
Strategic Plan

Fiscal Years 2015-2019

Updated July 1, 2014



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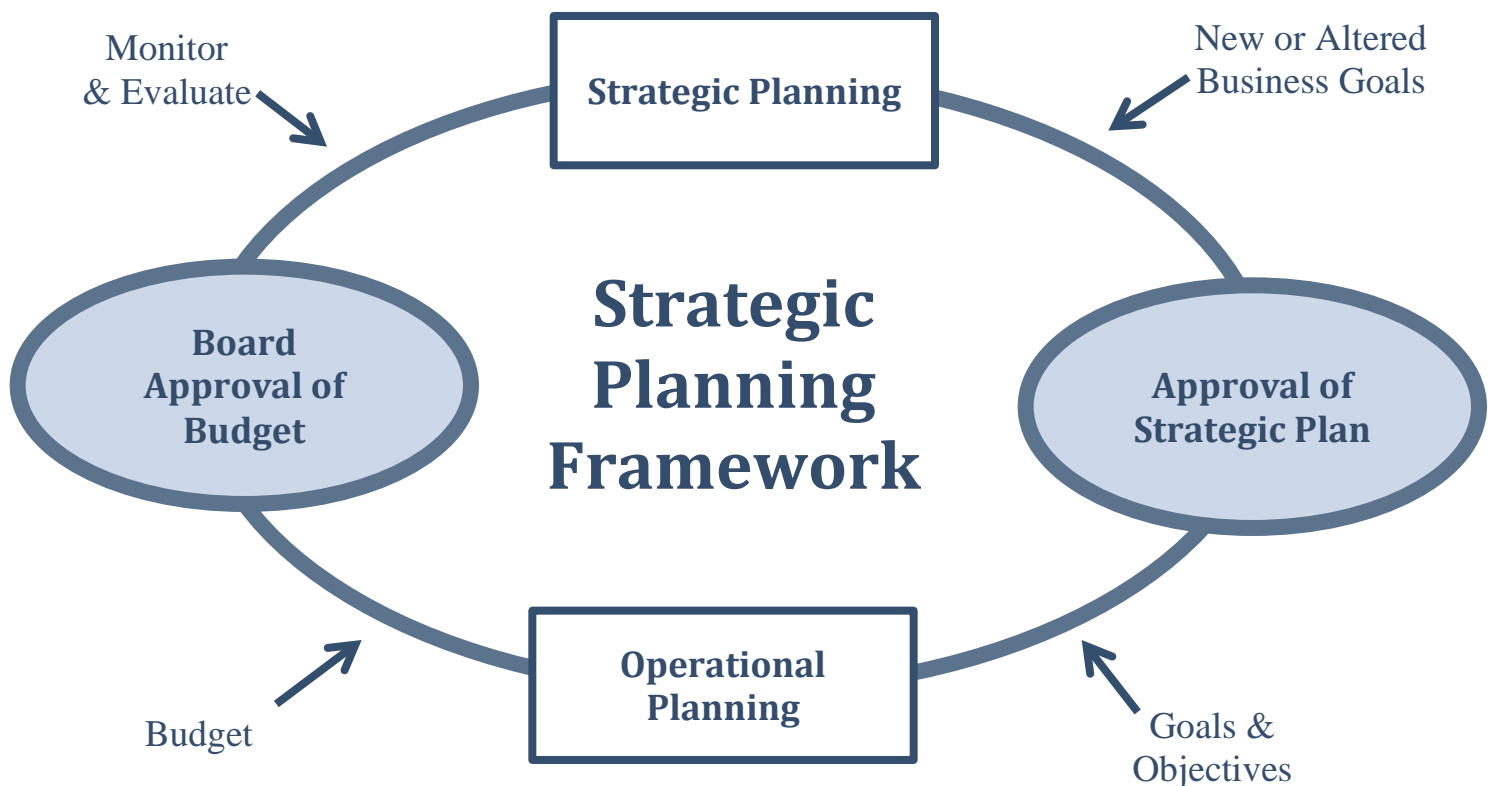
Introduction

A strategic plan enables an organization to set clear direction over all operational aspects of its mission. The Inland Empire Utilities Agency's Strategic Plan serves as a framework for decision making over a five-year period. The plan outlines the fundamental decisions that shape what the Agency plans to accomplish and sets a rational course of action. At its highest level, the Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

In 2013, Agency staff completed the development of IEUA Business Goals utilizing input from various stakeholders including the IEUA Board, staff, member agencies and other regional policy makers. Staff also led separate revisions to the Agency's mission, vision, and core values. Consolidating these efforts within the framework of a strategic plan allows the Agency to develop work plans that will guide the Agency over the next five years in fulfilling its mission, vision and values.

The Agency will review and update its Strategic Plan to reflect the actual progress and needs of the Agency over time. The current plan addresses fiscal years 2015-2019. The plan identifies strategy, goals, key objectives, commitments, and work plans that are needed for continued success in operations and management.

The planning framework illustrated below starts with the Board of Directors setting overall policy and priorities for the Agency. Each year, organizational divisions and departments develop specific goals, objectives, and budgets in support of the Board's directives.



Agency Overview



Formed in 1950, the Inland Empire Utilities Agency (IEUA/Agency) seeks to fulfill its responsibility as a “Steward of the Region”; committed to sustainably enhancing the quality of life in the Inland Empire by ensuring that a clean, plentiful water supply is available now and in the future. Over the years, IEUA has taken a variety of responsibilities in order to better assure a sustainable water supply. This includes becoming a regional provider of wastewater treatment with domestic and industrial disposal systems, and energy production facilities serving 830,000 residents within a 242-square

mile area located in San Bernardino County through its water and sewer member agencies.

As a member of the Metropolitan Water District of Southern California (MWD), one-third of the water distributed by IEUA is imported through the State Water Project. Recognizing the limitation on imported water supplies caused by drought conditions and environmental restrictions, a key business goal for IEUA is to “drought proof” the region by developing local supplies and maximizing groundwater recharge. IEUA operates five regional water recycling plants and produces three key “environmentally sustainable” products: recycled water, renewable energy, and high-quality biosolids compost.

The recycled water produced is not impacted by drought and is a key component of IEUA’s diversified “drought proof” water portfolio for the region. To safeguard the high-quality of recycled water, IEUA operates a brine line system to export high salinity industrial wastewater for discharge to the Pacific Ocean and administers a Salt Management Plan. IEUA was also instrumental in the financing and construction of desalination facilities in the region to convert brackish groundwater into drinking water.

Protecting the region’s vital groundwater supplies is a core element of the Agency’s “drought proof” business goal. IEUA’s commitment to water quality management and environmental stewardship ensures the maximum beneficial use of recycled water, stormwater and imported water throughout the region. The more water recharged into the Chino Groundwater Basin, the more self-reliant and less dependent the region becomes on imported water supplies.

IEUA is a leader in the production of renewable energy through the use of biogas, solar, and wind power. Combined, these renewable energy sources provide more than 50 percent of the Agency’s peak energy demand. Periodic updates to the Energy Management Plan ensure the Agency will achieve its goal to be energy independent during peak periods by 2020.



Agency Overview (continued)

In joint partnership with the Sanitation Districts of Los Angeles County, the Agency owns and operates the nation's largest indoor state-of-the-art biosolids compost manufacturing facility. Located in Rancho Cucamonga, the Inland Empire Regional Composting Facility is designed to produce a wood based, nutrient rich compost made from recycled green waste, biosolids, and horse stable bedding. It produces 230,000 cubic yards of *SoilPro* Premium Compost each year. This high-quality compost is sold as a soil conditioner which helps improve water retention resulting in better plant growth and water efficiency.

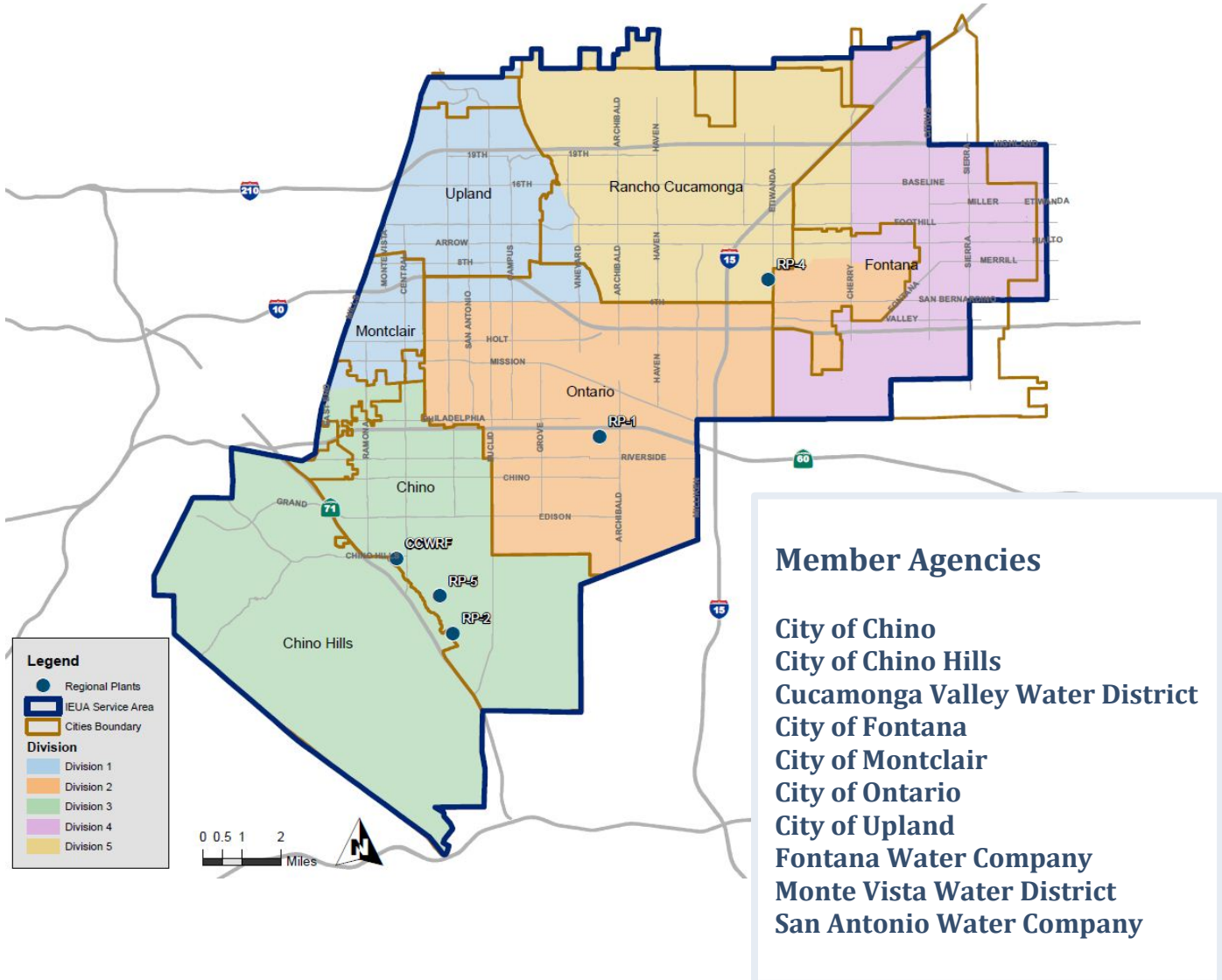
IEUA's investments provide the region with the reliability and sustainability needed to support economic development, as well as safeguard the quality of life in the Inland Empire through:

- Collection and treatment of wastewater
- Protection of public health
- Production of beneficial reuse of valuable/sustainable resources
- Ensuring infrastructure needed to support regional growth

IEUA Fact Sheet

Sewer / NRW Systems		Renewable Energy	
Miles of Pipe (Sewer)	94	Solar	3.5 MW
Miles of Pipe (Non-reclaimable)	72	Wind	1.5 MWH
Treatment Plants	5	Fuel Cell	2.8 MW
MGD Overall Capacity	84		
Recycled Water		Groundwater Recharge	
Miles of Pipe	82	Basins	19
Pumping Facilities	5	Imported Water Recharge	50,000 AF Yr
Connected Customers	>500	Storm Water Recharge	25,000 AF Yr
Annual Usage	32,000 AF	Recycled Water Recharge	10,000 AF Yr
Personnel		Biosolids	
No. of Authorized Employees	295	Processed Biosolids	150,000 Tons Yr
Average Years of Service	11	Tons of Compost	90,000

Board of Directors



Business Goals

For any organization to remain relevant and effective, its ability to adapt and prepare for change is essential. As illustrated below, the six identified IEUA Business Goals encompass key objectives which must be continually evaluated and derived into work plans to ensure that current and future needs of the Agency and Region are acted upon. The IEUA Business Goals were adopted by the IEUA Board of Directors on October 16, 2013.

Mission Statement

Inland Empire Utilities Agency is committed to meeting the needs of the region by providing essential services in a regionally planned and cost effective manner while safeguarding public health, promoting economic development, and protecting the environment.

Key areas of service:

- Securing and supplying imported water.
- Collecting and treating wastewater.
- Producing high-quality renewable products such as recycled water, compost, and energy.
- Promoting sustainable use of groundwater and development of local water supplies.

Vision

To become a world class leader in water management and environmental stewardship, including water quality, water-use efficiency, recycled water, and renewable energy, in order to enhance and preserve the quality of life throughout the region.

Values

Leading the way. Planning for the future. Protecting the resources of the communities we serve. The Inland Empire Utilities Agency is:

- Committed to applying ethical, fiscally responsible, transparent and environmentally sustainable principles to all aspects of business and organizational conduct.
- Working with integrity as one team, while celebrating the region's diversity.
- Staying in the forefront of the industry through education, innovation, efficiency, and creativity.



Business Goal Overview

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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Goal: IEUA will safeguard Agency’s fiscal health through organizational efficiency, adoption of balanced multiyear budgets and rates that meet full cost-of-service targets, maintain a high quality credit rating and preserve established fund balance reserves to effectively address short term and long term economic variability. Furthermore, IEUA will provide open and transparent communication to educate the Member Agencies on the fiscal policies of the Agency.

Key Objectives

Funding & Appropriation

Objective: IEUA will appropriately fund operational, maintenance and capital investment costs.

Commitment: Adopt service rates and fees that fully support the costs of service and provide a reliable and steady flow of operating revenue to support all operational expenses, capital replacement and debt service costs. In addition, IEUA will ensure that service rates and fees support the Agency’s goal to sustain high quality Commitment Levels

Budget Planning

Objective: IEUA will accurately forecast future operational, repair and replacement, capital improvement and debt service costs as needed for the creation of multiyear budgets and rate resolutions that create fiscal stabilization for IEUA and the Member Agencies.

Commitment: Provide multiyear forecasts for operational, repair and replacement, capital investment and debt service costs to support the adoption of multiyear budgets and rates enhancing dependability and stability.

Reserves

Objective: IEUA will preserve fund reserves that sustain the Agency’s long term fiscal health, high quality credit rating and ensure its ability to effectively address economic variability.

Commitment: Adopt financial policies to establish and preserve fund reserves above legally or contractually mandated levels to maintain Commitment Levels. In addition, IEUA will support short and long term funding requirements and sustain the Agency’s long term fiscal health and high quality credit rating to reduce future borrowing costs.

Credit-worthiness

Objective: IEUA will sustain a high quality credit rating and debt service coverage ratio to safeguard the Agency’s fiscal health and reduce future borrowing costs.

Commitment: Reinstate the Agency’s credit rating to AAA by FY 17/18 to reduce borrowing costs anticipated for the expansion and improvement of existing facilities to meet future growth in the Agency’s service area.

Work Plan

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practice	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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1. Adopt rates that fully meet cost of service for key Agency programs; Non-Reclaimable Wastewater (NRW) System by July 2019, Regional Wastewater by July 2018, Recycled Water by July 2019, Water Resources by July 2020
2. Continue commitment to cost containment for operating and capital costs
3. Advocate for continued receipt of property taxes and optimize grants and other funding sources to support Agency and regional investments
4. Amend the Regional Sewerage Service Contract to provide more flexibility in the use of property taxes by July 2015
5. Begin the nexus study for regional connection fees by May 2014
6. Fully fund the Other Post Employment Benefit (OPEB) unfunded accrued liability by July 2019
7. Fully fund the pension unfunded accrued liability by July 2024
8. Initiate discussions prior to January 2018 to revise and renew the Regional Sewerage Service Contract set to expire in 2023
9. Transition to a biennial budget beginning July 1, 2015
10. Integrate and fully fund the Replacement and Rehabilitation (R&R) projects identified in the Agency's Asset Management Plan into the annual capital improvement plan (CIP)
11. Integrate projects identified in the long range financial planning documents, such as the Facilities Wastewater Master Plan, Technology Master Plan, Energy Plan, and the Integrated Resources Plan, into the operating and capital budget by July 2016
12. Annually update the Agency's Investment Policy to ensure appropriate balance among safety, liquidity, and yield considerations
13. Continue to monitor market opportunities for retirement, refunding, or restructuring of outstanding debt to reduce costs
14. Annually, review and update the Agency's reserve policy to ensure sufficient funding to meet operating, capital, debt service, obligations, unforeseen events, and comply with legally mandated requirements
15. Reinstate the Agency's long term credit rating to AAA and maintain a debt coverage ratio to support such rating by FY 2017/18
16. Conduct or participate in a consortium to compile performance measures for agencies across the state that will serve as a benchmarking tool to drive awareness of strengths and opportunities for improvement by June 2016



Business Goal Overview

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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Goal: IEUA is committed to provide a positive workplace environment by recruiting, retaining and developing a highly skilled team dedicated to the Agency’s Mission, Vision and Values

Key Objectives

Mission, Vision & Values

Objective: IEUA will uphold Business Goals, Objectives and Commitment Levels that support and advance the Agency’s Mission, Vision and Values.

Commitment: Maintain the highest standard of ethical conduct from all Agency staff by promoting values of prudent leadership, integrity, collaboration, open communication, respect, accountability, high quality, passion and efficiency to support the Agency’s Mission, Vision & Values.

Employer of Choice

Objective: IEUA will be an Employer of Choice.

Commitment: Provide a work environment that will attract and retain highly skilled, motivated, professional and committed employees.

Training

Objective: IEUA will provide employees with state-of-the-art skills and knowledge to meet current and anticipated Agency needs.

Commitment: Facilitate and provide opportunities for staff to further their personal/professional development in support of maintaining a highly skilled workforce.

Staff Safety

Objective: IEUA will promote and ensure a safe and healthy work environment to protect employees and Stakeholders.

Commitment: No more than 1 day of lost time due to work related illness or injury per 1,000 days worked.

Work Plan

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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1. Ensure staff understands and upholds their role in achieving the Agency's Mission, Vision, and Values
2. Develop and implement a plan to mentor and prepare the next generation of Agency leaders by July 2017
3. Develop a plan to conduct a feedback study to measure employee satisfaction by December 2014
4. Implement the Agency-wide Classification and Compensation Study by November 2014
5. Review and update the STAR Award Program to more effectively recognize outstanding performance by December 2014
6. Implement strategies and recruitment practices that provide flexible and responsive solutions to assist the Agency in filling positions in a timely and effective manner by July 2014
7. Establish a cross training program across departments and divisions to enhance understanding of Agency programs by June 2015
8. Draft a new consolidated Personnel Rules and Regulations for the Agency across all bargaining units, thereby streamlining individual Unit MOUs by July 2016
9. Uphold a strong internal control environment by conducting independent objective internal and external audits of Agency finances and operations
10. Promote positive labor relations by conducting routine informal labor/management meetings with unit representative
11. Prepare and implement a Disaster Preparedness Plan and conduct periodic emergency response drills by July 2017
12. Achieve a Cal Star Award certification from OSHA by June 2019
13. Review and revise the Emergency Preparedness Plan by July 2017
14. Annually, review and revise the Workplace Injury Illness Prevention Program to prevent work related injuries/illness and reduce loss of time worked
15. Promote a safer work environment by administering and monitoring required safety and regulatory trainings



Business Goal Overview

G. Fiscal Responsibility	H. Workplace Environment	I. Business Practices	J. Water Reliability	K. Wastewater Management	L. Environmental Stewardship
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Goal: IEUA is committed to applying ethical, fiscally responsible and environmentally sustainable principles to all aspects of business and organizational conduct.

Key Objectives

Efficiency & Effectiveness

Objective: IEUA will promote standards of efficiency and effectiveness in all Agency business practices and processes.

Commitment: Integrate Lean techniques to evaluate its current business practices and processes and identify ways to improve the quality, cost and value of the services the Agency provides to the Member Agencies and the Public.

Customer Service

Objective: IEUA will provide excellent customer service that is cost effective, efficient, innovative and reliable.

Commitment: Respond to and meet the Member Agencies expectation for enhanced value added services. IEUA will solicit Stakeholder feedback on performance and goal alignment on an annual basis.

Regional Leadership and Community Relations

Objective: IEUA will cultivate a positive and transparent relationship with its Stakeholders to enhance quality of life, preserve our heritage and protect the environment.

Commitment: Partner with its Stakeholders on common issues to create and implement integrated and innovative solutions, minimize duplication of efforts and support education and outreach to the Public. Furthermore, IEUA will incorporate Member Agencies and Regional Water Agencies into various IEUA related projects and programs to ensure that a transparent and broader regional representation is achieved.

Policy Leadership

Objective: IEUA will effectively advocate, campaign and guide the development of policies and legislation that benefit the Region IEUA serves.

Commitment: Promote a collaborative approach for the development of positions on policies, legislation, and regulations that impact Agency policy objectives.

Work Plan

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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1. Review and update the Asset Management Plan by December 2014
2. Replace the legacy Document Management System to ensure it meets Agency-wide and regulatory public records requirements and eliminates redundant archiving systems by December 2015
3. Determine the scope for Geographic Information Systems online applications to share information with member agencies by September 2014
4. Develop a program that annually measures the effectiveness and efficiency of Agency core services based on stakeholder feedback on “quality, cost and value”
5. Leverage private/public partnership opportunities
6. Continue to apply Lean management principles to streamline current business processes and systems and eliminate waste and redundancies
7. Update and maintain the Agency’s website to clearly communicate key activities, issues, policies and key documents, and continue to optimize use of social network media
8. Meet annually with affiliated agencies and elected representatives
9. Meet annually with the region’s congressional and state delegations to advance key legislation
10. Identify and participate in organizations that advance the Agency’s mission, vision and key initiatives
11. Promote regional projects and initiatives through presentations to community based organizations, service groups, and stakeholders
12. Promote regional projects and initiatives to boost business and industry relocations and promote economic development in the region
13. Provide timely updates to the Regional Committees and the IEUA Board on long term planning needs
14. Annually, promote superior customer service when working internally with colleagues



Business Goal Overview

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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Goal: IEUA is committed to the development and implementation of an integrated water resource management plan that promotes cost-effective, reliable, efficient and sustainable water use along with economic growth within the IEUA Service Area.

Key Objectives

Water Use Efficiency & Education

Objective: IEUA will promote education and water use efficiency to enhance water supplies within the Region and exceed State goals for reductions in per capita water use within the IEUA Service Area.

Commitment: Promote to reduce water use in the IEUA Service Area to less than 200 gallons per capita per day (GPCD) by 2018.

New Water Supplies

Objective: IEUA will support the Member Agencies and Regional Water Agencies with the development of reliable, drought-proof and diverse local water resources and Supplemental Water supplies in order to reduce dependence on Imported Water supplies.

Commitment: Promote reducing demand for Imported Water during dry and normal years and storing Imported Water into the Chino Groundwater Basin during wet years. In addition, IEUA will support maximizing the beneficial use of existing water infrastructure, while meeting future increased demands through investment in local water resources, Supplemental Water supplies and conservation efforts.

Recycled Water

Objective: IEUA will support maximizing beneficial reuse of recycled water to enhance reliability and reduce dependence on Imported Water.

Commitment: Complete the development of recycled water infrastructure and will support the Member Agencies in achieving reuse of 50,000 AFY by 2025.

Groundwater Recharge

Objective: IEUA will support the recharge of all available storm water and maximize the recharge of recycled water within the Chino Groundwater Basin. Furthermore, IEUA will pursue the purchase and storage of cost-effective Supplemental Water supplies.

Commitment: Support the recharge of all available storm water and maximize the recharge of recycled water within the Chino Groundwater Basin. Furthermore, IEUA will pursue the purchase and storage of cost-effective Supplemental Water supplies.

Work Plan

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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1. Complete update of the Water Use Efficiency Business Plan by December 2014, the Integrated Resources Plan by October 2014, and the Urban Water Management Plan by June 2016
2. Develop new targets and programs to achieve 20 x 2020 requirement through water use efficiency measures by December 2014
3. Develop and implement a communication plan to promote water use efficiency and the value of water by July 2015
4. Advocate for ordinances promoting storm water capture
5. Work with other Agencies to optimize use of recycled water to reach 50,000 AFY by June 2022
6. Identify and evaluate supplemental water supplies for the region by October 2014
7. Develop plan to improve the quality of recycled water to meet customer's needs by June 2017
8. Complete water softener ordinance by December 2014 and continue to reduce salinity and nutrients in recycled water.
9. Identify and protect the best recharge land sites in the service region by June 2016
10. Conduct research to find new methods to safely recharge more water into Chino Basin by June 2016
11. Coordinate with the Chino Basin Watermaster on the Recharge Master Plan Update by July 2019
12. Accelerate implementation of capital projects where appropriate to "drought proof" regional water supplies and optimize use of available federal and state grants and low interest rate financing
13. Advocate strategies that help anticipate and mitigate the impacts of droughts and climate change on the region



Business Goal Overview

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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Goal: IEUA systems will be master planned, managed and constructed to ensure that when expansion planning is triggered, designs/construction can be completed to meet regulatory/growth needs in an expeditious, environmentally responsible and cost effective manner.

Key Objectives

Capacity

Objective: IEUA will maintain capacity within systems and facilities to meet essential service demands and to protect public health and environment.

Commitment: Ensure that systems are managed and constructed so that 90% of capacity is never exceeded.

On-time Construction

Objective: IEUA will ensure capital projects are designed and implemented in a timely and economically responsible manner.

Commitment: Design and construct facilities through efficient project management to ensure that 80% of projects are completed on schedule and 90% of projects are on budget.

Biosolids Management

Objective: IEUA will manage all Agency produced biosolids in a compliant, fiscally prudent and environmentally sustainable manner.

Commitment: Ensure that 95% of the Inland Regional Compost Facility's capacity is utilized, all biosolids produced by IEUA are treated at IERCF, Agency solids generation is minimized through efficient dewatering operations and all compost is marketed for beneficial use.

Energy Management

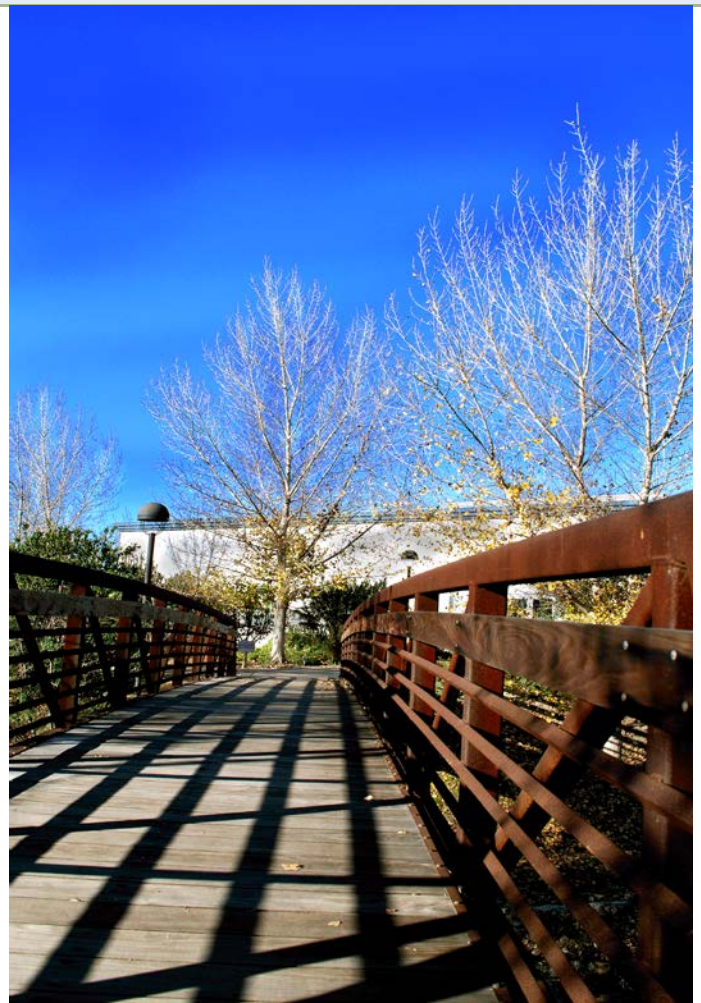
Objective: IEUA will optimize facility energy use and effectively manage renewable resources to achieve peak power independence, contain future energy costs, achieve statewide renewable energy, distributed generation and greenhouse gas reduction goals, and provide for future rate stabilization.

Commitment: Optimize facility energy use and effectively manage renewable resources to achieve peak power independence, contain future energy costs, and achieve statewide renewable energy, distributed generation, and greenhouse gas.

Work Plan

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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1. Update Wastewater Facilities Master Plan by December 2014 and thereafter every 10 years to ensure timely expansion of Agency facilities to address anticipated regional growth
2. Ensure reliability of Agency assets by annually implementing the asset management monitoring and assessment program (Asset Management Plan)
3. Monitor treatment plant performance and initiate corrections to maintain 100% regulatory compliance
4. Provide engineers training to understand business aspects of capital projects and increase engineering consultant design services in lieu of in-house designs to complete more projects in a shorter timeframe by July 2015
5. Evaluate advances in laboratory design for inclusion in the construction of the Water Quality Laboratory facility
6. Conduct Lesson's Learned sessions to evaluate key construction implementations
7. Continue to optimize operation of digestion and dewatering centrifuges to minimize operational costs
8. Develop a Biosolids Capacity Marketing Plan maximizing material input and output by June 2017
9. Develop a design concept for the proposed South Compost Facility by December 2014
10. Develop a comprehensive Energy Management Master Plan by June 2015
11. Complete an Agency-wide greenhouse gas emission (GHG) baseline assessment using the Climate Registry protocol to allow the Agency to sell credits by July 2016



Business Goal Overview

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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Goal: IEUA is committed to the responsible use and protection of the environment through conservation and sustainable practices.

Key Objectives

Good Neighbor Policy

Objective: IEUA will control odors at all Agency facilities for the purpose of improving the environment and being a good neighbor to the local community.

Commitment: Perform a quarterly odor monitoring assessment to develop actual and acceptable baseline odor thresholds. Acceptable baseline thresholds will be used to measure treatment plant performance and drive necessary capital improvements.

Regulatory Compliance

Objective: IEUA will promote education and water use efficiency to enhance water supplies within the Region and exceed State goals for reductions in per capita water use within the IEUA Service Area.

Commitment: Promote to reduce water use in the IEUA Service Area to less than 200 gallons per capita per day (GPCD) by 2018.

Response & Complaint Mitigation

Objective: IEUA will control odors at all Agency facilities for the purpose of improving the environment and being a good neighbor to the local community.

Commitment: Perform a quarterly odor monitoring assessment to develop actual and acceptable baseline odor thresholds. Acceptable baseline thresholds will be used to measure treatment plant performance and drive necessary capital improvements.

Environmental Responsibility

Objective: IEUA will strive to implement actions that enhance or promote environmental sustainability and the preservation of the region's heritage.

Commitment: Consider and assess environmental sustainability, public use and heritage preservation options for all of its programs and projects.

Work Plan

A. Fiscal Responsibility	B. Workplace Environment	C. Business Practices	D. Water Reliability	E. Wastewater Management	F. Environmental Stewardship
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1. Develop and update logical, technically based, defensible, local limits for regional significant industrial users by August 2015 and review every five years

2. Complete odor baselines report by June 2015

3. Develop a communication plan to promote being a good neighbor by June 2015

4. Strive for 100% use of Agency bi-products by 2021

5. Lead efforts to advocate for emerging trends and proposed changes to rules and regulations

6. Annually review and update Key Performance Indicators (KPI's) to monitor and comply with all regulatory requirements

7. Annually review and update the Emergency Response and Operational Plans for all facilities

8. Ensure Agency programs promote environmental stewardship, sustainability, and preservation of heritage measures, utilizing green procurement and reuse of surplus materials, equipment, and parts when possible

9. Complete a performance assessment of the Platinum LEED rated headquarters and develop a plan to ensure performance, as appropriate, to the platinum standard

10. Support legislation to reduce drugs in waterways through take back programs

11. Develop a regionally focused Comprehensive Mitigation Plan for construction projects by July 2016



Appendix A

Definitions of Key Terms

20 x 2020	The 20x2020 <i>Water Conservation Plan</i> sets forth a statewide road map to maximize the state's urban water efficiency and conservation opportunities between 2009 and 2020, and beyond. It aims to set in motion a range of activities designed to achieve the 20 percent per capita reduction in urban water demand by 2020.
AF/AFY	Acre foot/Acre foot per year
Cal Star Award	The California Voluntary protection program (Cal/VPP) Star is a labor-management-government cooperative program designed to recognize workplaces that manage outstanding health and safety management systems for protection of workers and go beyond minimal compliance with the Cal/OSHA Title 8 California Code of Regulations
Key Performance Indicators	A set of quantifiable measures that an organization uses to gauge or compare performance in terms of meeting their strategic and operational goals
Lean Management	An approach to running an organization that supports the concept of continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality
LEED Platinum	LEED, or Leadership in Energy & Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices. To receive LEED certification, building projects satisfy prerequisites and earn points to achieve

Appendix A

Definitions of Key Terms

	different levels of certification. Platinum is the highest certification.
Lesson's Learned	A review meeting held after a project is complete to discuss the pros and cons of the design and implementation between all affected parties
Non-Potable Water	Water not suitable for drinking
Potable Water	Water at a quality level high enough to meet regulatory standards for purposes of human consumption.
Recycled Water	Multiple reuse of effluent or gray water before it is returned to the natural hydrologic (water) system for subsequent beneficial use
Reuse	To use effluent or gray water for a beneficial purpose before it is returned to the natural hydrologic (water) system
STAR Award Program	An employee run recognition program that nominates and selects individuals who demonstrate excellence in leadership, creativity, performance and teamwork above and beyond the performance requirements of their position
Wastewater	Water that has been previously used by a municipality, industry, or agriculture and has suffered a loss of quality as a result of use.