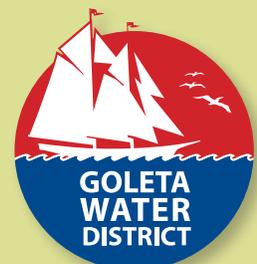


Sustainability Plan Progress Report

Goleta Water District Sustainability Plan

2019-2021



District Mission

To provide a reliable supply of quality water at the most reasonable cost to the present and future customers within the Goleta Water District.



ACKNOWLEDGEMENTS

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KEY INITIATIVES

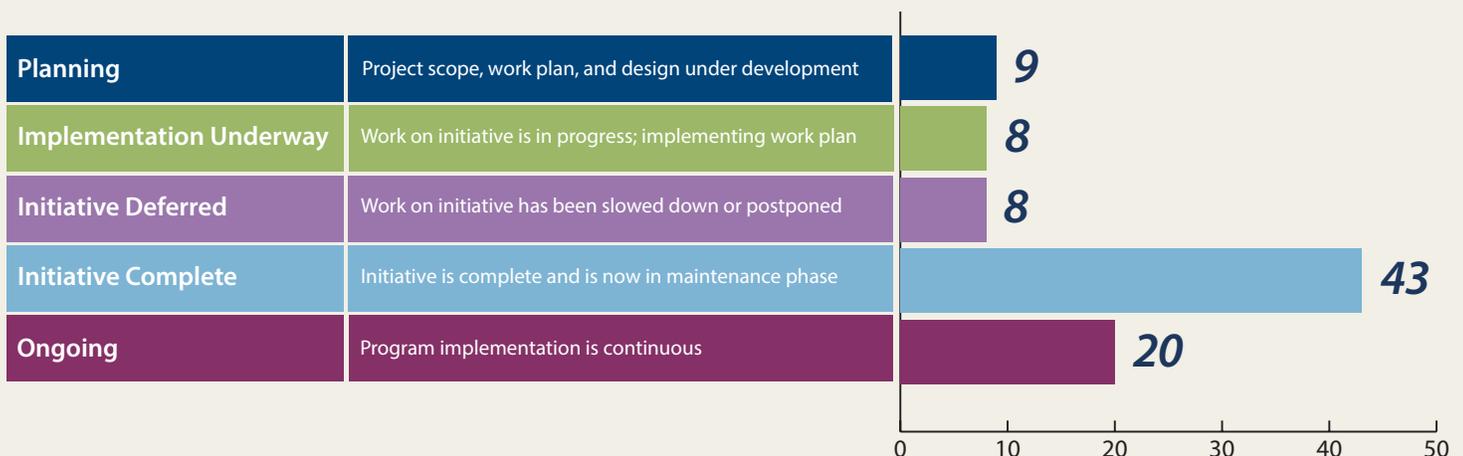
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LOOKING AHEAD

Sustainability is commonly defined as the responsible management of economic, environmental and social resources to meet the needs of present and future generations.

Initiative Implementation Progress Status Overview

The bar graph below provides a snapshot of the 88 Goleta Water District Sustainability Plan initiatives in each stage of progress.*



*A comprehensive list of the initiatives that have been included in the 2012-2021 Sustainability Plan and their relative status is provided on pages 32-34.

INTRODUCTION

Essential. Efficient. Effective.

These three words have been central to the District's continued success over the past two years. The COVID-19 Pandemic, which resulted in the District closing its offices to the public and transitioning half its workforce to remote locations, underscored the importance of the agency's role as an essential service provider. As a result, the District refocused on its core mission to provide a reliable supply of quality water at the most reasonable cost to its present and future customers.

To ensure uninterrupted water service to the community during an unprecedented global pandemic, non-essential projects were temporarily suspended or postponed, as were non-critical repairs that would have required temporary water service disruptions at a time many were sheltering at home and water was needed for sanitation. In accordance with its emergency response plans, the District instituted numerous operational safety measures to protect the health and safety of its workforce and the community while continuing to maintain service reliability. The District's groundwater wells were temporarily shut down to conserve staff resources and reduce contact and interactions with outside vendors.

Even with the tremendous operational challenges and disruptions caused by the pandemic, a number of significant projects were completed during the two-year period covered in this Sustainability Plan Progress Report. The move to online and remote tools, a process already underway as part of the District's migration to electronic workflow processes (highlighted on page 12), was accelerated to prevent disruptions to business operations and customer service. Investments in water treatment and delivery systems continued and remain critical to maintaining system reliability and compliance with California's comprehensive safe drinking water standards. The accomplishments and related benefits highlighted in this report speak to the effectiveness of the District's approach in minimizing the impact to operations and facility performance, while maintaining service levels.



The successful implementation of safety enhancements, strategic critical investments, and operational efficiencies is foundational to the District's continued success in providing an essential lifeline service now and long into the future.

Plan Organization

- ***Introduction*** reflects on the District's implementation of the Sustainability Plan, including highlights of sustainable outcomes from initiatives and activities implemented over the last two years.
- ***Guiding Principles*** describes how the three original Guiding Principles have taken on new meaning in a changing service delivery environment, and identifies District strategies for producing outcomes consistent with the Principles going forward.
- ***Strategic Investment Across the District*** illustrates how District initiatives produce sustainable benefits, including annual performance highlights from previously established initiatives, and "new" initiatives planned or underway. This section is organized under three distinct service delivery categories:
 - 1. Customer Service and Business Operations**
 - 2. Administration Buildings and Fleet Management**
 - 3. Water Supply, Treatment, and Distribution System Investment**
- ***Progress at a Glance*** provides a summary of all District Sustainability initiatives, organized by service delivery category, as well as the Guiding Principle(s) with which initiative outcomes align (i.e., economic, environment, social).

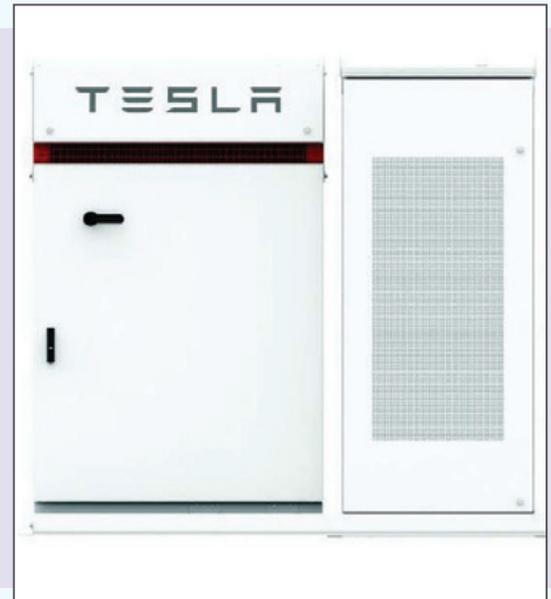
2019-2021 Highlights At A Glance

Working Toward Energy Savings



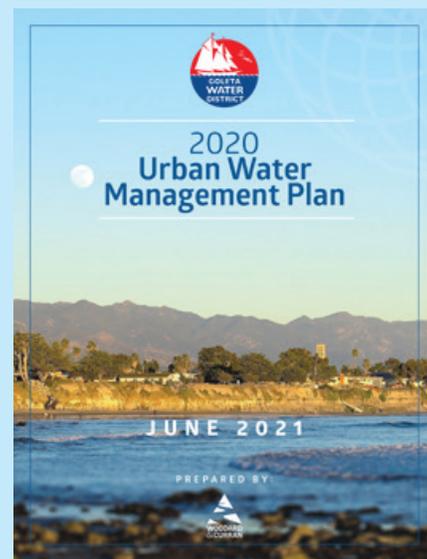
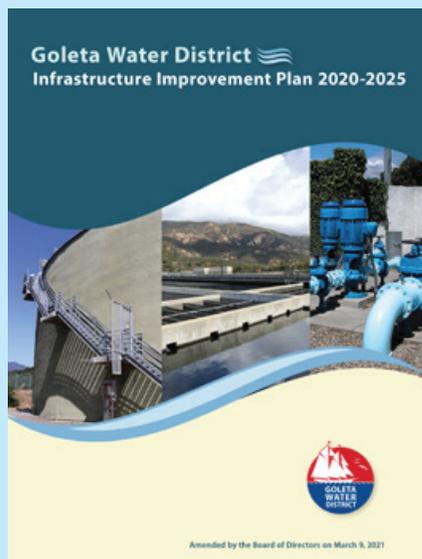
Reducing Reliance on External Inputs – The District was recently awarded a grant to install sustainable, renewable backup power systems at six of its reservoirs. The power systems are a sustainable alternative to diesel generators, and will ensure continued facility operations during emergencies and public safety power shutoff events. The grant will offset costs associated with design and construction of the solar panels and battery backup systems, minimizing District expenses on the project. Once completed, District operators will also no longer have to fuel, deliver, and deploy diesel generators to remote reservoir sites during wildfires and other emergencies.

Fostering Sustainable Partnerships – Tesla has applied on the District's behalf for a grant to install battery backup power facilities at the Corona Del Mar Water Treatment Plant. The grant, valued at up to \$750,000, would provide for a Tesla Powerpack to keep the District in service even during power outages. This innovative project would reduce ongoing energy bills by an estimated 34%, while bringing the District a step closer to its sustainability goals. The grant is part of the California Public Utilities Commission's Self Generation Incentive Program, which provides funding to support distributed energy systems for critical infrastructure subject to public safety power shutoff events associated with wildfires. Tesla would design the battery system, furnish and install all equipment, and operate and maintain the facilities for a 10-year period.



Controlling Operational Costs – The District achieved a reduction in annual electricity costs equivalent to one month's average electricity bill in 2019. Through a flexible and adaptable facility management approach, the District worked directly with its electricity provider to identify alternative rate structures that were more cost effective while minimally affecting operations or facility performance. The changes will save the District upwards of \$44k per year on electricity costs alone.

Planning for the Future – The District completed five-year updates to two foundational documents, including the 2020-2025 Infrastructure Improvement Plan, which identifies the minimum level of investment needed to accomplish the District’s top priorities; and the state-mandated Urban Water Management Plan, which included updating the Drought Preparedness and Water Shortage Contingency Plan. These documents, along with the District’s Annual Budget, Code, and Sustainability Plan, will continue to inform decisions on District spending, investment and risk management.



Water Word Search

Find the water-saving words listed below

Z L S H O W E R E F L R
 T O O T H B R U S H E W
 O D B A T H R O O M A A
 I D R F A U C E T H K T
 L T A P D R O U G H T E
 E D I S H W A S H E R R
 T B G A R D E N P F P L
 H L A N D S C A P E F W

- | | | |
|------------|-----------|------------|
| bathroom | garden | tap |
| dishwasher | landscape | toilet |
| drought | leak | toothbrush |
| faucet | shower | water |

Expanding Educational Resources – With school closures and teachers moving classes online, easily accessible educational resources became particularly important during the pandemic. The District updated its user-friendly website to include a dedicated Educational Resources page with videos from the District’s “How it Works” and “Where Your Water Comes From” series, conservation information, and links to fun games and activities for kids. The District’s most recent newsletter incorporated a “kids’ corner” with a simple word search and links to an online water use calculator and educational video resources.

Promoting Water Wise Landscaping – The District offers customers extensive conservation information, and recently updated its garden brochure developed as part of the District’s Demonstration Garden Outreach (Initiative 1.12). The brochure provides information on water use, irrigation systems, plant types, and basic landscaping. Highlighting the seven basic garden styles featured in the District Demonstration Garden (Traditional, California Native, Mediterranean, Exotic, Perennial Border, Desert, and Edible) the brochure shows how water wise landscaping can be adapted to fit a variety of garden needs.



Digitizing the District

The District continually assesses opportunities to streamline administrative operations and move to paperless processes both as a best practice and as part of its sustainability efforts. The need to develop additional business solutions and modify current processes to avoid disruptions to the existing workflows and maintain seamless customer service increased dramatically as a result of the COVID-19 Pandemic, with employees working remotely and offices closed to the public. A number of these projects are featured in more depth in this progress report.

The pandemic accelerated the migration to electronic processes already underway as part of the District's sustainability efforts.

- Web-based Payments and Tools
- Payroll
- Billing Process
- Retiree Benefits
- Employee Onboarding
- Procurement/Audit

THE MIGRATION TO ELECTRONIC WORKFLOW PROCESSES

Objective: Digitize and streamline customer-related services, District administration and employee-related processes.

Strategy: Many District processes had to be modified to include scanned documents, or print to digital files instead of hard copies, and required the acquisition of new programs and software that enabled remote processes, tools and services.

Sustainable Outcomes and Benefits:



Protect the health of the workforce during the pandemic while enhancing the customer experience with remote engagement and tools.



Avoid disruptions to workflow, increase operational efficiencies, and reduce costs associated with print and mail expenses.



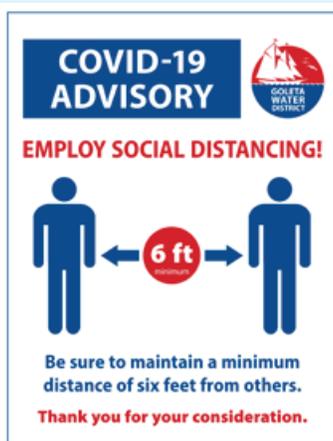
Reduce vehicle miles traveled and related fuel use and greenhouse gas emissions, and minimize the use of paper.

Sustaining Public Health & Safety During a Global Pandemic

Impacts associated with the COVID-19 Pandemic extended to every corner of the organization, requiring modifications to customer services and business operations, various workspace improvements, and adjustments to existing water supply usage and distribution operations. Several measures discussed throughout this report were instrumental in being able to reduce exposure and maintain the health of the workforce to provide lifeline water service to the community.

Protecting Public Health and Safety: The District closed its facilities, including its physical customer service counter to walk-ins and all staff able to work remotely have done so. Customer service staff remained available via phone and email, and drop-box payments were accessible.

Ensuring Uninterrupted Customer Service: The District accelerated the implementation of an enhanced online payment portal and online customer tools (discussed further on page 20).



Supporting Healthy Workspaces: The District installed advanced air filters and ultra violet bulbs in its Heating Ventilation and Cooling (HVAC) systems to improve indoor air quality and ventilation.

Protecting Worker Health and Safety: Mandatory mask requirements were put in place at District facilities, and Personal Protective Equipment (PPE) was provided to staff for use during repairs and activities requiring close contact.

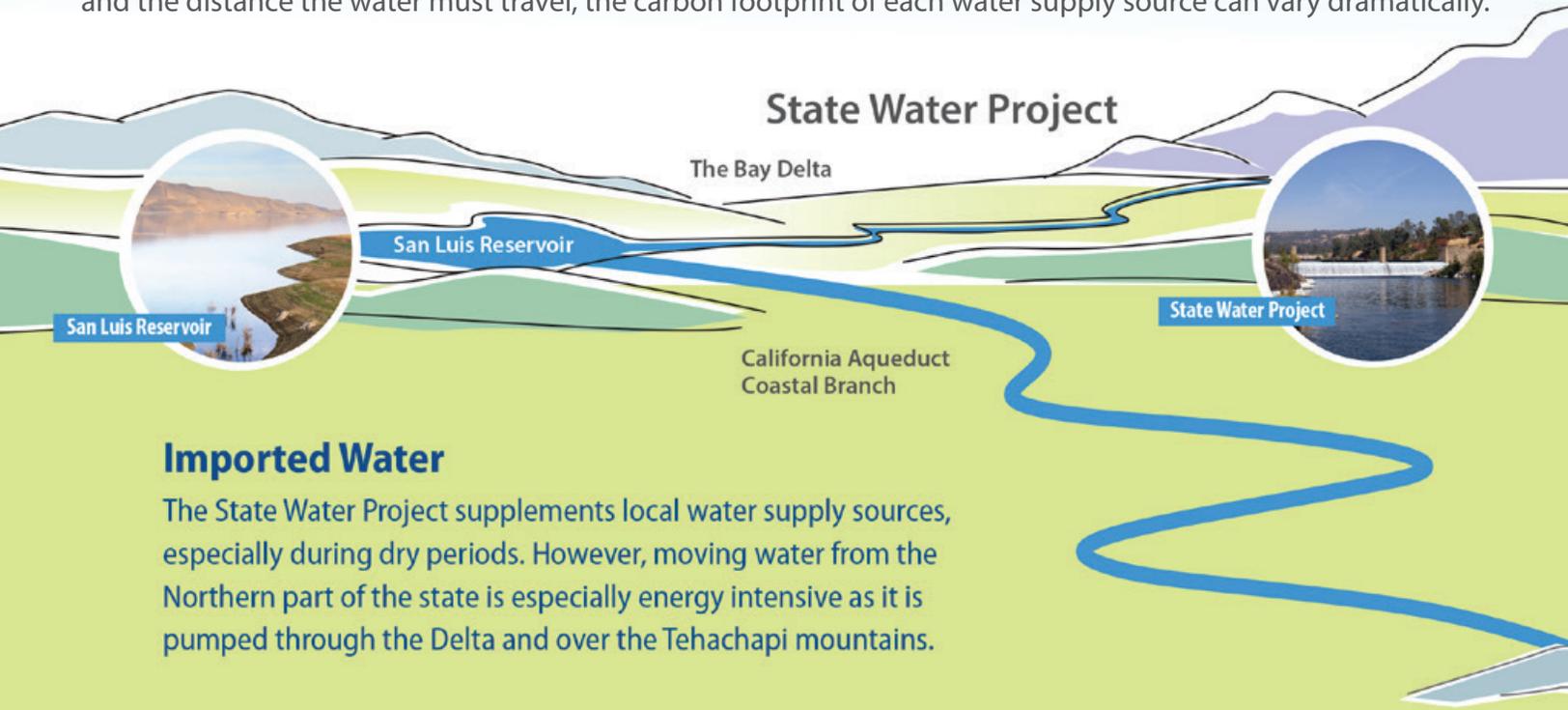
Supporting Civic Engagement and Public Transparency: The District transitioned to virtual public meetings during the pandemic as authorized by the Governor’s Executive Order, including hosting Board and Committee meetings by teleconference with detailed instructions for the public on how to participate.

Minimizing Expenses and Controlling Operational Costs: The District successfully submitted an initial application necessary to apply for grant funding and reimbursement through the Federal Emergency Management Agency (FEMA) to pay for COVID-19 related costs and secured a significant order of PPE and disinfection supplies at no cost from the California Office of Emergency Services.



Where Your Water Comes From and the Energy it Uses

Energy might not be the first thing you think of when it comes to water, but the need to pump, convey and treat water means that water and energy use are inextricably linked. Depending on the treatment processes required, and the distance the water must travel, the carbon footprint of each water supply source can vary dramatically.



Imported Water

The State Water Project supplements local water supply sources, especially during dry periods. However, moving water from the Northern part of the state is especially energy intensive as it is pumped through the Delta and over the Tehachapi mountains.

The Goleta Water District's Diverse Water Supply Portfolio

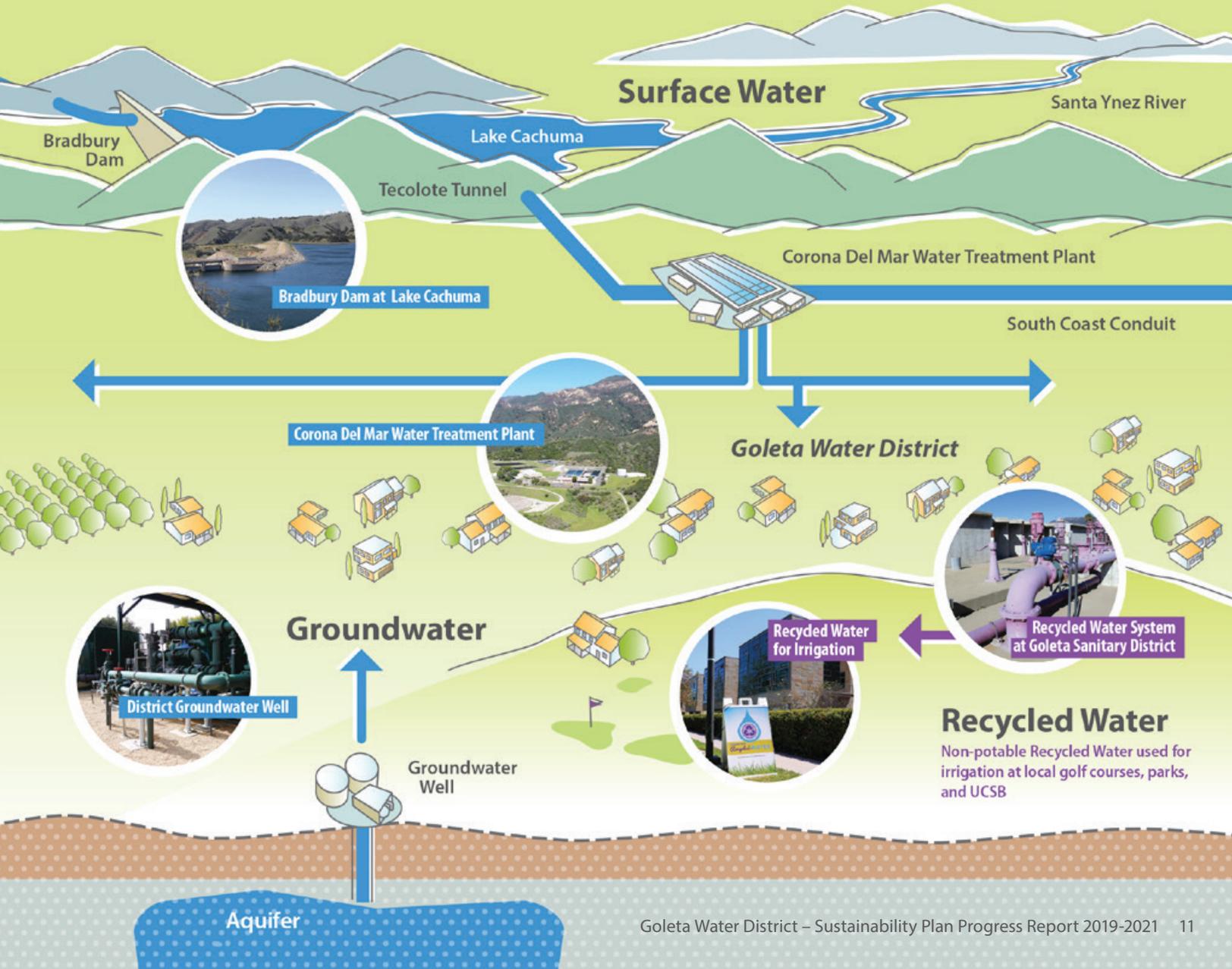
The Goleta Valley has a semi-arid climate marked by periods of drought alternating with periods of moderate to heavy rainfall. Using a variety of water sources is vital in this dry environment, but accessing this diverse supply requires increased energy use. Pumping groundwater and delivering water from the State Water Project both take considerable amounts of energy. By contrast, surface water supplies from Lake Cachuma are delivered to the Corona Del Mar Water Treatment Plant and customers using a gravity fed system that is highly energy efficient. Moving forward, the District will continue to explore options for generating sustainable energy, or even shifting the timing of some water supply and treatment operations to periods when renewable sources provide higher shares of energy supply (see page 25 for a summary of District plans to offset traditional non-renewable energy use).

The Water-Energy Nexus

Many drought mitigations, such as developing diverse local water supplies, can actually increase energy use. How the District balances this increased need for energy with enhanced water reliability is an emerging challenge.

Local Water Supplies

The majority of the District's water supply comes from local sources, which offer increased reliability. While groundwater and recycled water are more energy intensive than surface water supplies, they still typically have a lower total energy footprint compared to imported sources moved over long distances.



Guiding Principles

The District's Sustainability Guiding Principles are a central component of upholding the District's mission to provide a reliable supply of quality water at the most reasonable cost to present and future customers. Developed to embrace the three components of sustainability – economic, environmental and social – the guiding principles provide the foundation for actions that support a sustainable service delivery model. Even as the District faces new challenges and opportunities in an evolving service delivery environment, key initiatives that put the Guiding Principles into action will help the District continue to achieve outcomes that provide economic, environmental, and social benefits.



Economic Principle

Enhanced value creation and service reliability for District customers

The District's water service delivery and daily decision-making will consider sustainable approaches that create value for District customers now and into the future. Strategic infrastructure investments, cost effective business operations, and water supply management can help ensure the highest level of reliable service.



Environmental Principle

Resource stewardship, adaptability, independence, and emergency preparedness

The District will position itself for greater independence and emergency preparedness by reducing reliance on external business inputs including electricity, natural gas, and petroleum-based fuels, while simultaneously increasing reliance on locally controlled sources of water. These actions will help protect the District from impacts associated with global climate change, local weather extremes and other hazards, and will help the District move toward carbon neutrality.

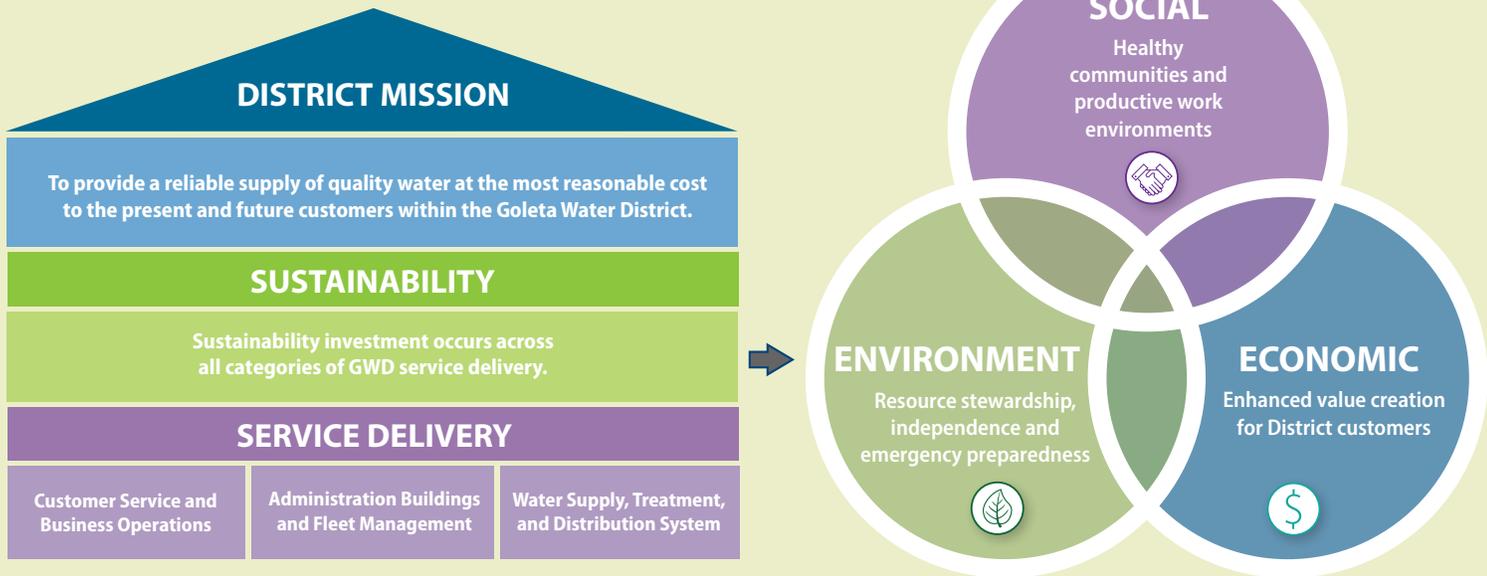


Social Principle

Healthy Communities and productive work environments

As a provider of a lifeline resource, the District will support healthy communities through the provision of quality water to the public and a governance structure that supports civic involvement and public transparency. Additionally, daily actions and work environments will consider the enhancement, productivity and safety of the District workforce while making positive contributions to the well-being of the community.

How it Works



Strategies for producing outcomes consistent with the Economic Guiding Principle include:

- Create pathways for alternative revenue sources and funding streams.
- Maintain, rehabilitate and improve infrastructure and processes at the CDMWTP.
- Target critical investment in the groundwater basin and well infrastructure.
- Mitigate water supply risks, preserve potable supplies, and seek out alternative sources of local water supplies.
- Implement programs that minimize water loss, maximize accounting of water use, and keep pace with technological advances.

Strategies for producing outcomes consistent with the Environmental Guiding Principle include:

- Maintain, replace, and improve the efficiency of the District's water distribution system and mechanical equipment.
- Improve the sustainability of the District fleet and heavy equipment.
- Minimize the environmental impacts of District administrative operations through employee education, building retrofits, and other property improvements.
- Explore and invest in renewable energy installations including solar and hydropower.
- Ensure the District's preparedness for natural disasters and other unplanned emergencies.

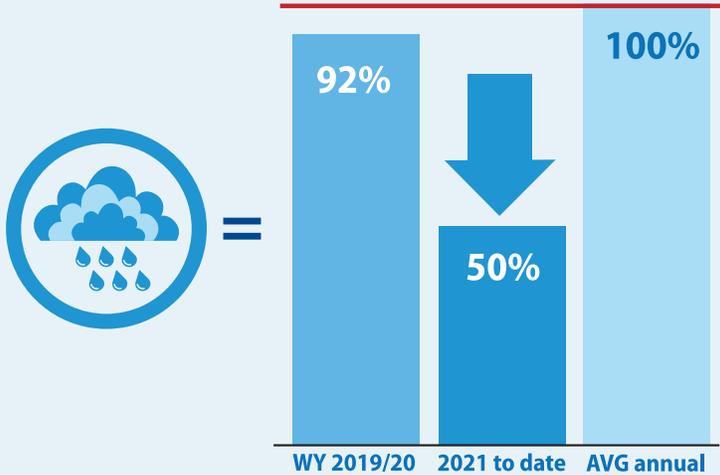
Strategies for producing outcomes consistent with the Social Guiding Principle include:

- Ensure the ongoing delivery of safe, clean water supplies to protect the health and safety of the community.
- Maintain community education and public engagement.
- Implement a suite of rebate and incentive programs to promote water conservation by District customers.
- Enhance the safety, well-being, and productivity of the District workforce.
- Continuously enhance customer service and provide customers with convenient ways to interact with the District.

Preparing for Dry Days Ahead

Even as the District continues to deal with the ongoing COVID-19 Pandemic, there is a new challenge on the horizon—namely growing concern about another historic drought. Regardless of what the next year brings, with its diverse water supply portfolio and continued conservation by customers, the District remains well positioned to navigate this critical period.

Rainfall Update 2021



The District has received two years of below average rainfall.

Average rainfall: **18.3 inches**

Continued Conservation

District customers continue to conserve and water use has remained low even after the end of the last historic drought.

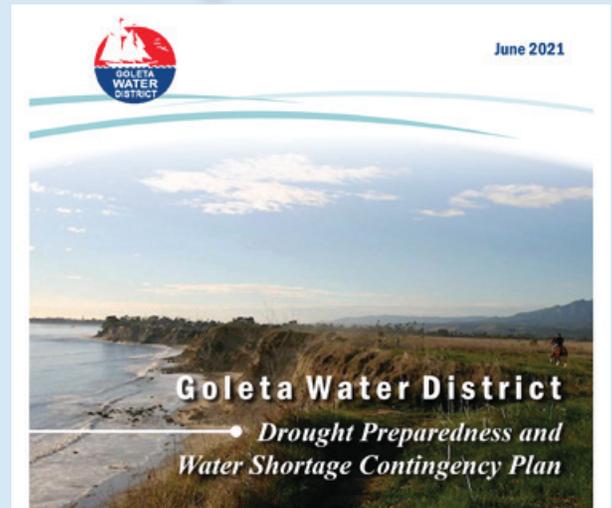


An average household uses 55 gallons per person per day, well below the State's target of 110 gallons for indoor and outdoor use.



The current two year outlook indicates that without additional rain next year the Goleta Valley could officially be back in a Water Shortage Emergency.

Drought Readiness



The District updated its Drought Preparedness and Water Shortage Contingency Plan in 2021 to incorporate data and lessons learned from the recent historic drought, ensuring ongoing readiness for future droughts and water shortages.



Strategic Investment Across the District

Key Initiatives

Meeting short-term production targets and long-term sustainability goals requires strategically balanced investment in all areas of District service delivery. As a water provider, an obvious focus and investment priority is the **water supply, treatment, and distribution system** that delivers water to over 87,000 people in the Goleta Valley. In addition to water supplies, smart investments are made across all categories of District operations, from its daily **business operations and customer service** to the long-term maintenance of its **administration buildings and fleet** of vehicles and heavy equipment. The pages that follow provide summaries of initiatives the District is undertaking that fit within the framework of the Sustainability Plan, as well as notable outcomes from existing initiatives that align with the Guiding Principles. Looking ahead, new projects will provide improvements needed to meet new regulatory requirements, while offering economic benefits in the form of reduced energy costs, minimizing impacts to natural resources, and supporting a healthy community.

Customer Service and Business Operations

This category incorporates sustainability into everyday operations, policy development, and decision-making, presenting opportunities to reduce costs and inefficiencies, streamline operations, and increase revenue. The following summaries highlight the sustainable outcomes associated with District customer service and business operations activities, organized by the central project benefits that are consistent with the Sustainability Guiding Principles.

Biennial Performance Highlights



MAINTAINED COMMUNITY EDUCATION AND PUBLIC ENGAGEMENT

- The District's user-friendly website was a particularly important resource for customers during the pandemic, with over 95,000 page views, a significant increase over the previous year. In addition to regular informational updates, the District posted updated landers to the home page featuring information on COVID-19, customer bill payment assistance, and guidance for businesses on building reopening.
- An updated Educational Resources section of the website assisted parents and teachers with virtual educational resources.
- Two additional videos designed to educate customers on how water is treated and delivered throughout the Goleta Valley were produced (Initiative 1.25). One featured the Sustainability Plan, and the other highlighted how the District blends and delivers surface and groundwater throughout the system. The videos were developed in-house using existing resources and posted on the District's website for easy access. In total, the District has produced six informational videos.
- In 2019, staff made various presentations to six community groups, reaching 1,204 attendees. While In person presentations were cancelled in 2020 due to the COVID-19 emergency, the District hosted a virtual Earth Day booth and co-sponsored an online water conservation show for kids that was used by local teachers for their classes.
- A postcard noticing customers about the availability of the annual Consumer Confidence Report (CCR) was produced and distributed to provide water quality results to District customers. The full CCR was posted on the District website and a limited number of copies were mailed to customers who requested them, saving paper, minimizing print and mail expenses, and increasing customer convenience.



ENHANCED CUSTOMER SERVICE AND CONVENIENCE OF INTERACTING WITH THE DISTRICT

- Despite the COVID-19 Pandemic, nearly 3,600 visits to customers' premises were made to assist customers with leaks, provide courtesy shutoffs for repairs, repair meter boxes and assemblies, and check meter reads for accuracy.
- The District updated its website and backflow testing materials with Frequently Asked Questions, a downloadable tester list, and new illustrations to address common customer questions. Combined with the new paperless backflow test submissions process implemented in 2019, the District reduced the customer backflow test result delinquency rate while enhancing customer reporting convenience.
- Responded to nearly 190 after-hours service calls on an as-needed basis during the pandemic to investigate various issues within the water system, thereby maintaining continuous customer service and water service.
- Conducted virtual visits for the Smart Landscape Rebate Program and began performing virtual Conservation Check-ups for customers.

Customer Service and Business Operations



STRENGTHENED PREPAREDNESS FOR NATURAL DISASTERS AND OTHER UNPLANNED EMERGENCIES

- Updated the Drought Preparedness and Water Shortage Contingency Plan. While no changes were made to District water shortage stages or triggers, updates incorporated general information from the District's 2020 Cost of Service Study and Infrastructure Improvement Plan, as well as the knowledge gained during the most recent drought. The updated Plan, adopted by the Board of Directors in June 2021, ensures ongoing readiness for future drought and water shortages and brings the plan into compliance with current state regulations.



CREATED PATHWAYS FOR ALTERNATIVE REVENUE SOURCES AND FUNDING STREAMS

- Obtained a grant in the amount of \$105,000 through the California Governor's Office of Emergency Services (Cal OES) Community Power Resiliency program. This funding helped offset District costs associated with the installation of solar powered battery backup systems at six of the District's reservoirs that are needed to support critical operations during power outages.
- Applied for \$750,000 in funding for battery storage at the CDMWTP through a California Public Utilities funded self-generation grant program serving disadvantaged communities affected by Public Safety Power Shutoffs.
- Successfully submitted an initial application necessary to apply for grant funding and reimbursement through the Federal Emergency Management Agency (FEMA) to pay for COVID-19 related costs.
- Updated, adopted and submitted the 2020 Urban Water Management Plan and revised USBR Agricultural Water Management Plan, both of which support the District's eligibility for state grants (Initiative 3.5).
- Received grant funds for the sixth consecutive year to support the Employee Wellness Program (Initiative 1.26). The pandemic required minor changes to the program, but brought renewed emphasis to the importance of maintaining the health of the workforce.



ENHANCED THE SAFETY AND WELLBEING OF THE DISTRICT WORKFORCE

- Successfully implemented an emergency operating plan to avoid business and service interruptions resulting from the global COVID-19 Pandemic. This included monthly updates of the plan to incorporate changing Federal and State regulations and public health guidelines, ensuring the ongoing health and safety of the District workforce.
- Completed Worker Safety Electrical Upgrades (Initiative 1.30) at San Marcos Well and other district facilities. Electrical upgrades are ongoing and will prevent arc flash and other electrical hazards that could potentially damage equipment, while protecting the safety of personnel.

The District closed its physical customer service counter to walk-ins on March 18, 2020 in response to the pandemic emergency to protect the health and safety of District customers, staff and the community.



Customer Service and Business Operations



IMPLEMENTED PROGRAMS THAT KEEP PACE WITH TECHNOLOGICAL ADVANCES

Migrated several employee-related processes to electronic, improving operational efficiencies and increasing employee convenience.

- **Customer Billing:** The Customer billing process is now completely paperless. Meter reading data is uploaded directly to District servers from the hand-held units utilized by staff in the field, then securely transferred to the District's cloud-based billing system. Billing accountants remotely initiate and review the billing batches and any outliers identified for additional review and verification. A billing file is generated and electronically transmitted to the District's print vendor. E-bill notifications, as well as print and mail billing statements, are then sent to District customers.
- **Employee Onboarding:** The District implemented a web-based onboarding system for new hires, which enabled almost all of the related paperwork and distribution of District materials (e.g., employee handbook, COVID-19 Communication Memorandum, etc.) to be completed electronically, prior to the new hire's first day of employment.
- **Payroll:** Employees electronically populate and submit timecards, request time off, and review current benefits, leave balances and withholdings. Supervisors and payroll administrators are then able to process timecards electronically, including reconciling employee regulatory and voluntary withholdings.
- **Retiree Benefits:** The number of retirees enrolled in paperless monthly medical premium billing and the related automatic electronic payment doubled.

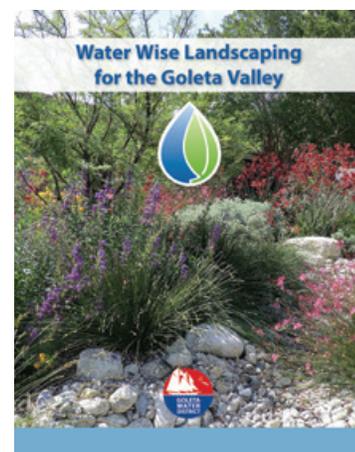


Online tools improve operational efficiencies.



IMPLEMENTED INCENTIVE PROGRAMS TO PROMOTE CONSERVATION BY DISTRICT CUSTOMERS

- The District's water conservation incentive programs, which help customers save water and money, continued despite the COVID-19 emergency. The District distributed over 126 rebates through the Smart Landscape Rebate Program (SLRP), the high efficiency clothes washer rebate program, and the Mulch Rebate Program via virtual meetings and site visits. (Initiative 1.24)
- The District's water wise landscaping brochure, first created over ten years ago, was updated to include current information and address some of the common issues found during water conservation check-ups. The brochure is designed to be easily accessible to the general public, and is illustrated with photos and examples. The goal is to provide customers with the information necessary to design a project that can benefit the customer and conserve water supply resources. Information is presented on garden design, including the importance of planning for changes to hardscapes and irrigation upfront, grouping plants by water need, and advice on planning and installing water wise plantings.



Customer Service and Business Operations

Virtual Conservation Checkups

To support customers in their ongoing conservation efforts, the District transitioned to virtual conservation checkups by reviewing customer accounts and usage, evaluating aerial photos, and communicating with customers by phone and email to determine issues of concern. The majority of increased water use was tied to irrigation of newly installed landscaping (primarily sod), irrigation leaks, and toilet flapper leaks.

While customer assistance by phone was offered prior to the pandemic, help with irrigation scheduling via phone increased substantially with the suspension of in-person site visits. Customers who required assistance with their irrigation controller could send a photo or the make and model, which District staff could use to locate the appropriate user manual online. Staff would then coach the customer over the phone in using and reprogramming the irrigation controller. An unforeseen benefit of this virtual assistance was that customers were actively adjusting their own controllers, increasing their familiarity with the equipment and the likelihood of making future irrigation adjustments.



36 single-family residential customers were assisted through this virtual program



The District suspended shut-offs for non-payment during the pandemic and has offered affected customers access to payment plans, as well as working to connect them to grant funded community resources that can provide payment assistance. Information is available on the District website, and customer service staff reached out to all customers that have an outstanding balance of more than 6 months or past due amount greater than \$500.

Customer Service and Business Operations

Featured Initiative

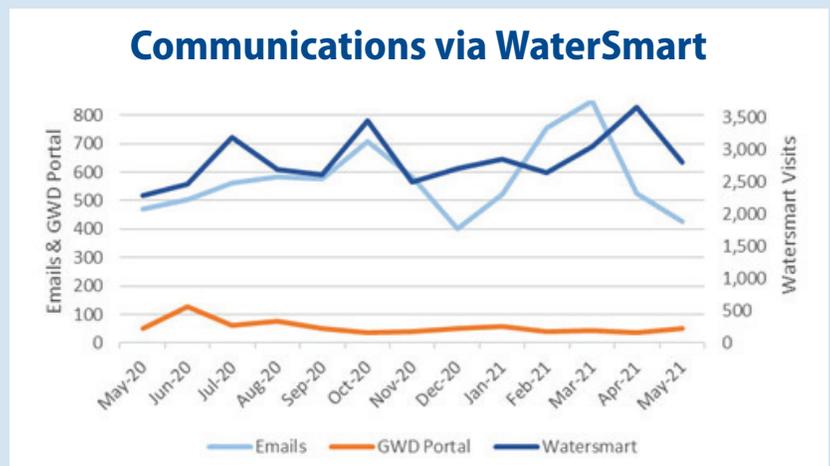
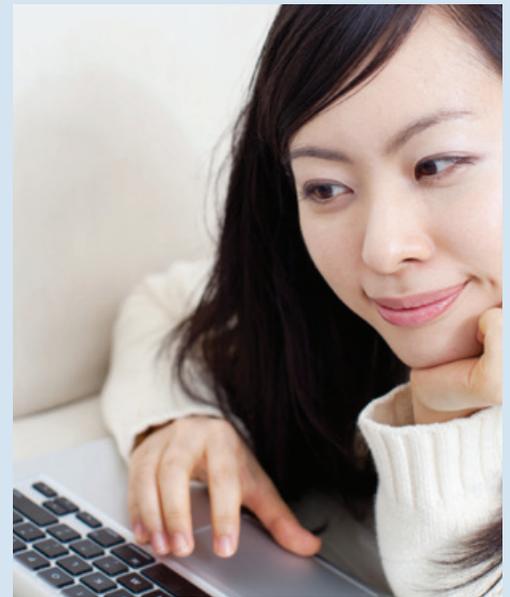
WaterSmart Portal (Initiative 1.31)

Increasing efficiency with conservation benefits.

The District's migration to a new billing system in 2019 included a simultaneous transition to WaterSmart, a web-based customer service platform that enables customers to access their account information and initiate payment electronically. The portal is more integrated with the billing system than previous tools and reflects customer data on a real time basis. Customers can now change their billing and mailing address, add a secondary contact, change a phone number or email address, request a call back or email response, and view a graphical trend of their monthly usage over time.

The number of visits and online transactions conducted via WaterSmart often surpasses both the email and GWD portal traffic combined. Shifting a portion of customer traffic to self-service web-based tools reduces the amount of telephone wait time during peak periods, enables customers to request services beyond the normal office hours, eliminates duplicative data entries and allows the District to allocate resources to other administrative tasks.

Conservation suggestions are listed on the Take Actions tab, and are geared toward typical types of indoor and outdoor water use at a Single Family Residence. Also offered are estimates for the amount of water that can be saved by implementing certain suggestions, such as choosing low water-use plants or installing high efficiency toilets. WaterSmart compares current usage against historical data for the individual account and can be set to notify the property manager or facilities site manager if the bill is sent to a different department in a large company.



Sustainable Outcomes and Benefits:



Automated processes improve staff productivity and operational efficiency, which helps reduce the cost of doing business.



The new billing process saves paper that would otherwise have been used for bills, envelopes and check payments. Online access to bills and customer tools is expected to reduce customer office visits, thereby reducing vehicle miles traveled and related fuel-use and greenhouse gas emissions.



The new portal enhances customer interfaces and improves online access to electronic bills, payment options, and historical water use. Nearly one-third of District customers have signed up for a WaterSmart account.

Customer Service and Business Operations

Looking Ahead

SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA) SYSTEM

SCADA – This project upgrades the Supervisory Control and Data Acquisition (SCADA) system, a complex network of electronic monitoring and control equipment located at all of the District’s facilities. SCADA equipment includes visualization, alarms, operational set points, and records data for pumps, valves, reservoirs, and treatment equipment. The existing SCADA system is functional but old, with some portions being more than 25 years old, and lacks the capacity to accommodate future water quality treatment projects.

Anticipated Outcomes and Benefits: An updated SCADA system is essential to the District’s automated operation and continued regulatory compliance. This project will ensure the District continues to meet water quality standards while efficiently moving water through the distribution system without the need for District staff to manually operate the system around the clock.

MIGRATION TO ELECTRONIC PROCESSES

Digitizing the District – A future focus of digitizing the District includes automating approval workflow processes. This automation process will involve external consultants to assist in the workflow design, system programming and implementation, and is scheduled to occur after the pandemic.

Anticipated Outcomes and Benefits: Increase staff and operational efficiencies, avoid disruptions to workflow, and reduce costs associated with printing.

TRANSITION TO DISTRICT BASED ELECTIONS

District Based Elections - The District is transitioning from at-large elections, in which residents may vote for multiple candidates, to district elections, whereby voters elect a single board member to represent their specific district or area. The first district-based election will take place in November 2022. The process of determining the boundaries for each of the five districts is currently underway and scheduled to be completed in mid-2022.

Anticipated Outcomes and Benefits: District elections are considered an important tool in ensuring that the Board adequately reflects the diverse community it serves, and increasing civic engagement and public transparency.

Administration Buildings and Fleet Management

This category incorporates sustainability considerations into District investments and initiatives to increase the financial predictability of operating and maintaining District-owned buildings, facilities, and heavy equipment. The following summaries highlight the sustainable outcomes associated with District administration buildings and fleet management activities, organized by the central project benefits that are consistent with the Sustainability Guiding Principles.

Biennial Performance Highlights



PROVIDED HEALTHY WORK ENVIRONMENTS FOR DISTRICT STAFF

- Made additional building envelope improvements (Initiative 2.4), including completing a conditions assessment and inspection of all District Heating Ventilation and Cooling (HVAC) equipment and installing MERV-13 (Minimum Efficiency Reporting Value) filters and ultraviolet bulbs to improve indoor air quality in all District buildings (discussed in more detail on page 24).
- Secured a significant order of Personal Protective Equipment (PPE) and disinfection supplies at no cost from the California Office of Emergency Services, protecting the health and safety of District staff while minimizing costs that would have otherwise been incurred to purchase these items.



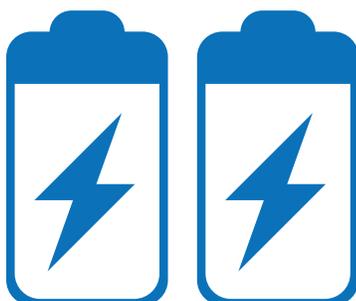
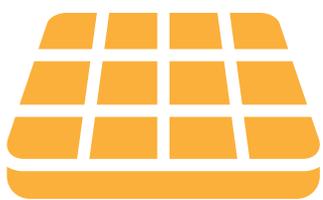
MINIMIZED THE ENVIRONMENTAL IMPACTS OF DISTRICT OPERATIONS AND FACILITIES

- Lighting Upgrades at CDMWTP (Initiative 2.18) included replacement of fluorescent light bulbs with LEDs, decreasing energy consumption, minimizing eye strain and reducing operational costs. Additional planned upgrades include installation of motion detector light switches to maximize energy savings by automatically turning off lights when rooms are not in use.
- Continued to minimize storm water runoff and maintained baseline status for oils and grease at the District's headquarters through implementation of best management practices included in the District's Storm Water Management Program. These efforts protect water quality by reducing the amount of potential sediment runoff into storm drains and neighboring creeks while maintaining regulatory compliance. (Initiative 2.13)



STRENGTHENED PREPAREDNESS FOR NATURAL DISASTERS AND OTHER UNPLANNED EMERGENCIES

- Received grant funding for six solar panel and battery backup systems at District reservoirs and remote facilities through the California Office of Emergency Services Community Resiliency Program. The systems will provide backup power for monitoring and SCADA systems, including continuous monitoring of reservoir levels and remote valve operations, while providing solar-powered backup power via batteries that can provide power for up to three days. These systems will allow the District to become more resilient during emergency power outages, while lessening and/or preventing the need for operators to manually monitor and visit reservoir sites when power outages occur.



Administration Buildings and Fleet Management

An Update on District Electric Fleet Vehicles and Charging Stations

Electric Fleet Vehicles – The District has acquired three electric vehicles as part of its Fleet and Construction Equipment Replacement Program (Initiative 2.5). Since the electric vehicles were put into service in July 2019, the District calculates it has:

- Avoided using approximately 685 gallons of fuel
- Saved approximately \$2,384 in associated fuel costs
- Prevented the generation of an estimated 6.08 metric tons of greenhouse gas emissions

Electric Vehicle Charging Station – The District’s vehicle charging station in the Headquarters parking lot supports the acquisition of electric vehicles under the District’s Fleet Replacement Program, while also providing the community with access to an electric vehicle charging station. From July 2019 – June 2021, the station:

- Registered 185 unique users, an increase of 36% since 2018
- Prevented 12,069 kg in greenhouse gas emissions, increasing nearly 70% between FY 2019-20 and FY 2020-21



Total electric vehicle miles driven from July 2019 through June 2021.



Number of charging sessions from July 2019 through June 2021.

Electric Vehicle Charging Station GHG Savings July 2020–June 2021



As a result of the pandemic, the District workforce reduced its total miles driven by 16%, or 2,500 miles per month, eliminating approximately 16 metric tons of carbon emissions since telecommuting began in March of 2020.

Administration Buildings and Fleet Management

Featured Initiative

Upgraded Heating, Ventilation, and Air Conditioning (HVAC) Systems

All occupied District buildings with Heating, Ventilation, and Air Conditioning (HVAC) systems, including the Board room, have been retrofitted with ultraviolet bulbs and Minimum Efficiency Reporting Value (MERV) 13 filters, which provide the most protective level of particle filtration that the existing HVAC systems can support. The combination of airborne particle filtration and ultraviolet disinfection greatly reduces levels of potential airborne pathogens. (Initiative 2.4 - Building Envelope Improvements)



All occupied District buildings with HVAC systems have been retrofitted with ultraviolet bulbs and MERV 13 filters.



MERV 13 filters provide the most protective level of particle filtration that the existing HVAC systems can support.

Sustainable Outcomes and Benefits:



The reduced risk of COVID-19 transmission resulting from upgraded filters supports a healthy workforce and reduces time lost to illness.



While MERV-13 filtration and the use of UV lights increases overall energy consumption, the proper maintenance and changing of filters can help offset these increases by helping the system to run at optimal efficiency.



Improved air quality supports the health and wellbeing of the workforce and the community.

Administration Buildings and Fleet Management

Looking Ahead

FACILITIES REOPENING BUILDING IMPROVEMENTS AND SAFETY ENHANCEMENTS

Building Improvements – A range of building improvements is being planned in anticipation of the return of the remote workforce, and the reopening of the customer service counter. Improvements will include the construction of additional outdoor facilities, installation of a new ADA-accessible counter with a transparent partition, a new HVAC diffuser and return, and communications outlets.

Anticipated Outcomes and Benefits: Improve accessibility of the customer service counter while providing additional protections for customers and staff due to the ongoing COVID-19 Pandemic.

OFFSETTING TRADITIONAL NON-RENEWABLE ENERGY USE

Solar Energy Feasibility and Permitting – The District is investigating the feasibility of a system-wide renewable energy project that would install solar throughout the District's facilities, potentially generating enough renewable energy to offset the District's annual normal electricity use. To achieve net-zero electricity consumption, the District would need to generate at least 2 million kWh of electricity each year. This is equivalent to approximately 4,000 solar panels, depending on the capacity of the panel and average sunshine hours in Goleta. The District is working to issue a Request for Proposals to select a firm to design, construct, maintain and finance the solar systems through a Power Purchase Agreement.

Anticipated Outcomes and Benefits: Reducing reliance on traditional non-renewable energy can protect against future energy price increases, reduce energy costs, improve reliability and energy security, and contribute to achieving California's targeted goal of 100% zero-emission energy for the state's electrical needs by year 2045.



Water Supply, Treatment, and Distribution System

Initiatives in this category support the core mission of the District. Comprehensive infrastructure planning and investment ensure the ongoing reliability of the distribution and treatment systems. Investment in sustainable infrastructure that is resource efficient, cost effective, replicates natural hydrology, and can adapt to a changing climate and other conditions provides multiple benefits to the District and its customers.

Biennial Performance Highlights



ENHANCED SYSTEM-WIDE RELIABILITY AND SAFETY

- Commenced construction of a permanent pump station at Corona Reservoir, including electrical upgrades and installation of an aeration system (Initiative 3.38). Corona Pump Station supports improved water quality and reduces disinfectant byproduct levels in the distribution system. The facility can also provide water to the Ellwood Zone in the event of a break in the District's 42-inch transmission main.



ENSURED THE ONGOING DELIVERY OF SAFE, CLEAN WATER SUPPLIES TO THE COMMUNITY

- Conducted a geotechnical investigation of landslide activity near the District's 42-inch transmission main, which conveys treated surface water to a majority of the District's distribution system. This activity implements the first phase of the Transmission Main Relocation (Initiative 3.36), and will help determine the most cost-effective solution for securing and preventing failure of this critical pipeline. Pipeline failure could result in the sudden release of water, causing potentially significant property damage downstream, costly emergency repairs and a service outage to some District customers.
- Continued to optimize reservoir storage levels and movement of water during surface water operations to improve water quality throughout the distribution system while maximizing operational efficiency.
- Implemented a water quality monitoring program for Lake Cachuma using satellite imagery, the Cachuma Operation and Maintenance Board (COMB) lake monitoring program, and District sampling program to proactively detect the presence of naturally occurring algal blooms in Lake Cachuma.



MAINTAINED, REPLACED, AND IMPROVED THE EFFICIENCY OF THE WATER DISTRIBUTION SYSTEM

- Replaced a segment of the cathodic protection system near Storke Road, which will help control corrosion in metal pipes, reducing the need for repair and replacement and conserving money and resources. (Initiative 3.8)
- Completed accuracy testing of all source water production meters in the potable and Goleta West Conduit systems as part of the District's Water Loss Control Program, conserving water for the community and reducing water loss-related costs.
- Successfully performed pilot testing of granular activated carbon (GAC) media and full-scale testing of a filter adsorber at CDMWTP to determine the feasibility of using existing equipment to provide enhanced treatment to reduce total organic carbon levels and trihalomethanes. (Initiative 3.34) The continued evaluation of treatment technologies will enhance the District's ability to maintain delivery of quality water to protect the health and safety of the community.
- Designed upgrades for electric service panel and emergency generator connections and related facilities at the Alta Mira and La Vista Pump Stations. These booster pump station improvements will improve facility reliability during emergency operations. (Initiative 3.29)

Water Supply, Treatment, and Distribution System



IMPLEMENTED PROGRAMS THAT MINIMIZE WATER LOSS AND MAXIMIZE ACCOUNTING OF WATER USE

Under the Valve Replacement Program (Initiative 3.32), maintained and replaced numerous valves for pressure regulation, system isolation, and monitoring on a critical needs basis, as all proactive replacements were suspended to minimize water outages to customers during the pandemic.

- Operated and exercised 280 main line valves throughout the distribution system to ensure proper operation for isolation during repairs to minimize customer interruptions.
- As a result of testing, installed more than 30 new and replacement mainline valves.
- Conducted maintenance on 170 special regulating valves located throughout the distribution system to ensure proper pressure is consistently maintained.
- Replaced over 100 key service line valves used to isolate individual customer water supplies and minimize disruption to the water supply system.



Due to the COVID-19 Pandemic the District suspended non-essential repairs and maintenance that would have interrupted water service to customers.



Water Supply, Treatment, and Distribution System

ENSURED THE ONGOING DELIVERY OF WATER TO PROTECT THE HEALTH AND SAFETY OF THE COMMUNITY

- Enhanced fire safety by testing, maintaining, and replacing nearly 45 fire hydrants in the District service area.

MITIGATED WATER SUPPLY RISKS AND PRESERVED POTABLE SUPPLIES

- Acquired a permit from the Regional Water Quality Control Board to authorize future injection of treated water from Lake Cachuma, when available, into the groundwater basin as part of the District's Aquifer Storage Recovery (ASR) Program. The ASR Program, initiated in the late 1970s, injects excess Cachuma water into the basin during wet years and stores it for use during dry years when surface water supplies are limited, allowing for more efficient use of both surface and groundwater supplies.
- Secured and executed three-year contract extensions of the Cachuma Project Master Contract and the District's Water Supply Agreement with the Santa Barbara County Water Agency, ensuring the protection of local water supplies that serve the community.
- Processed six applications for new recycled water service, potentially increasing recycled water use and conserving potable water.



Water Supply, Treatment, and Distribution System

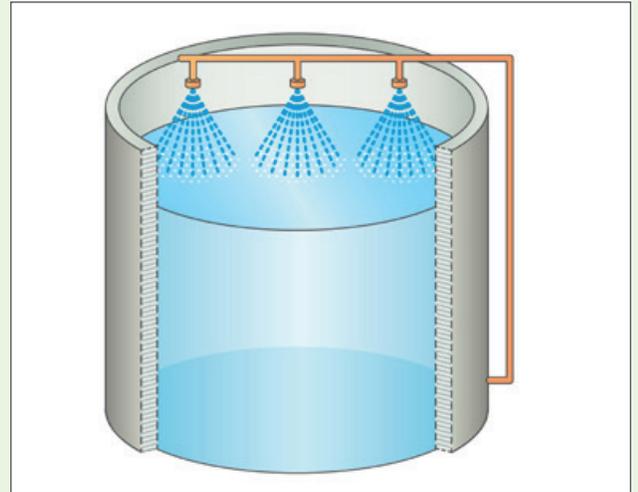
An Update on Reservoir Aeration Projects

Reservoir aeration helps to reduce disinfection byproducts in the distribution system that result from increased levels of organic matter in Lake Cachuma. The aeration systems increase the District's ability to adapt to changing water quality, ensuring continued delivery of quality water to customers while maintaining compliance with drinking water regulatory standards.

After completing construction of aeration water quality treatment at Ellwood and Fairview reservoirs in early 2019 (Initiative 3.33), the new systems underwent a year-long period of commissioning, testing and optimizing to account for water demand fluctuations and changing operational conditions. This process included extensive water quality sampling through various operational scenarios. The results of the analysis informed a larger installation of an aeration system currently under construction at Corona Reservoir.



Reservoir aeration treatment was installed at Ellwood Reservoir to treat and remove disinfection byproducts



Spray nozzle aeration technology was installed at Fairview Reservoir



Water Supply, Treatment, and Distribution System

Featured Initiative

Patterson Booster Pump Station and Energy Efficiency Upgrades

The District converted the Patterson Booster Pump Station from an emergency backup facility to full service, more than doubling its pumping capacity. The work included: installation of new electrical service and controls; replacement of two emergency backup pumps with three larger, regular duty pumps; and installation of new pipework, valves, and other appurtenances. The increased capacity resulting from the upgrades enables the District to more efficiently blend groundwater with surface water to meet water quality objectives, operate continuously, and deliver diverse water supplies to higher elevations, thereby increasing the reliability of water service to District customers.

To save on energy costs and extend the service life of this critical asset, the District installed reflective insulation at its Patterson Booster Pump Building. In warm weather conditions, pump and motor equipment can overheat and deteriorate quickly, requiring either costly repairs or the installation of energy-intensive air conditioning in the building to maintain the facility's service life. The high-efficiency, low-cost building insulation will reduce temperatures in the pump building and prevent the pump and electrical equipment it houses from over-heating, ensuring equipment performs efficiently without increasing the site's energy use.



For every 18° F (10° C) rise in operating temperature, the motor insulation lifespan is reduced by 50%.



Sustainable Outcomes and Benefits:



Pump building insulation will save on energy costs and equipment repairs while extending the life of the facility.



Reduced energy use minimizes greenhouse gas emissions while lessening reliance on external resources for reliable facility operations.



The pump station upgrades enable the District to continuously pump quality water to different areas of the system, increasing the reliability of water service to District customers.

Water Supply, Treatment, and Distribution System

Looking Ahead

DISTRIBUTION MAIN TIE-INS FOR IMPROVED WATER QUALITY & FLOWS

Distribution Main Tie-ins – Tie-ins eliminate pipeline “dead ends” in key areas of the distribution system by creating a looped pipe network. A more connected network of pipelines improves water quality by preventing low flows and accumulation of water at pipeline ends, while increasing the District’s flexibility in operating the system. Work on the tie-ins is expected to begin in 2023.

Anticipated Outcomes and Benefits: Distribution main tie-ins will improve water quality, increase fire flow capacity, and improve system hydraulic pressures. Creating looped pipeline networks reduces the likelihood of service interruptions during main breaks as water can be delivered from other areas, thereby increasing the reliability of service to customers.



Overall Progress at a Glance

SERVICE CATEGORY #1 - CUSTOMER SERVICE AND BUSINESS OPERATIONS		
REF	2012-13 INITIATIVES	STATUS
1.1	Integrated Regional Water Management Planning (IRWMP)	Ongoing   
1.2	Conservation	Complete   
1.3	Electronic Billing System	Complete   
1.4	Emergency Response Plan Update	Complete  
1.5	Workplace Safety Program Update	Complete  
1.6	Drought and Water Shortage Contingency Plan	Complete  
1.7	Vendor Management	Complete  
1.8	Technology Improvement and Integration	Ongoing   
1.9	Alternative Revenue Sources	Ongoing  
1.10	Introduction of Lifeline Discount Program	Deferred 
1.11	Tiered Rate Updated	Complete   
REF	2013-14 INITIATIVES	STATUS
1.12	Community Demonstration Garden Outreach	Ongoing  
1.13	Salt and Nutrient Management Plan Scoping	Complete   
1.14	Asset Management Implementation Plan and Pilot Study of the Recycled Water System - Phase I	Complete  
1.15	Coordinated Energy Management	Ongoing   
REF	2014-15 AND 2015-16 INITIATIVES	STATUS
1.16	Drought Supply and Demand Model	Ongoing  
1.17	Groundwater Management Plan Update	Planning   
1.18	Water Supply Management Plan Update	Planning   
1.19	Urban Water Management Plan Update	Planning   
1.20	Drought Outreach Plan	Complete  
1.21	Sustainable Groundwater Management Act Implementation	Ongoing  
1.22	Groundwater Model	Complete   
1.23	Agricultural Water Efficiency Action Plan	Complete   
1.24	Conservation Incentive Programs	Ongoing   
REF	2016-17 AND 2017-18 INITIATIVES	STATUS
1.25	Informing Customers about Water	Underway 
1.26	Employee Wellness Program	Ongoing  
REF	2018-19 INITIATIVES	STATUS
1.27	Web Self-Service Program	Underway   
1.28	Hazard Mitigation Plan	Underway   
1.29	Recycled Water Slough Crossing Alternative Design Study	Complete   
1.30	Worker Safety Electrical Upgrades	Planning   
1.31	Customer Service Payment Portal	Underway   
SERVICE CATEGORY #2 - ADMINISTRATION BUILDINGS AND FLEET MANAGEMENT		
REF	2012-13 INITIATIVES	STATUS
2.1	Community Demonstration Garden Restoration and Enhancement	Complete  
2.2	Renewable Energy (Solar) Feasibility and Permitting	Ongoing   
2.3	Green Business Certification	Deferred   
2.4	Building Envelope Improvements	Ongoing   
2.5	Fleet and Construction Equipment Replacement Program	Ongoing   

2.6	Field Operations	Ongoing	\$	🌱
2.7	Fleet Replacement Study	Complete	\$	🌱
REF	2013-14 INITIATIVES	STATUS		
2.8	Edible Garden Project	Complete	🌱	👤
2.9	Lighting Upgrades at Administrative HQ – Phase I	Complete	\$	🌱
2.10	Solar Trellis System at Administrative HQ – Phase I	Underway	\$	🌱
2.11	Stormwater Runoff Improvements Study	Complete	🌱	👤
REF	2014-15 AND 2015-16 INITIATIVES	STATUS		
2.12	Leaking Underground Fuel Tank (LUFT) Closure	Complete	🌱	👤
2.13	Stormwater Headquarters Improvements/Master Plan (Phase I)	Complete	🌱	👤
2.14	Board Room Remodel	Complete	🌱	👤
2.15	Recycled Water Hauling Program	Ongoing	🌱	👤
REF	2016-17 AND 2017-18 INITIATIVES	STATUS		
2.16	Vehicle Charging Station	Complete	\$	🌱
REF	2018-19 INITIATIVES	STATUS		
2.17	Leach Field Replacement at CDMWTP	Planning	\$	🌱
2.18	Lighting Upgrades at CDMWTP	Planning	\$	🌱

SERVICE CATEGORY #3 - WATER SUPPLY AND SYSTEM INVESTMENT

REF	2012-13 INITIATIVES	STATUS		
3.1	Hydroelectric Generator Installations	Complete	\$	🌱
3.2	Recycled Water System Booster Station Electrical Upgrades	Complete	\$	🌱
3.3	San Ricardo Well Rehabilitation	Complete	\$	🌱
3.4	WTP Sustainable Wastewater Disposal and Irrigation Study	Complete	\$	🌱
3.5	Grant Application Readiness	Ongoing	\$	🌱
3.6	Goleta Beach Recycled Waterline Relocation	Planning	\$	🌱
3.7	Infrastructure Improvement Program Evaluation Criteria	Complete	\$	🌱
3.8	Corrosion Protection Program	Ongoing	\$	🌱
3.9	Neighborhood Compatibility of District Facilities	Ongoing	\$	👤
3.10	Meter Replacement Program	Ongoing	\$	👤
REF	2013-14 INITIATIVES	STATUS		
3.11	San Ricardo Well Site Enhancement	Complete	\$	🌱
3.12	Arc Flash and Electrical Upgrades	Complete	\$	🌱
3.13	Water System Evaluation and Submetering Program – Phase I	Complete	\$	👤
3.14	Van Horne Reservoir Slope Protection Evaluation	Complete	\$	🌱
3.15	Corona Del Mar WTP Infrastructure Improvement Construction	Underway	\$	🌱
3.16	Hydroelectric Turbine Installation at Patterson Reservoir	Deferred	\$	🌱
3.17	Goleta Water District – City of Santa Barbara Interconnect	Deferred	\$	🌱
REF	2014-15 AND 2015-16 INITIATIVES	STATUS		
3.18	San Antonio Well Rehabilitation Project	Complete	\$	🌱
3.19	Berkeley Well Rehabilitation Project	Complete	\$	🌱
3.20	Shirrell Well Rehabilitation Project	Complete	\$	🌱
3.21	Oak Grove Well #2 Rehabilitation Project	Deferred	\$	🌱
3.22	SB Corporation Well Rehabilitation Project	Deferred	\$	🌱
3.23	Hollister Recycled Water Pump Replacement	Complete	\$	🌱
3.24	Emergency Pump Project (Patterson and Edison)	Complete	\$	🌱
3.25	Airport Area New Well Project	Deferred	\$	🌱

Overall Progress at a Glance (continued)

3.26	Transmission Main Area New Well Project	Deferred	\$	🌱
3.27	Monitoring Wells	Planning	\$	🌱
3.28	Injection Wells	Planning	\$	🌱
REF	2016-17 AND 2017-18 INITIATIVES	STATUS		
3.29	Booster Pump Station Improvements	Underway	\$	🌱
3.30	Groundwater Treatment Equipment Upgrades	Complete		🤝
3.31	Water Quality Studies	Complete	\$	🤝
3.32	Valve Replacement Program	Ongoing	\$	🌱🤝
REF	2018-19 INITIATIVES	STATUS		
3.33	Reservoir Aeration Systems	Complete		🤝
3.34	Surface Water Quality Treatment Technologies	Underway		🤝
3.35	Hollister RW Booster Pump Station Relocation	Planning	\$	🌱🤝
3.36	Transition Main Relocation	Planning	\$	🌱🤝
3.37	Reservoir Reliability Program	Planning	\$	🌱🤝
3.38	Corona Pump Station	Planning	\$	🌱🤝
3.39	Interconnect Component Replacements	Planning	\$	🌱🤝



LOOKING FORWARD

The Sustainability Plan is a living document, and its ability to remain adaptable is a key asset. Ongoing monitoring of the progress of District activities and key initiatives will continue so the District can effectively adjust its approach as needed, and report on Sustainability Plan implementation results and related benefits to the community. Through continued strategic planning, focused investments, and implementation of best practices, the District will continue to foster a model operation for sustainable service today and well into the future.





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