety training.	Jun-2027			Required safety training through the web-based platform, Target Solutions, due December 31, 2022, is at 98.5% completion rate (as of December 31, 2022). Staff completed 98.5% of required safety trainings through the web-based platform Target-Solutions in calendar year 2022. The Water Authority's Safety Officer retired in June 2022 and onboarded a new Risk and Safety Manager on November 30, 2022. Risk and Safety is undertaking a Safety Gap Analysis which will evaluate its training programs for effectiveness and regulatory compliance. Analysis scheduled for completion in Summer 2023.
3	Develop training resources to provide support, guidance, and training to managers to assist in building and maintaining effective working relationships with labor groups.	Jun-2027			Staff provide monthly live webinars on employment relations topics through the LCW Employment Relations Consortium. A recording of the webinars is available for 45 days after the live session. Additional resources are being developed.
4	Conduct a follow-up employment engagement survey to continue General Manager's culture change efforts.	Sep-2023			The last engagement survey was conducted in August 2022 with an 87% response rate. Results were presented at the November Quarterly meeting. Actions resulting from the survey include finalization of the hybrid work program and pending revisions to the employee recognition program.
5	Evaluate and recommend technology to streamline standardized human resources practices.	Jun-2027			Human Resources staff continue to evaluate new technology for improved practices in training and recruitment.
6	Provide relevant, effective wellness initiatives to support the health and wellness of employees.	Dec-2027			Wellness initiatives for 2023 include a mind-body wellness series, manager resiliency webinar series, specific health series for men and women, and a return of Walktober walking challenge for October 2023. In addition, the Water Authority provides physical wellness resources through weekly bootcamp classes at both locations and occasional yoga classes at Kearny Mesa.
7	Promote San Diego Water Works and SkillBridge resources to member agencies and potential candidate pools.	Jun-2027			Human Resources continues to find new and innovative ways to promote the regional entity, San Diego Water Works, and the SkillBridge program for transitioning veterans. The Water Authority has had seven SkillBridge interns since the inception of our contract in 2021, with another intern scheduled to start in August 2023.
8	Survey member agencies regarding the Regional Water/Wastewater Internship program and implement any changes to ensure it continues to meet the needs of stakeholders, including local community colleges and member agencies.	Jun-2027			A survey with member agencies was conducted in spring 2023. Input on intern wage, agency participation, evaluation of intern, and program outreach was provided for development in the 2023-24 Internship Program.
9	Complete independent safety program analysis and develop recommendations to improve effectiveness.	Jun-2025			The Risk and Safety Manager joined the Water Authority in November 2022. Independent Safety Gap Analysis is in progress, with completion on schedule for summer 2023.
10	Evaluate new training initiatives that meet the needs of the employee and organization.	Jun-2027			A new training platform for employee development is included in the proposed FY 24/25 budget.
11	Conduct outreach and implement changes to the employee recognition program that reflects the new values efforts.	Jun-2023			The changes to the Employee Recognition Program and policy are anticipated to be completed by summer 2023.
12	Track key data to identify areas of opportunity to build a diverse, equitable, and inclusive workplace.	Jun-2027			The FY 2021 & 2022 Diversity, Equity, Inclusion, and Belonging Report was issued in 2022 as a biannual document, and data is being tracked in the development of the FY 2023 & 2024 Report.



2023-2027 Business Plan

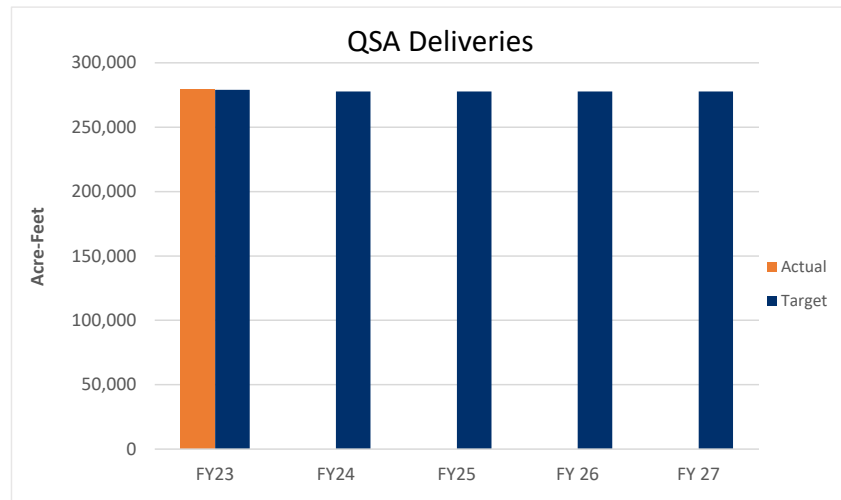
KEY PERFORMANCE INDICATORS - Second Half FY2023



Water Supply - Imported Water

Key Performance Indicator - 1

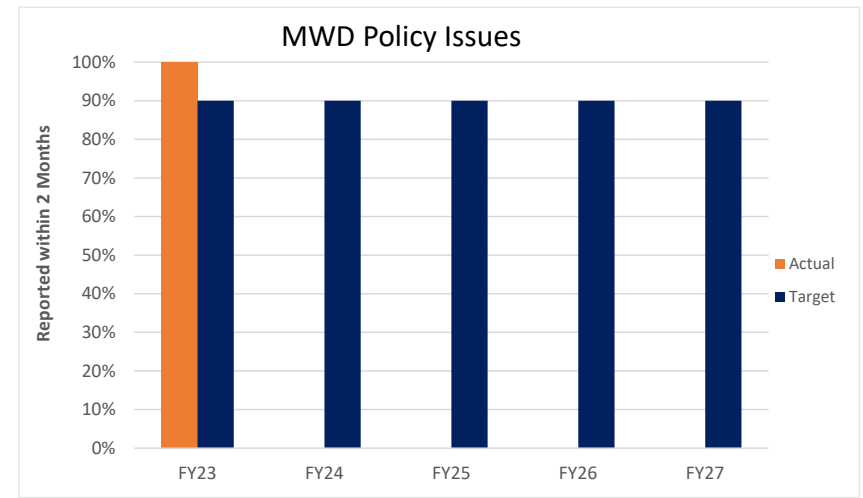
Ensure full amount of scheduled QSA conserved water, which accounts for more than half of the San Diego County regions' supply, is delivered annually as scheduled. Water deliveries are set at 277,700 acre-feet* annually and will continue at that level through the term of the respective agreements.



* Water Authority QSA supplies are comprised of 200,000 acre-feet of conserved transfer water from IID, which runs through 2047 and can be extended through 2077 by mutual consent, and 77,700 acre-feet of water conserved through the canal lining projects, which runs through 2112.

Key Performance Indicator - 2

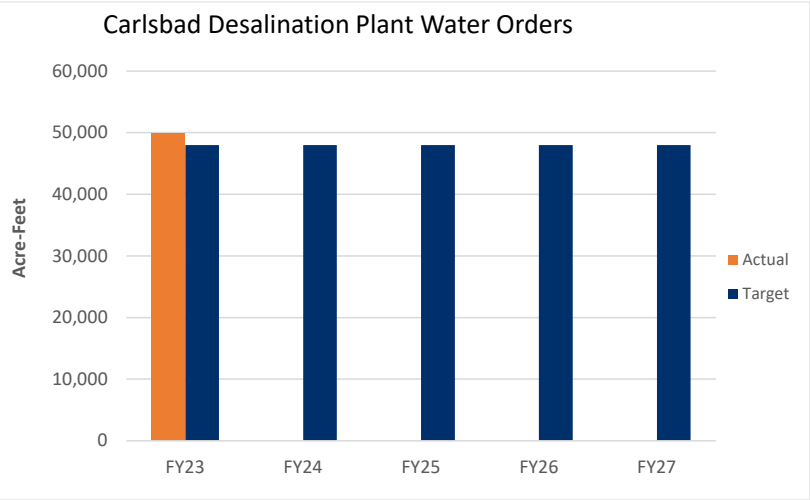
Report 90 percent of key MWD policy issues within two months of them being discussed at MWD through 2027 to increase awareness and understanding of those issues.



Water Supply - Local Water

Key Performance Indicator - 1

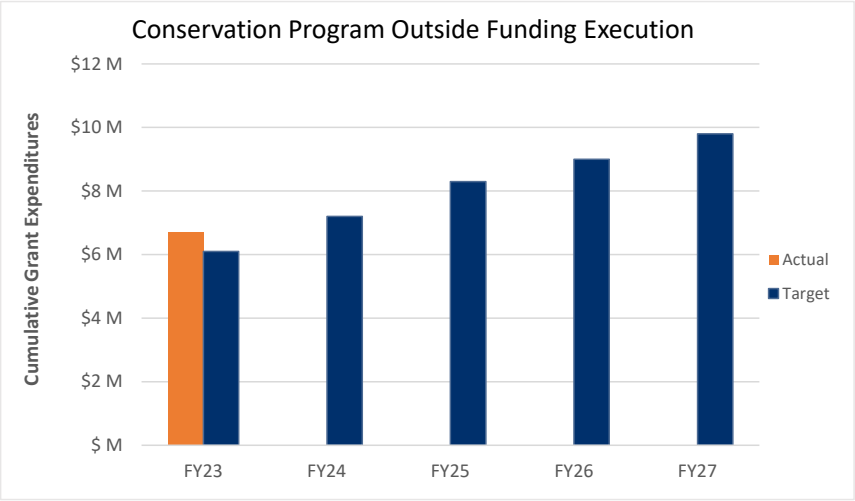
Exceed the Claude "Bud" Lewis Carlsbad Desalination Plant Water Purchase Agreement Minimum Demand Commitment of 48,000 acre-feet annually.



Water Supply - Resource Planning

Key Performance Indicator - 1

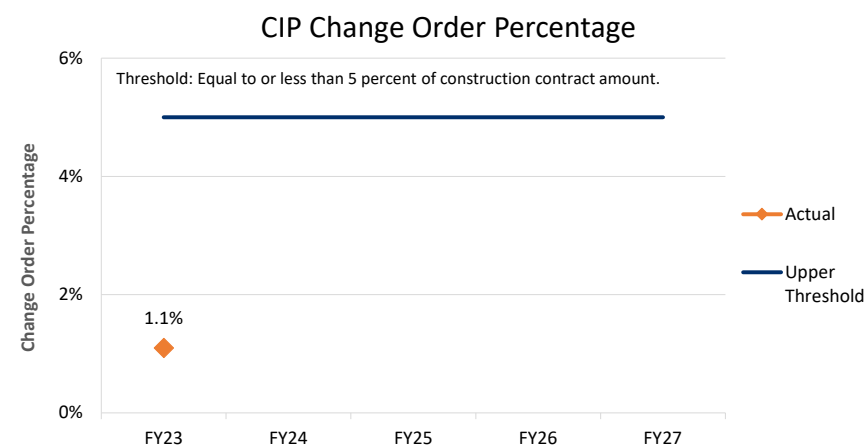
Implement regional conservation programs demonstrated by expending 95 percent of grants and external funding portfolio in accordance with the terms of each award.



Water Facilities - Infrastructure/Capital Improvement Program

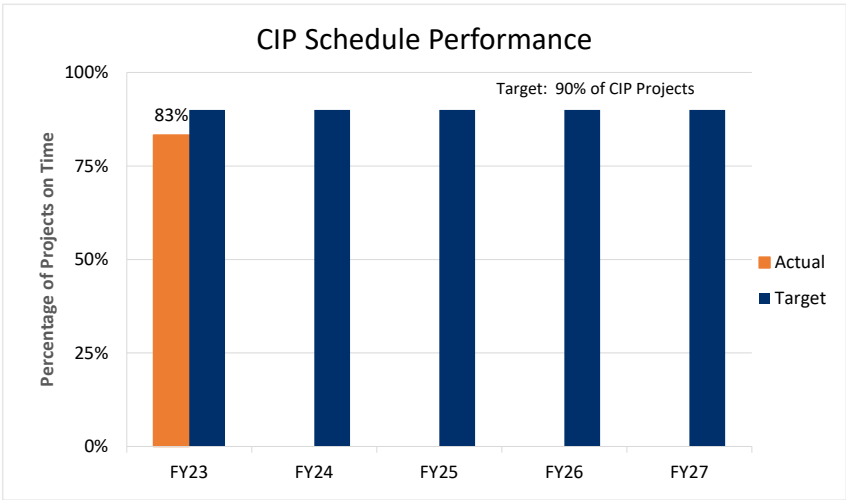
Key Performance Indicator - 1

Maintain an overall Construction Change Order Percentage equal to or less than 5 percent of the construction contract amount.



Key Performance Indicator - 2

Maintain 90 percent of all Capital improvement Program projects within four months of their baseline schedule.

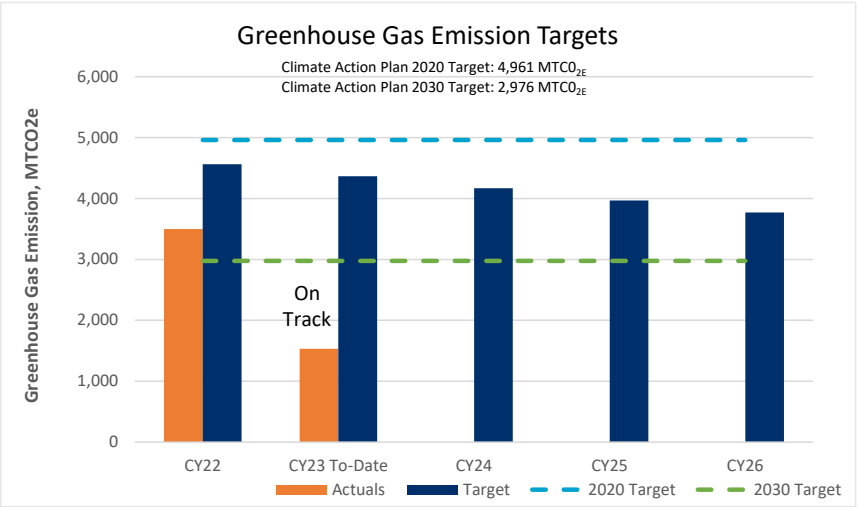


*CIP Schedule variance due to construction contractor delays, design duration extensions resulting from staff vacancies, reallocation of existing resources to work on an urgent repair, and aligning project schedules and aqueduct shutdowns for cost efficiencies.

Water Facilities - Sustainability

Key Performance Indicator - 1

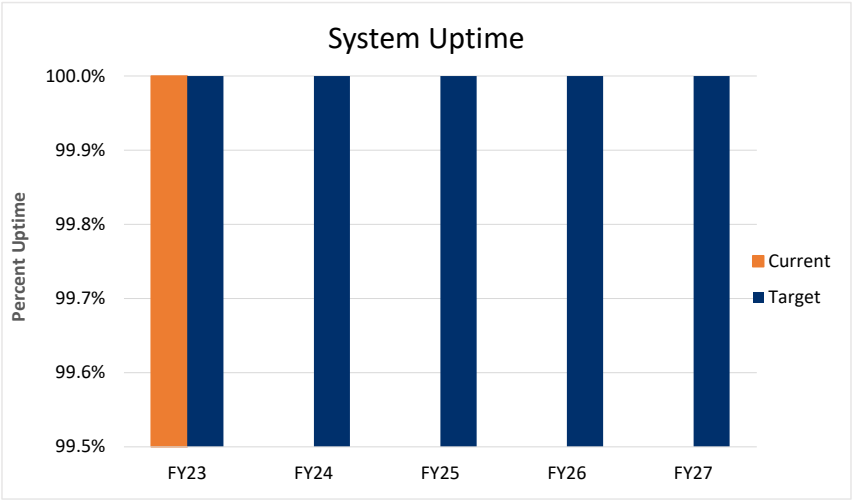
Ensure compliance with 2020 and 2030 greenhouse gas emission targets identified in the Water Authority's Climate Action Plan.



Water Facilities - Water System Management

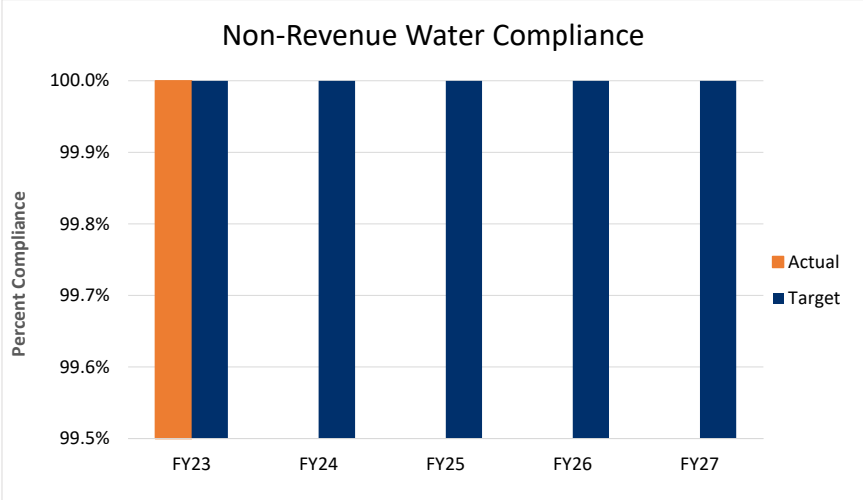
Key Performance Indicator - 1

Eliminate unplanned service interruptions to member agencies by maintaining 100 percent system uptime each fiscal year.



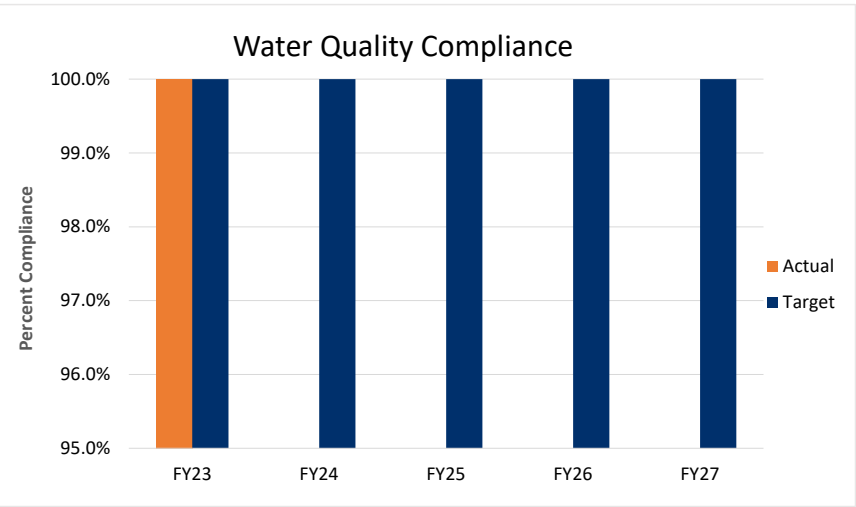
Key Performance Indicator - 2

Minimize non-revenue water by managing system water loss within established standards 100 percent each fiscal year.



Key Performance Indicator - 3

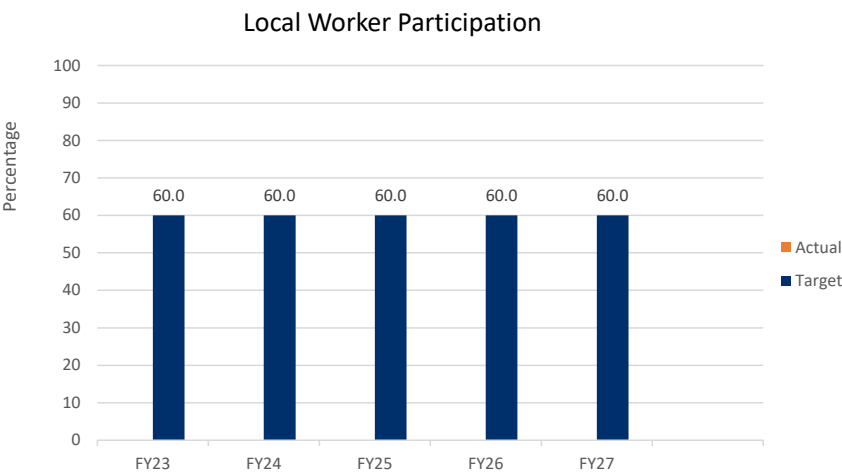
Meet all federal and state drinking water regulations by maintaining 100 percent compliance each fiscal year.



Business Services - Business Support

Key Performance Indicator - 1

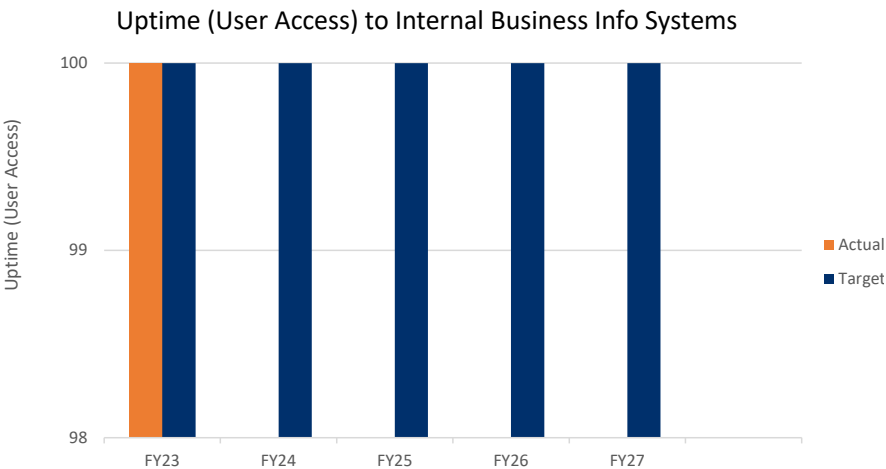
Achieve target for local worker participation in CIP construction projects covered by Project Labor Agreement.



*Initial data expected to be reported in FY24

Key Performance Indicator - 2

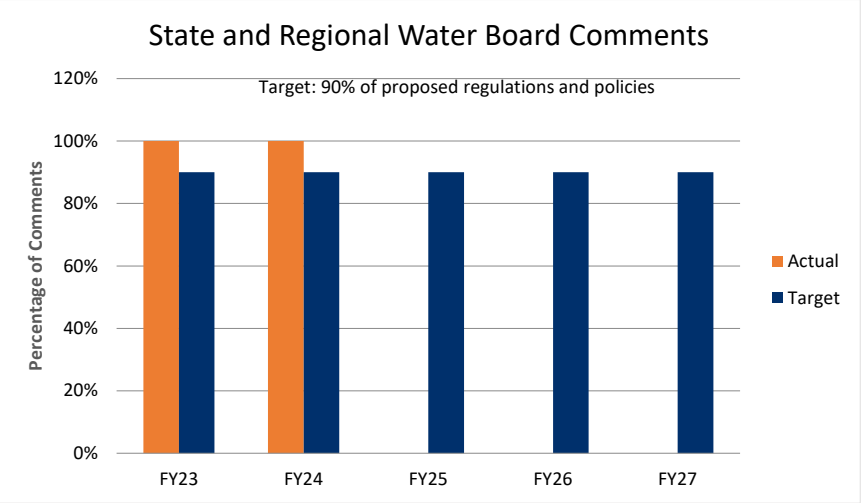
Provide 99.999% uptime (user access) to internal business information systems annually via secure private network connection (outside of scheduled maintenance or other planned outages).



Business Services - Communication and Messaging

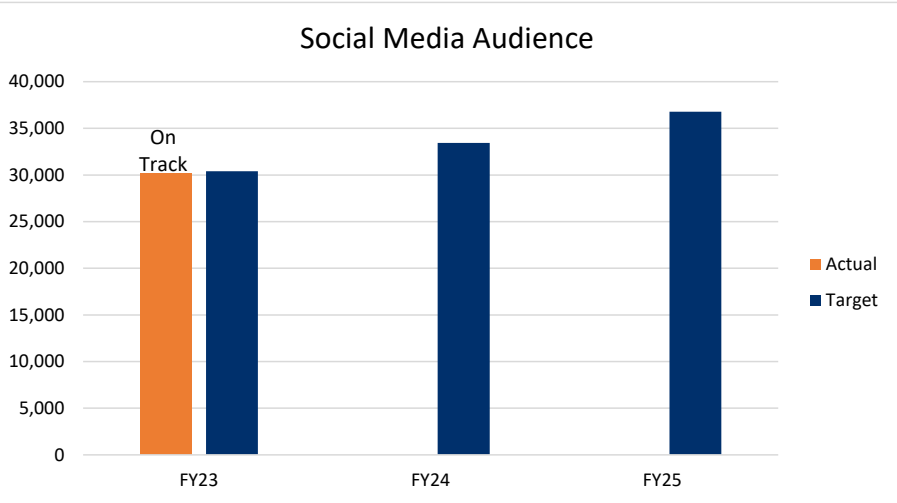
Key Performance Indicator - 1

Provide comments on a least 90 percent of the proposed State or Regional Water Board regulations and policies that directly impact the Water Authority or its member agencies.



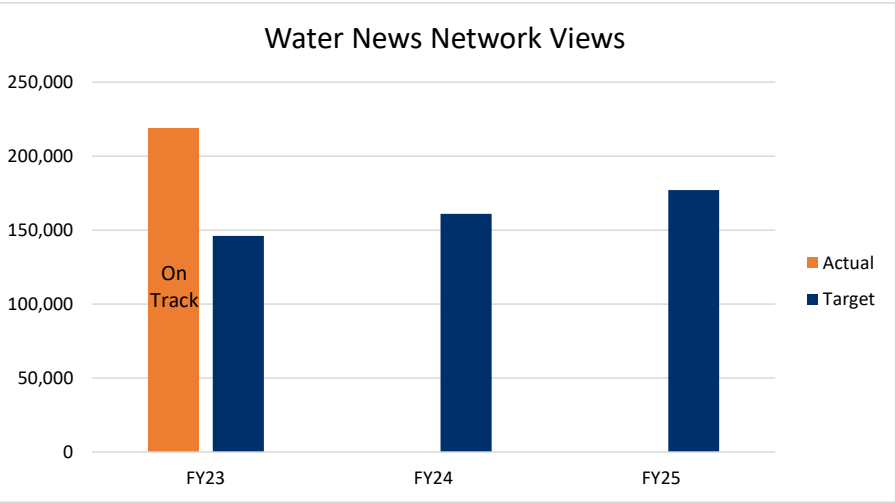
Key Performance Indicator - 2

Grow total social media audience (followers) 10 percent annually through FY2025 across core platforms (Twitter, Facebook, Instagram, YouTube and LinkedIn).



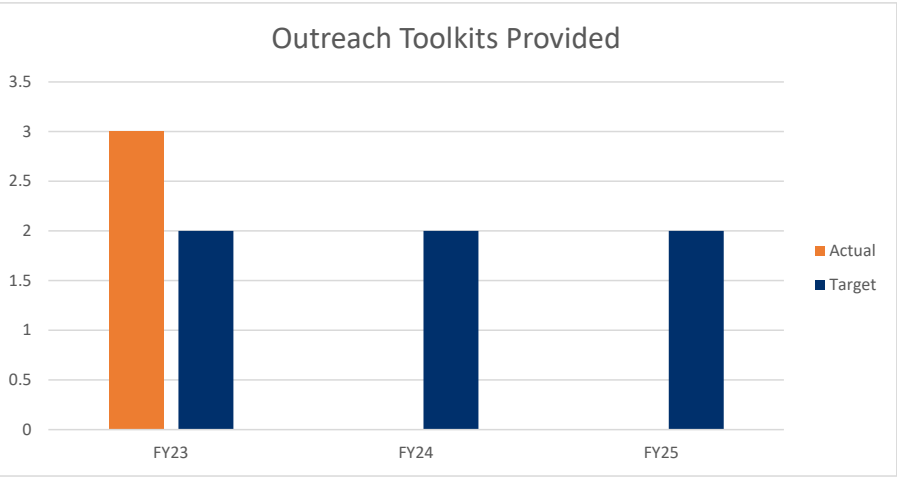
Key Performance Indicator - 3

Grow Water News Network page views 10 percent annually through FY2025.



Key Performance Indicator - 4

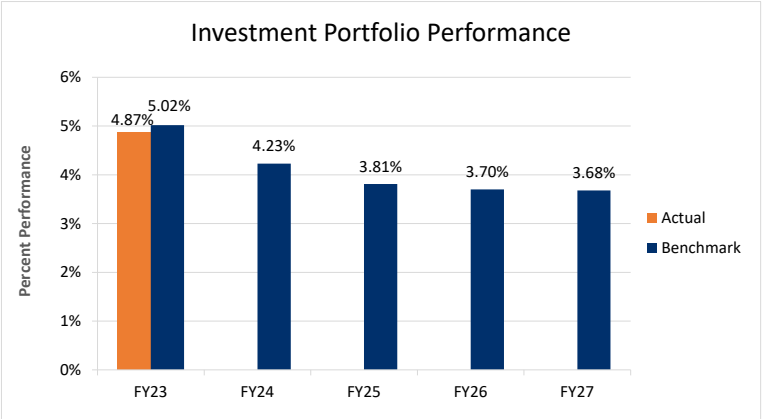
Provide the Joint Public Information Council (JPIC) with at least two stakeholder information outreach toolkits per year through FY2025.



Business Services - Financial Management

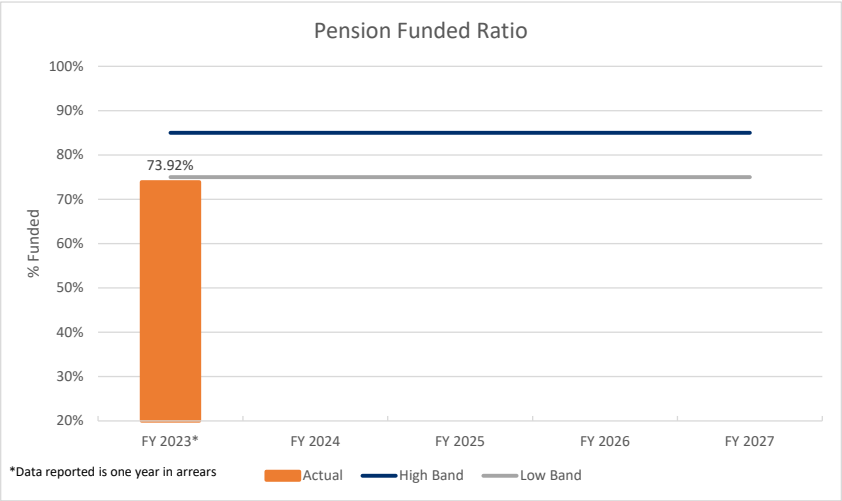
Key Performance Indicator - 1

Monitor the Water Authority's investment portfolio performance using the ICE Bank of America 1-3 Year US Treasury & Agency Index market yield and total return as a performance benchmark.



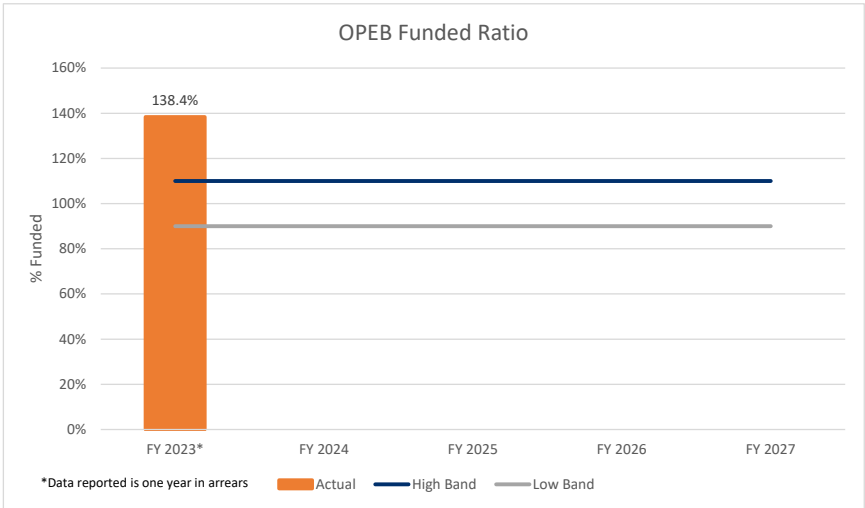
Key Performance Indicator - 2

Pension Funded Ratio: Per Board policy, achieve a target funded range 75% - 85%; however, best practice is to achieve 110%. (Source: October 25, 2018 Board Memorandum)



Key Performance Indicator - 3

OPEB (Other Post-Employment Benefits) Funded Ratio: Per Board policy, achieve a target funded range of 90% - 110%. (Source: January 23, 2020 Board Memorandum)

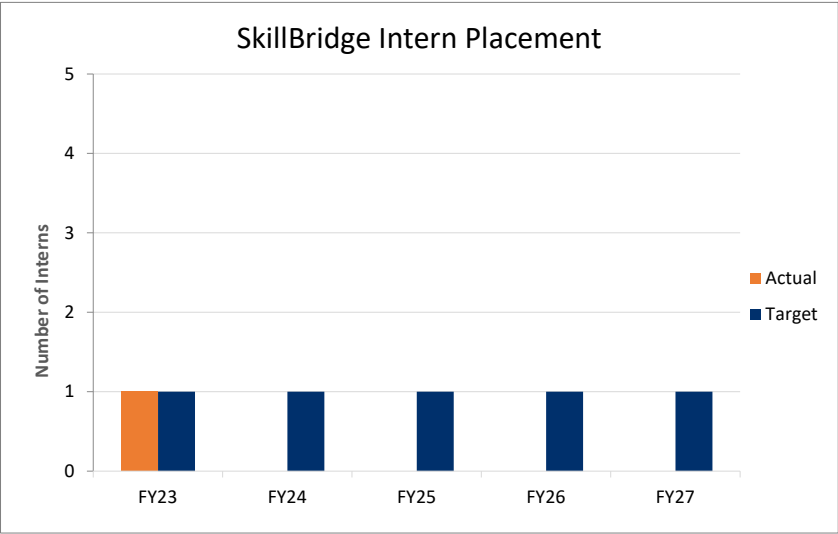


Note: Funded range is being reduced in accordance with Board direction but is subject to annual California Employers Retirement Benefit Trust (CERBT) withdrawal limitations. It is projected that the funded ratio will be within Board policy by FY 2025.

Business Services - Workforce Management

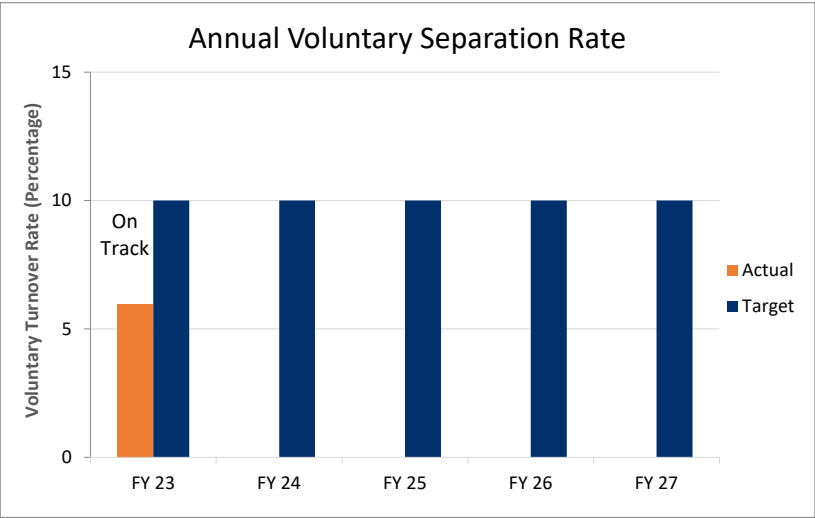
Key Performance Indicator - 1

Successfully place at least one SkillBridge intern at the Water Authority each year.



Key Performance Indicator - 2

Maintain an annual agency-wide voluntary separation rate of less than 10 percent, excluding retirements.



Glossary

A

Acre-foot – The measurement by which large amounts of water are measured. One acre-foot is about 326,000 gallons, or enough water to cover one acre to a depth of one foot. An acre-foot can supply the household needs of two four-person families for one year.

Adaptive Management – A management approach whereby strategies are adapted to changing circumstances.

Agricultural Water – Water used mostly for irrigating groves and crops.

Aqueduct – An artificial man-made pipeline constructed to convey water from one location to another.

Asset Management – The combination of management, financial, economic, engineering, and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner. It includes the management of the entire lifecycle including design, construction, commissioning, operating, maintaining, repairing, modifying, replacing, and decommissioning/disposal of infrastructure assets.

Association of California Water Agencies (ACWA) – This organization has a mission to provide comprehensive leadership, advocacy and resources for California public water agencies to ensure a high quality and reliable water supply in an environmentally sustainable and fiscally responsible manner.

B

Basin Plan – The Water Quality Control Plan for the San Diego Region (Basin Plan) is a planning document prepared and managed by the California Regional Water Quality Control Board, San Diego Region that recognizes and reflects the regional differences in existing water quality, beneficial uses of ground and surface waters, and local water conditions.

Basin States – The Colorado River provides water to seven states that are part of the Colorado River Basin. The Basin states include Colorado, New Mexico, Utah and Wyoming in the Upper Basin, and Arizona, California and Nevada in the Lower Basin.

Battery Systems – One or more batteries that store energy during off-peak periods where energy costs are lower, and discharge energy for use during peak demand periods when energy costs are higher.

Bay-Delta – The Bay-Delta, also referred to as the San Francisco Bay/Sacramento-San Joaquin Delta, is formed by the confluence of California's two largest rivers: the Sacramento and San Joaquin. Joined by the Mokelumne and Cosumnes rivers, they comprise the Bay-Delta's watershed, which drains nearly 50 percent of the state's water runoff. Pumping stations move a portion of Bay-Delta water throughout the state via the State Water and Central Valley projects, while the remainder flows to farms and communities within the Bay-Delta itself and then out to sea through a series of bays.

Best Management Practices – Practices, methods, or techniques agreed upon by industry professionals found to be the most effective and practical means in achieving an objective while making the optimum use of resources.

Brackish Groundwater – Somewhat salty water, often found in groundwater aquifers. The water has a mineral content between freshwater and seawater.

Budget Status Report (BSR) – The BSR is a financial report showing cumulative revenues and expenses for the fiscal year compared to the budget. It is contained in the monthly board Controller's Report which also provides graphical trend information covering water sales and costs, information on cash balances, reserve fund definitions, and variance explanations between budget and actual results.

Glossary

Building Trades Council – Known officially as the San Diego County Building and Construction Trades Council, AFL-CIO, the council consists of the affiliated construction and trade unions representing workers in San Diego County. In 2022, 22 unions representing more than 30,000 workers were affiliated with the Building Trades Council.

C

California Air Resources Board (CARB) – CARB is one of six boards, departments and offices under the umbrella of the California Environmental Protection Agency. It is charged with protecting the public from the harmful effects of air pollution and develops programs and actions to fight climate change, including requirements for clean cars and other solutions to reduce greenhouse gas emissions.

Capital Improvement Program (CIP) – A major building program initiated in 1989 to plan and implement projects required to meet the region’s current and future water demands. Projects in the CIP include: constructing new facilities to improve operational flexibility and capacity to deliver water, particularly during times of peak usage; rehabilitating existing facilities; and replacing or relining aging pipelines.

Carryover Storage – A volume of storage dedicated to water storage during a wet year for future use in a dry year.

Claude “Bud” Lewis Carlsbad Desalination Plant (CDP) – This seawater desalination plant meets approximately 10 percent of the region’s water demand by producing an average of 50 million gallons per day of locally controlled water for the region as part of a Water Purchase Agreement (WPA) between Poseidon, the owner/operator of the plant, and the Water Authority.

Citizens Water Academy (CWA) – The award-winning Citizens Water Academy provides an opportunity for emerging leaders and professionals in the San Diego region to learn about the history of water and critical projects and programs related to water first-hand through presentations, facility tours and other activities.

Climate Action Plan (CAP) – A plan developed to look comprehensively at the Water Authority’s current practices, operations, and progress toward state-aligned emissions targets, and identify feasible measures that could be implemented to reduce greenhouse gas emissions.

Coachella Valley Water District (CVWD) – The Coachella Valley Water District serves irrigation and domestic water mostly within the Coachella Valley in Riverside County, from the San Geronio Pass to the Salton Sea. CVWD has a quantified right to 330,000 acre-feet per year of Colorado River water that is delivered via the Coachella Canal and as a recipient of conserved water under the Quantification Settlement Agreement, serves as a member agency of the Quantification Settlement Agreement Joint Powers Authority. CVWD is also a State Water Project contractor.

Colorado Lower Basin States – The three states that are fed from the lower basin of the Colorado River: California, Arizona, and Nevada.

Commercial Paper Program – Commercial paper is a form of variable-rate debt, and is issued with maturities of 1 to 270 days. When the commercial paper matures, it is rolled over to new investors by the Water Authority’s commercial paper dealers.

Conservation – The preservation of a physical quantity of water, or the deferral of use of that same amount of water.

Conveyance – The movement of bulk commodities such as water.

Glossary

D

Data Archival and Invoicing System (DAIS) – A web-based application the Water Authority uses to upload, archive and retrieve various water resources and billing-related information in a secure database environment. DAIS includes a user-friendly interface for data queries and the ability to generate monthly member agency water sales invoices.

Delta Conveyance Project – See Single-Tunnel Bay-Delta Project.

Department of Water Resources (DWR) – DWR protects, conserves, develops, and manages much of California's water supply. This includes the State Water Project (SWP), the nation's largest state-built water conveyance program.

Disadvantaged Communities (DACs) – DACs are communities with average incomes or environmental conditions below a certain level as determined by state and/or federal entities. Tribes are sometimes included in this group. Grant funding is often dedicated to water projects that help improve conditions in DACs.

Direct Potable Reuse Water – Water that is distributed directly into a potable water supply distribution system downstream of a water treatment plant or in the source water supply immediately upstream of the water treatment plant.

Distribution Tariff – The rate charged by an electrical utility to customers wishing to use the infrastructure owned by the electrical utility to deliver wholesale power to itself or others.

Division of Drinking Water (DDW) – The Division of Drinking Water is a division of the State Water Resources Control Board.

Drought – A prolonged period of below-average precipitation.

Dry-year – A year in which rainfall is less than the long-term average.

E

Emergency Storage – Additional water that is stored during a water year, for emergency use, should an emergency occur.

Emergency Storage Project (ESP) – A set of Water Authority Capital Improvement Program projects. The ESP is a system of reservoirs, interconnected pipelines, and pumping stations designed to make water available to all communities in the San Diego region in the event of a disaster that interrupts imported water deliveries.

Energy Facilities – As it pertains to the Water Authority, any systems or facilities that generate or store energy.

Environmental Impact – The direct and indirect physical changes to the environment that are caused by a project. Impacts can be classified in four general categories: 1) beneficial impact; 2) less than significant impact; 3) less than significant impact with incorporation of mitigation measures; or 4) significant and unavoidable impact.

F

Facilities – As it pertains to the Water Authority, any pipelines, pump stations, flow control facilities, reservoirs, or dams that enable the transport of water throughout San Diego County.

Glossary

Financial Strategy Work Group (FSWG) – The FSWG is comprised of member agency officers and board members. The group is charged with setting long-range financial goals and making policy recommendations to achieve those objectives. Recent highlights of the group are the adoption of the 2021 Long Range Financing Plan and the creation of the Member Agency Rate Workgroup.

First Aqueduct – The eastern-most of two San Diego County Water Authority pipeline aqueducts which conveys water from Metropolitan Water District's system throughout San Diego County. The First Aqueduct contains Pipeline 1 and 2.

G

Gate – A hold point in a project schedule where the project team certifies to a select committee of senior managers that predetermined work deliverables have been completed for specific project milestones.

Grant Administration Program (GAP) – This refers to Water Authority staff who administer the requirements of Integrated Regional Water Management (IRWM) grants.

Groundwater – Water that is found below the Earth's surface within aquifers and extracted for potable use, either for demineralization treatment or directly through residential wells.

H

Hydraulic Transient – A pressure surge that is created when sudden changes in flow rate occurs in pumping and pipeline systems. The pressures created may be high enough to damage or even cause catastrophic failure of pipelines. Specialized hydraulic transient analysis provides the basis for designing surge control measures to protect important infrastructure.

Hydroelectric Facilities – A power plant that produces electricity from the power of rushing water turning turbine-generators.

I

Imperial Irrigation District (IID) – IID serves irrigation and domestic water within the Imperial Valley in Imperial County. IID has a quantified right to 3.1 million acre-feet per year of Colorado River water that is delivered via the All-American Canal. As a provider of conserved water under the Quantification Settlement Agreement, IID also serves as a member agency of the Quantification Settlement Agreement Joint Powers Authority.

Imported Water Supply – A water supply that lies outside the region of San Diego County and requires transport into San Diego County.

Indirect Potable Reuse (IPR) – Water that is blended with other environmental systems such as a river, reservoir, or groundwater basin, before the water is reused.

Integrated Regional Water Management (IRWM) Plan – This plan summarizes water management conditions within a region. IRWM plans are required by the state Department of Water Resources to receive funding to support IRWM projects.

Integrated Water Resources Plan (IRP) – Metropolitan Water District of Southern California's long-term resources plan that looks out over a 25-year horizon and is updated roughly every five years. MWD uses it to guide its supply investments, programs, and policies.

Glossary

Irrigation – A water supply used for agriculture by artificial means, such as pumping water onto crops, in an area where rainfall is insufficient.

J

Joint Public Information Council (JPIC) – The Joint Public Information Council is a forum that brings together communications staff and conservation coordinators from the Water Authority and member agencies to discuss and collaborate on matters related to public outreach. Information sharing about member agency priorities and initiatives helps inform and prioritize the Water Authority’s development of communications toolkits, education programs, and other resources to support member agencies.

L

Local Agency Formation Commission (LAFCO) – A regional service planning agency of the State of California. Responsibilities include overseeing the establishment, expansion, governance, and dissolution of local government agencies and their municipal service areas.

Local Resources Program (LRP) – An assistance program through the Metropolitan Water District of Southern California that provides supplemental funding for local water supply programs.

Local Water Supply – A water supply that is not imported from outside of San Diego County. Local resources for the San Diego region are recycled water, groundwater, local surface water, and conservation.

Low Income Household Water Assistance Program (LIHWAP) – This program provides financial assistance to low-income Californians to help manage their residential water utility costs. It is a federally funded program and California has been allocated \$116 million in one-time funding. The Department of Community Services and Development (CSD) is the administering agency. For more information, visit <https://www.csd.ca.gov/Pages/WaterBill.aspx>.

M

Member Agency – An agency that is a direct purchaser of water from the Water Authority. The Water Authority has 24 member agencies. The Water Authority’s member agencies are comprised of 6 cities, 5 water districts, 3 irrigation districts, 8 municipal water districts, 1 public utility, and 1 federal agency (military base).

Member Agency Rate Workgroup (MARW) – The MARW is composed of general managers and financial officers from the Water Authority’s member agencies. The group considers and develops future rates to meet the evolving needs of the region and ensures the Water Authority maintains a sound financial infrastructure.

Metropolitan Water District of Southern California (MWD) – MWD is a regional water wholesaler formed in 1928 to provide Southern California with imported supplemental water supplies. It has 26 public member agencies and serves about 19 million people living in Los Angeles, Orange, Riverside, San Bernardino, San Diego and Ventura counties. Metropolitan is governed by a 38-member board of directors representing the 26 member agencies consisting of 14 cities, 11 municipal water districts and one county water authority, which is the San Diego County Water Authority.

MGD – Million gallons per day

Mitigation – A way in which an agency may offset negative environmental impacts from a project, or make the impacts less serious.

Mitigation Monitoring Plan – A written document, adopted when the lead agency approves a project, to ensure that mitigation measures, or other project revisions identified in the certified final environmental impact report, to

Glossary

reduce or avoid impacts are implemented. Inspectors/monitors may be placed on-site during construction to record proper implementation of mitigation measures. The plan remains active until all mitigation measures have been satisfactorily completed.

Multiple Species Conservation Plan (MSCP) – A habitat conservation planning program to address multiple species' habitat needs and the preservation of native vegetation communities within the greater San Diego region.

Municipal and Industrial (M&I) Water – Water for residential and commercial uses, accounting for approximately 80 to 85 percent of Water Authority demand. Does not include agricultural water, which makes up the remaining 15 to 20 percent.

N

National Institute of Science and Technology (NIST) – The institute is part of the U.S. Department of Commerce whose mission is to promote U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and quality of life. As part of its work NIST develops cybersecurity standards, guidelines, best practices, and other resources to meet the needs of businesses and public agencies.

Natural Community Conservation Plan/Habitat Conservation Plan (NCCP/HCP) – A plan, approved by the U.S. Fish and Wildlife Service and California Department of Fish and Wildlife, providing goals, guidelines, and specifications that comprise the Water Authority's conservation strategy for biological resources within its San Diego County service area.

Non-potable Water – Water not treated to a level for drinking water purposes.

O

Ocean Plan Amendment – The May 6, 2015 amendment to the State Water Resources Control Board's Water Quality Control Plan for Ocean Waters of California regarding construction and operation of seawater desalination facilities.

P

Potable Reuse Water – Recycled water that has been purified to meet or exceed federal and state drinking water standards and is safe for human consumption.

Potable Water – Water suitable for drinking.

Pre-stressed Concrete Cylinder Pipe – A type of pipe that consists of a concrete core, a thin steel cylinder, high tensile pre-stressing wires, and a mortar coating. The pre-stressing wires are prone to early failure, which can cause a pipe segment to break. There are 82 miles of this type of pipe within the Water Authority's aqueduct system.

Preferential Rights – An antiquated formula used by Metropolitan Water District of Southern California to calculate the amount of water to which each of its member agencies is legally entitled.

Project Labor Agreement (PLA) – A PLA is a pre-hire collective bargaining agreement with one or more labor organizations that establishes the terms and conditions of employment for a specific construction project. The Water Authority has a five-year PLA in effect for Capital Improvement Program construction projects over \$1 million beginning in 2023.

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Pumped Storage – A hydroelectric technology that stores and generates energy by moving water between two reservoirs at different elevations.

Pure Water Southern California – A proposed large-scale regional recycled water program by Metropolitan Water District of Southern California that could produce up to 168,000 acre-feet annually of purified water to primarily replenish groundwater basins in Los Angeles and Orange counties. MWD is in the planning phase of the program with environmental documentation certification expected in 2024. Formerly called the Regional Recycled Water Program.

Q

Quantification Settlement Agreement (QSA) – An agreement between the San Diego County Water Authority, Coachella Valley Water District, Imperial Irrigation District, and the Metropolitan Water District of Southern California signed in 2003. The QSA provides California a transition period to implement water transfers and supply programs that will reduce California's over-dependence on the Colorado River, and reduces the state's draw to its 4.4 million acre-foot annual apportionment.

Quantification Settlement Agreement Joint Powers Authority (QSA JPA) – The Quantification Settlement Agreement Joint Powers Authority (QSA JPA) was formed under 2003 legislation to administer funding of environmental mitigation requirements related to the QSA conserved water transfers. It is comprised of designated representatives from the California Department of Fish and Wildlife (CDFW), the Imperial Irrigation District (IID), the San Diego County Water Authority (Water Authority), and the Coachella Valley Water District (CVWD) who serve as commissioners and staff. The Water Authority serves as the QSA JPA's administrative and financial management arm.

R

Recycled Water – Municipal wastewater that is treated and disinfected to a level suitable for non-drinking purposes. The beneficial reuse of recycled water reduces the need to import or develop other water supplies.

Regional Water Management Group (RWMG) – Staff from the City of San Diego, the County of San Diego and the Water Authority who manage the implementation of IRWM programs.

Reservoir – A pond or lake where water is collected and stored until it is needed.

Runoff – Water that travels over the surface of the earth, moving downward due to the law of gravity. Runoff is one way in which water that falls as precipitation returns to the ocean.

S

San Diego Regional Water and Wastewater Internship Program – This program provides students enrolled in water technology courses with on-the-job paid training and exposure to career opportunities with participating member agencies. Completion of the program provides students with the necessary knowledge and training to apply for state water and wastewater certification exams.

San Diego Water Works – A regional consortium of 24 water and wastewater member agencies working together with local educational institutions to ensure that the San Diego region will have the workforce to fill mission critical positions in the water industry. The group created sandiegowaterworks.org, a comprehensive posting of regional water and wastewater industry job openings in one location. The site features expanded job opportunities and regularly updated information about internships and training opportunities.

Glossary

Seawater Desalination – A reverse osmosis membrane technology employed to separate fresh water from seawater.

Second Aqueduct – The western-most of two San Diego County Water Authority pipelines which convey water from Metropolitan Water District's system throughout San Diego County. The Second Aqueduct contains Pipelines 3, 4, and 5.

Significant Budget Initiative (SBI) – A significant budget initiative is an internal request made by a department during budget development for any new item, contract, service, or operating project over \$10,000. The request includes a description, justification, and detailed cost analysis for the requested new item.

Single-Tunnel Bay-Delta Project – Also called the Delta Conveyance Project, it's an iteration of the Bay-Delta fix that replaces California WaterFix and is being pursued by Governor Newsom's administration to reduce competing conflicts in the San Francisco Bay/Sacramento-San Joaquin Delta (Bay-Delta) between various uses. The new single tunnel will tap into a new diversion point for the State Water Project in the Bay-Delta and will be operated with the existing south Delta facilities as a dual facility system. It intends to reduce the conflicts the endangered species reside in the Bay-Delta experienced and protect the State Water Project against future water supply losses caused by climate change, sea level rise, and earthquakes. It also aims to ensure that the SWP can capture, move and store water to make the most of big, but infrequent, storm events.

SkillBridge – A Department of Defense program to promote civilian job training for transitioning service members.

State Water Project (SWP) – A collection of reservoirs, aqueducts, hydroelectric power plants, and pumping plants which extends over two-thirds of California. It delivers water to 27 million Californians, 750,000 acres of farmland and businesses throughout the state. The California Department of Water Resources (DWR) planned, built, operates and maintains the SWP.

State Water Resources Control Board (SWRCB) – Sometimes referred to as the State Water Board, the mission of the SWRCB is to preserve, enhance, and restore the quality of California's water resources and drinking water for the protection of the environment, public health, and all beneficial uses, and to ensure proper water resource allocation and efficient use, for the benefit of present and future generations. The regulatory agency works in tandem with nine Regional Water Quality Control Boards (Regional Water Boards) that each cover a different part of the state.

Surface Water – All water, fresh and salty, on the earth's surface.

Surge Protection - A facility designed and constructed for the purpose of controlling hydraulic transient pressures created by a sudden change in flow rate within a pipeline.

T

Treated/Filtered Water – Water that meets the Department of Health Services standards for potable drinking water use.

U

Untreated/Raw Water – Water that has not yet been treated to meet the Department of Health Services standards for potable drinking water use.

Urban Water Management Plan (UWMP) – A long-term resource planning document used to ensure that adequate water supplies are available to a water agency's service area to meet existing and future water needs.

Glossary

Urban Water Use – Same as Municipal and Industrial (M&I) Water. Water for residential and commercial uses, accounting for approximately 80 to 85 percent of Water Authority demand. Does not include agricultural water, which makes up the remaining 15 to 20 percent.

V

Value Engineering – A systematic and structured approach used to analyze and improve design and construction of projects. It helps to achieve an optimum balance between function, performance, quality, safety, and costs. The proper balance results in the maximum value for the project and the reliable performance of functions to meet customer needs at the lowest overall cost.

W

Wastewater – Water containing waste material.

Water Demand – The amount of water, at present, that is required to meet the needs of a specified group.

Water Facilities – As it pertains to the Water Authority, any pipelines, pump stations, flow control facilities, reservoirs, or dams that enable the transport of water throughout San Diego County.

Water Purchase Agreement (WPA) – Agreement that governs the purchase of between 48,000 and 56,000 acre-feet of desalinated seawater per year from the Claude “Bud” Lewis Carlsbad Desalination Plant (CDP).

Water News Network (WNN) – The Water News Network online news portal is a Water Authority outreach program for communicating complex issues to civic leaders, elected officials, the business community and ratepayers. WNN stories cover water-related issues no longer routinely being covered by traditional news media due to a lack of resources and personnel cutbacks. The website provides original articles, features and videos produced by the Water Authority and its member agencies, along with content from conventional media sources. <https://www.waternewsnetwork.com/about-us/>.

Water Recycling – The treatment and disinfection of municipal wastewater to provide a water supply suitable for non-potable reuse.

Water Shortage Contingency Plan (WSCP) – A planning document that outlines a series of response actions that may be used to respond to water supply shortages.

Water Supply Diversification – A strategy to meet regional water demands with a diverse range of water supplies and tactics including imported water, local supply development, and water use efficiency.

Waters of the United States – A document that defines the waters that fall within the jurisdiction of the Environmental Protection Agency and the Army Corps of Engineers.

Watershed – A region or area of land bounded peripherally by a water parting and draining ultimately to a specific watercourse or body of water.

Water Utility Climate Alliance (WUCA) – An organization, made up of 12 of the nation’s largest water providers, that provides leadership and collaboration on climate change issues affecting the country's water agencies.