

# Sustainability Plan Progress Report

Goleta Water District Sustainability Plan

2024-2025



# ***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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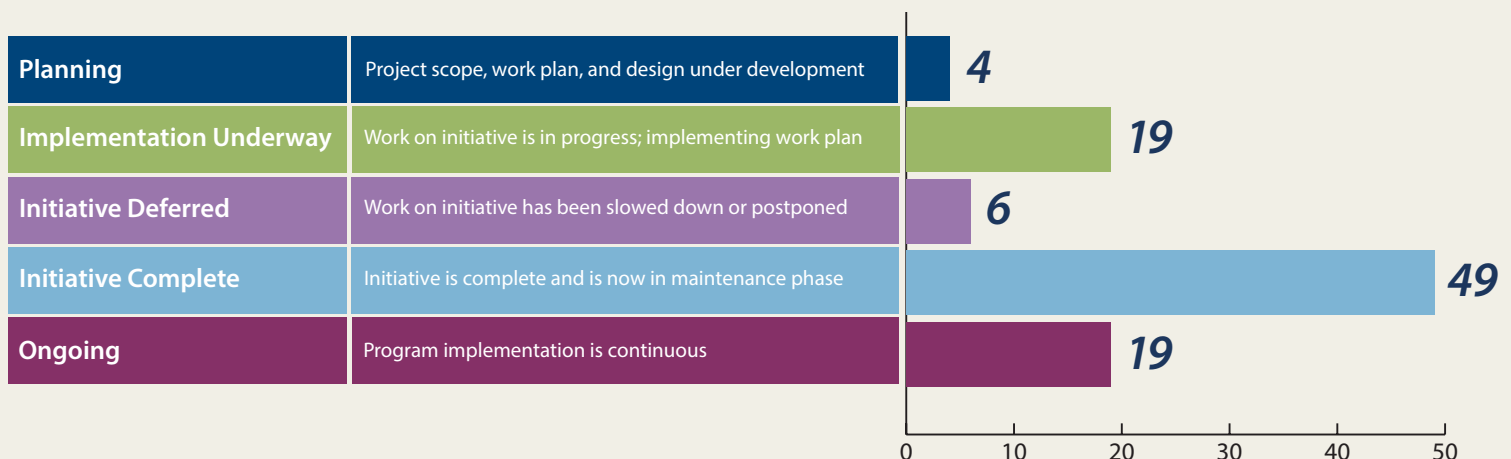
### KEY INITIATIVES

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*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 97 Goleta Water District Sustainability Plan initiatives in each stage of progress.\*



\*A comprehensive list of the initiatives that have been included in the 2024-2025 Sustainability Plan and their relative status is provided on pages 30-33.

# INTRODUCTION

## **Building on Progress: Strengthening Sustainability for the Future**

Fiscal Year (FY) 2024-25 was a building year that saw the culmination of a number of initiatives whose groundwork was laid in previous years. The most significant of these efforts includes a new Five-Year Financial Plan with a risk-based reserve analysis to right-size the District's reserves, the adoption of a new five-year Infrastructure Improvement Plan (IIP), and successful adoption of the 2025-2030 Cost of Service Study and new water rates by the Board of Directors (Board). Consistent with the Board's direction, the District managed to minimize rate increases on the lowest users to less than \$2 a month, while maintaining levels of service and revitalizing aging infrastructure. Together, these planning efforts strengthen the District's financial and operational foundation for long-term stability and sustainability.

Completion of the last IIP successfully delivered 43 capital projects while staying within 1% of the planned \$50M budget – an impressive achievement given widespread inflation, supply chain disruptions, and rising prices for essential materials and equipment resulting from the COVID pandemic. This success was made possible through careful project management and regular Board oversight to ensure that every investment delivered maximum value for customers. These same strategies will remain essential as the District continues to navigate construction-related inflation that is outpacing general consumer price trends due to tariffs.

The District continued to expand its electric vehicle fleet with the addition of new electric pick-up trucks and heavy equipment, advancing District sustainability goals while aligning with state and federal goals for reducing emissions and improving air quality. This strategic investment will continue to yield significant environmental and operational benefits. Several of the electric vehicle charging stations installed over the last year were funded in part with grant funding, which was one of four grants received over the last year for District projects and studies that totaled over \$1.8 million. The pursuit of grants and alternative revenue sources combined with prudent planning illustrates the District's commitment to managing controllable costs while preparing for external challenges that are beyond the District's control.

Looking ahead, the District will continue building on this momentum by leveraging innovation, collaboration, and careful stewardship to strengthen system resiliency, reduce environmental impacts, and maintain reliable water service the community depends on. Through this continued commitment to progress, the District is not only meeting today's needs but also shaping a more sustainable, resilient future for generations to come.



**The District's commitment to sustainability is evident in every project it undertakes, from advancing new technology to implementing innovative solutions that secure the Goleta Valley's water future.**

## Plan Organization

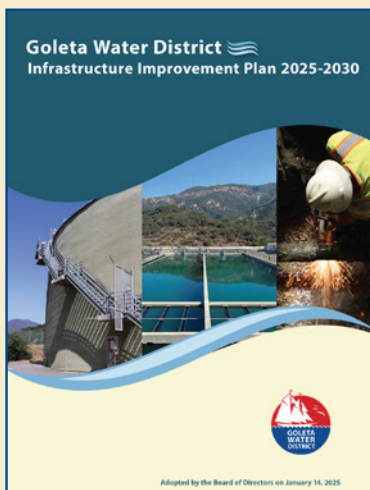
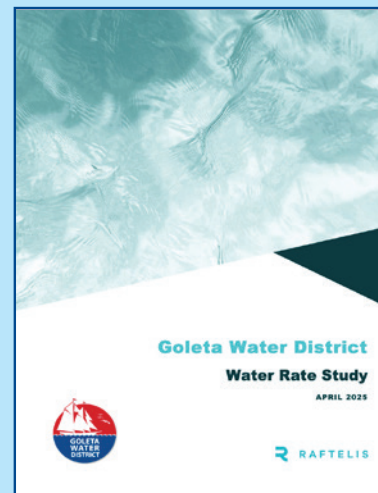
- *Introduction* reflects on the District's progress implementing the Sustainability Plan, including highlights of sustainable outcomes from initiatives implemented over the last year.
- *Guiding Principles* describes how the three original Guiding Principles have taken on new meaning in a changing service 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, environmental, social).

# 2024-2025 HIGHLIGHTS AT A GLANCE



**Risk-Based Reserve Analysis** – Worked with the Government Finance Officers Association (GFOA) to complete a comprehensive risk-based reserve analysis, which informed revisions to existing Board-adopted reserve policies. The revised reserve framework establishes targets to proactively address a wide-range of unforeseen events such as extended drought periods, natural disasters, economic uncertainty, and unplanned equipment failures. The goal of the reserve policy is to ensure uninterrupted operations and sustainable water service. Adequate reserves also strengthen the District’s ability to manage a wide range of financial pressures while maintaining service levels. The novel risk-based approach to setting reserves supports transparent decision-making and demonstrates fiscal responsibility that provides long-term value to customers through reliable, high-quality, and cost-effective water service.

**Cost of Service Study** – Conducted a Cost of Service (COS) Study to assess the expenses associated with providing water service, including capital, water supply, and operational costs. The findings from this study informed the 2025 rate-setting process, ensuring that rates reflect the true cost of service while supporting the financial needs of the District and keeping costs reasonable for customers. The COS Study was completed and rates adopted on June 10th, 2025. Regularly updated COS studies ensure that the District can continue to meet its mission of providing reliable service to the community at the most reasonable rate.



## **New Five-Year Infrastructure Improvement Plan –**

Adopted by the Board of Directors in January 2025, the 2025-2030 Infrastructure Improvement Plan (IIP) serves as a roadmap for maintaining, upgrading, and modernizing the system to keep water service reliable for years to come. The new IIP focuses on projects that support the District’s top priorities: ensuring water quality and regulatory compliance, maintaining service levels, and strengthening resiliency. The projects include replacing aging pipelines, pumps, and treatment facilities, and investing in new technologies to boost efficiency and reliability, ensuring sustainable service for current and future customers.

# 2024-2025 HIGHLIGHTS AT A GLANCE

**Water Treatment Plant Catwalk** – The District installed a new catwalk system at the Corona Del Mar Water Treatment Plant (CDMWTP) to assist with cleaning and accessing the flocculation basins. These elevated walkways provide safe access for treatment operators to clean and maintain hard-to-reach areas. The new catwalks allow for faster cleaning and improved ergonomics, as operators can now access the middle of these deep structures to clean with hoses. This method is a more time and water efficient process than the previously used sprinkler system.



**Emergency Response Plan Update** – The District completed an update to its Emergency Response Plan (ERP) to better organize response actions by type of emergency, improving communication and decision-making during critical events. The updated plan enhances workforce and public safety, ensures consistent service, and strengthens coordination with county and state agencies. By outlining clear triggers and actions, the ERP supports social sustainability through rapid public notification, effective incident management, and proactive risk reduction, helping the District protect both the community and essential water services during emergencies.

**Backup Battery System** – The District activated the solar-charged battery system at the Corona Del Mar Water Treatment Plant (CDMWTP), enhancing both reliability and sustainability. The system lowers energy costs by storing electricity for use during peak rate periods and provides backup power during Public Safety Power Shutoffs. By operating on battery power during high-demand hours and recharging during off-peak times, the system eases demand on the electrical grid and delivers daily cost savings. This project supports the District's Net Zero Initiative by reducing greenhouse gas emissions and strengthening resiliency during outages and natural disasters, reinforcing the District's commitment to clean, reliable, and sustainable water service.



# 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.

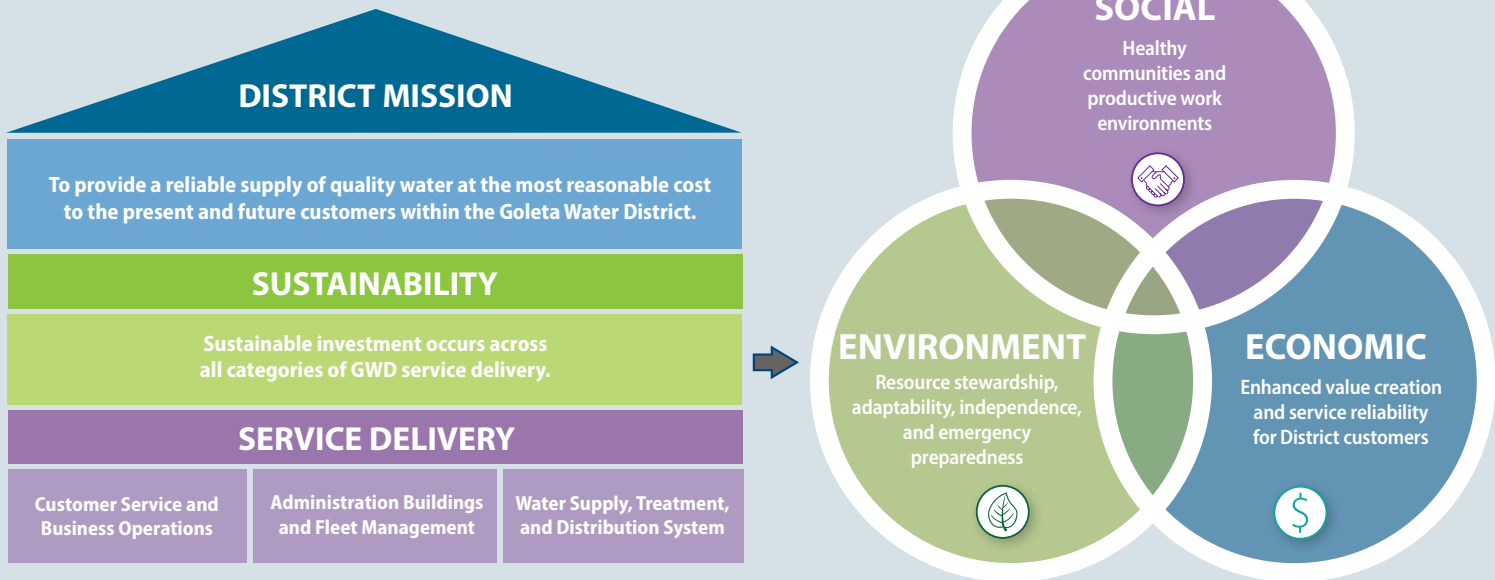


## Social Principle

### 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.
- Offer 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.

# Sustaining Water Infrastructure

## Smart Systems for Reliable Water Service

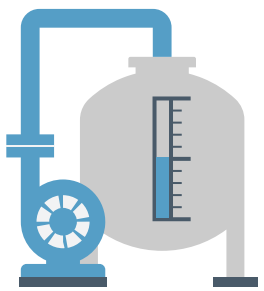
Every drop of water the District produces travels through a complex network of treatment facilities, pumps, and pipelines. To keep that system running safely and efficiently 24/7, the District uses a state-of-the-art Supervisory Control and Data Acquisition (SCADA) system. SCADA is a computer-based system that collects data from field sites, including wells, tanks, and water treatment facilities, and sends information in real time to certified water treatment and distribution operators. It serves as the “central nervous system” of the District’s water operations – monitoring, controlling, and optimizing water delivery in real time.

## SCADA System and Sustainability

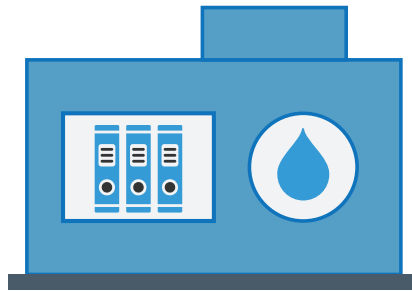
SCADA maximizes efficiency, reliability, and resource management, helping the District do more with less by using data and automation to conserve resources, reduce labor and operational costs, and maintain reliable water service to the community.

### How SCADA Provides Reliable Water

Supervisory Control and Data Acquisition is the digital backbone of the water system.



Groundwater Wells and Distribution System



Water Treatment



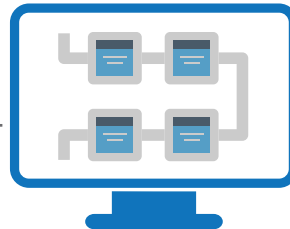
Real-time Monitoring



Immediate Alerts



Energy Efficiency and Savings



SCADA System

#### SCADA by the Numbers

Monitoring **270** miles of pipeline

Tracking **27** sites: treatment plants, reservoirs and wells

Processing **33k** data points per second

**24/7** oversight by trained operators

Smart technology, reliable delivery – investments in SCADA keep the water flowing to the Goleta Valley every day.

Significant upgrades to the District’s SCADA system are required to meet the modern needs of the District operations, and integrate future additions. This project is critical to maintain regulatory compliance and improves the reliability of automated equipment.



# 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 and ongoing activities associated with existing initiatives 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

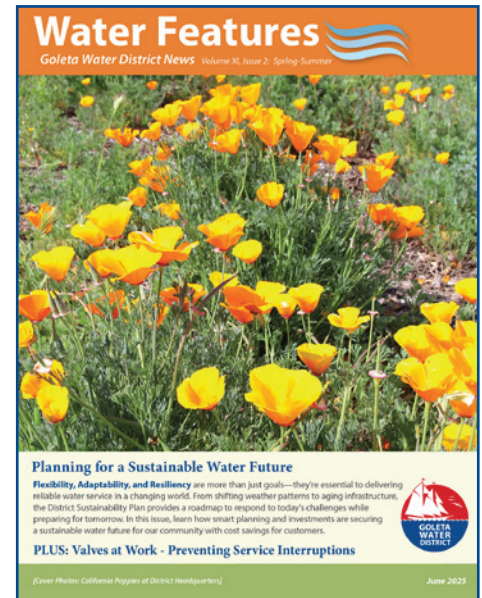
This category incorporates sustainability into everyday operations, policy development, and decision-making, presenting opportunities to reduce costs and inefficiencies, streamline operations, and increase revenue. The following summaries highlight the sustainable outcomes associated with District customer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

## Annual Performance Highlights



### ENCOURAGED COMMUNITY EDUCATION AND PUBLIC ENGAGEMENT

- The District's user-friendly website continued to serve as an important resource for customers, with over 117,000 page views in the last year. Employment, Online Customer Service and Payment Portal, Doing Business, Agendas and Minutes, Documents, and Conservation were ranked as the most popular items.
- District employees interacted with more than 2,500 customers at conservation outreach events, including the Goleta Lemon Festival, the City of Goleta's Public Works Week, and Earth Day 2025 booth, providing water supply and conservation outreach materials, information on Lake Cachuma, the District's 80th Anniversary, Sustainability Initiatives, and visual displays to visitors.
- Developed a multi-faceted public outreach campaign for the District's 80th anniversary, including design of a new special edition logo; timelines and features in newsletters, online, and at community events; developing commemorative items, including water bottles, sun hats, pins, and infrastructure playing cards; and producing new stickers for all District vehicles featuring the 80th anniversary logo.
- Developed public outreach materials related to the 2025 Cost of Service Study and Rates Adjustment, including a dedicated webpage, interactive bill calculator, and required public noticing with over 17,000 mailers.
- Reached nearly 69,300 District customers and residents with the Fall/Winter 2024 and Spring/Summer 2025 Newsletters via mailboxes, email, the District website, and social media accounts.
- The District secured the main Display Case at the Goleta Valley Public Library for the month of November 2024, featuring the District's 80th Anniversary. The Display highlighted the various infrastructure components and age of the water system to provide context for increasing capital investments, while also showcasing some of the forward-looking sustainability initiatives the District has undertaken. A photo montage and historical timeline display highlighted important milestones across the District's history.



# Customer Service and Business Operations



## CREATED PATHWAYS FOR ALTERNATIVE REVENUE SOURCES AND FUNDING STREAMS

- In FY 2024–25, the District received \$1.5 million in reimbursements from its \$2.0 million WaterSMART grant awarded by the U.S. Bureau of Reclamation (USBR) to help fund the new Hope Well. The remaining \$475,000 is expected to be received in FY 2025–26.
- Received a \$228K grant from the state Office of Emergency Services (Cal OES) to cover 90% of the costs associated with seismic vulnerability assessments of critical infrastructure, with the remaining \$104K expected in FY 2025-26.
- Received a \$40K WaterSMART grant through the County of Santa Barbara as matching funds for conservation rebates in FY 2024-25, resulting in twice the number of rebates for half the cost to the District.
- Received \$43K in grant funding from the Santa Barbara Air Pollution Control District (SBAPCD) for the Installation of 10 electric vehicle charging stations at the District Headquarters.

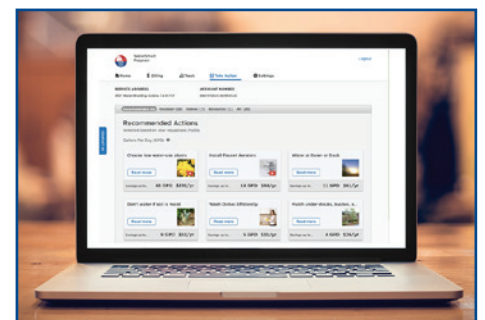


Staff at District Headquarters receiving \$43K in grant funding from the Santa Barbara Air Pollution Control District (SBAPCD).



## ENHANCED CUSTOMER SERVICE AND THE CONVENIENCE OF INTERACTING WITH THE DISTRICT

- Continued to increase customer enrollment in the District's WaterSmart Portal. To date, about 58% of the District's customers are using this internet-based website and payment portal, and one of the highest rates of enrollment among water providers using this software.
- As part of customer service and quality control efforts, District staff made more than 5,379 visits to private properties within the District to assist customers with leaks, perform courtesy shutoffs for repairs, repair meter boxes and assemblies, and check meter reads for accuracy.
- Responded to over 335 after-hours service calls to investigate various issues within the water systems to maintain continuous service and respond to reported water leaks in a timely manner, thereby minimizing service interruptions. Over 400 water leaks were investigated as a result of the service calls, with roughly half determined to be customer leaks.



# Customer Service and Business Operations



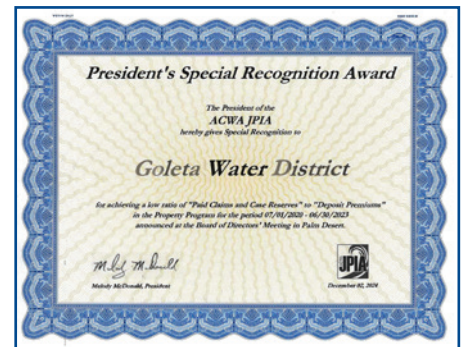
## IMPLEMENTED INCENTIVE PROGRAMS TO PROMOTE CONSERVATION BY DISTRICT CUSTOMERS

- Completed conservation check-ups for various customer classes, including 38 for Single Family Residential, 11 for Multi-family Residential, 7 for Commercial, and 2 for Agricultural. This included a complimentary analysis of water use on each account, a review of landscaping via aerial imagery, assistance with programming sprinkler timers, and providing a list of personalized water use efficiency suggestions.
- The District's water conservation incentive programs, which help customers save water and money, continued over the past year. The District distributed over 65 rebates through the Smart Landscape Rebate Program (SLRP) and the Mulch Rebate Program. (Initiative 1.24)
- Customers saved a combined total of 9 acre-feet (AF) of water through a combination of billing system outreach and the District's Customer Scorecard Program, which provides real-time automated meter reading data through the District's Advanced Metering Infrastructure (AMI) Program.



## ENHANCED THE SAFETY, WELL-BEING, AND PRODUCTIVITY OF THE GWD WORKFORCE

- Illustrating its commitment to safe work practices, the District received an Association of California Water Agencies Joint Powers Insurance Authority (ACWA JPIA) President's Special Recognition award for achieving a low loss ratio in the Property Insurance program.
- Receiving another grant, the District continued implementation of its Wellness Program that serves to incentivize employees to make small changes to improve their health and support a healthy, safe work environment. This year, the District distributed sun protection kits to employees containing a sunscreen stick, sunscreen spray, and sunscreen lip balm.



# Customer Service and Business Operations



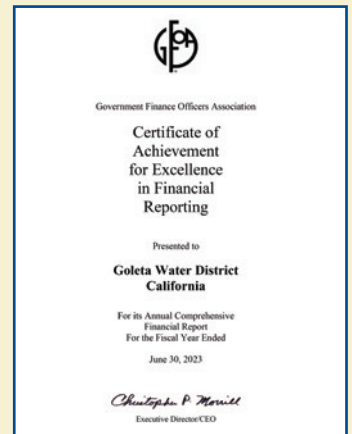
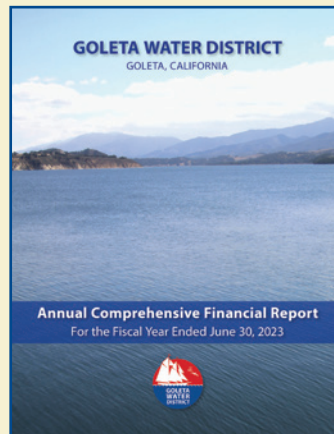
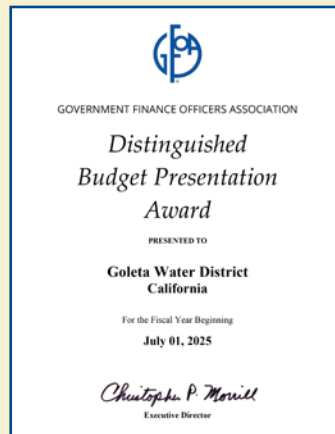
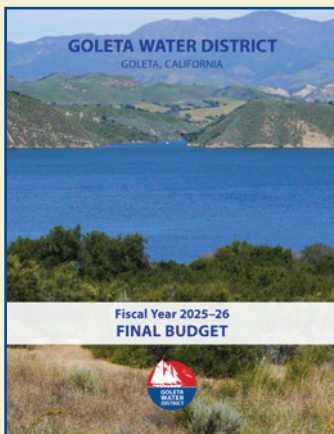
## ENSURED THE ONGOING DELIVERY OF SAFE, CLEAN WATER SUPPLIES TO THE COMMUNITY

- Prepared a comprehensive update to the District’s Emergency Response Plan (ERP). The updated ERP is organized by specific types of emergencies, creating an intuitive guide that allows for quicker decision-making and clearer communication during critical events. This structured approach enhances response efficiency, minimizes potential risks, and ensures the safety of both staff and the community, while also aligning with best practices for emergency preparedness. (Initiative 1.4)
- Completed the 2025 Goleta Water District Seismic Vulnerability Assessment to identify risks to critical drinking water infrastructure such as pump stations, transmission mains, pipelines, and reservoirs, which strengthens disaster preparedness and resiliency. This study was funded in part by a grant from the state Office of Emergency Services (CalOES).
- Updated the District’s USBR Agricultural Water Management Plan to reflect observed water savings and changed agricultural practices in the community.



## MAINTAIN A GOVERNANCE STRUCTURE THAT SUPPORTS CIVIC INVOLVEMENT AND PUBLIC TRANSPARENCY

- Engaged the assistance of the Government Finance Officers Association (GFOA) to conduct a risk-based reserve analysis that assessed the current reserve size, recommended an optimal reserve size and strategies, and established reasonable reserve targets capable of ensuring the financial sustainability of the District. (Initiative 1.36)
- Completed the 2025-2030 Cost of Service (COS) Study to assess the expenses associated with providing water service, including capital, water supply, and operational costs. The findings from this study informed the rate-setting process, ensuring that rates are reasonable and reflect the true cost of service while supporting the financial needs of the District. (Initiative 1.37)
- The District was awarded Certificates of Achievement for Excellence in Budgeting and Financial Reporting from the Government Finance Officers Association (GFOA). These awards recognize the District’s 2023-2024 Annual Comprehensive Financial Report (ACFR) and its 2025-2026 Budget, highlighting a commitment to government transparency and responsible financial management.



# Customer Service and Business Operations

## IMPLEMENTED PROGRAMS THAT MAXIMIZE OPERATIONAL EFFICIENCY AND KEEP PACE WITH TECHNOLOGICAL ADVANCES

The District continued to improve and integrate its technology and software programs. Using the latest technology produces operational savings by allowing employees to work at a high rate of productivity and efficiency while ensuring the accurate maintenance of facility records, billing, and customer information vital to the operation of the District water system and customer service. (Initiative 1.8) Improvements included:

- Initiating the migration of the District’s financial software, which is antiquated and no longer supported, to a more robust and modern platform. This included working through different phases of the project, from an in-depth business process review to design, configuration, testing, and implementation. Work on this initiative is scheduled to continue into FY 2025-26.
- Continuing design, purchasing equipment, and installation of a once-in-a-generation overhaul of the District’s entire SCADA system to meet the modern needs of the District operations, and integrate future additions. SCADA is the technological backbone of the District’s system that ensures the reliability of automated treatment processes and monitoring of remote facilities. Once installed, the upgraded system will significantly enhance operational efficiencies and capabilities. (Initiative 1.32)
- Streamlining and digitizing the Purchase Authorization (PA) process, improving efficiencies and reducing paper use and staff labor time. (Initiative 1.33)
- Strengthening the District’s online security by deploying Virtual Private Network (VPN) Multifactor Authentication and reworking the current camera security system wiring, helping to protect critical water infrastructure and operational data from cyber threats.
- Rolling out new Uninterruptible Power Supply (UPS) devices to protect equipment during power outages, reducing the risk of costly operational disruptions and system down time.



**Supervisory Control and Data Acquisition (SCADA) system is the computer-based digital backbone of the District’s water system.**

# Customer Service and Business Operations

The District earned the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award, the nation's highest form of recognition in governmental budgeting. This prestigious award highlights the District's commitment to financial transparency, accountability, and excellence and affirms that the budget meets the highest standards and best practices in government budgeting and financial reporting.



GOLETA

# Customer Service and Business Operations

## Featured Story

### Value Engineering and Project Management

At the District, sustainability is built into everyday operations to ensure that ratepayer funds are used wisely and projects deliver long-term value for customers. With a system valued at over \$1.3 billion and aging infrastructure that requires ongoing replacement and renewal, careful planning, project management, and value engineering are essential to maintaining reliable, cost-effective service.



**Replaced 40 broken valves in-house at a cost savings of roughly \$5K per valve.**



**Mounted EV chargers and installed related electrical conduits in-house, saving \$45K.**



**Installed a new HVAC system at District Headquarters using a mini-split system for less than 1/3 of the previously estimated price of \$2M.**

Value engineering means reviewing project designs and construction methods to identify ways to achieve the same or better results at a lower cost. By applying these principles, the District has completed several projects in-house, saving money and making the most of existing staff skills, resources, and materials. Strong project management and oversight also help control costs and increase efficiency. Through early planning, pre-ordering materials to secure better pricing, adjusting project timing to match market conditions, and using design-build approaches where appropriate, the District continues to deliver critical infrastructure upgrades despite inflation, supply chain challenges, and rising construction costs.

### *Sustainable Outcomes and Benefits:*



The District saved approximately \$3.9M in infrastructure project costs in FY 2020-25 by using existing staff resources instead of contractors, as well as recycled or prefabricated materials, reducing costs for the District and maximizing value for customers.



Optimizing design and construction methods promotes the efficient use of materials and energy, while smart resource planning and the reuse of existing infrastructure reduces waste.



Effective project planning, design, and execution builds public trust by demonstrating responsible use of ratepayer funds, while supporting workforce sustainability through skill development and efficient in-house project delivery.

# Customer Service and Business Operations

## Looking Ahead

Ongoing activities associated with existing initiatives that are scheduled for the year ahead include:

### **URBAN WATER MANAGEMENT PLAN UPDATE (INITIATIVE 1.19)**

The Urban Water Management Plan (UWMP) is a planning tool required by the State that provides the Board, managers and the public with a broad perspective on a number of water supply and demand issues, and provides a framework for potential action. Updating the UWMP is an important sustainability initiative as maintenance of a long-term, general planning document is necessary for ensuring a sustainable water supply. Every five years, water suppliers such as the District are required to update the UWMP. As such, an update is scheduled for completion by July 2026, and will be submitted to the California State Department of Water Resources.

### **ALTERNATIVE FUNDING SOURCES (INITIATIVE 1.9)**

The District will continue to find alternative funding to offset District costs, including financing and grants, for projects included in the 2025-2030 Infrastructure Improvement Plan (IIP). As of early FY 2025-26, the District is preparing applications for the California Drinking Water State Revolving Fund (DWSRF) that provides low-interest loans to water utilities for infrastructure projects that help water systems comply with the Safe Drinking Water Act (SDWA) as well as the Emerging Contaminants Grant Funding. This will help equitably spread the costs of these projects across current and future customers that benefit from these investments.

### **CUSTOMER INFORMATION SYSTEM UPGRADE**

Work to further digitize District operations and better integrate existing technologies will continue in the year ahead with an upgrade to the Customer Information System (CIS). The CIS supports core functions including customer service requests, monthly billing, and payment processing, and is currently operating on an outdated, unsupported platform. The new platform will feature a modern, browser-based interface and expanded functionality to automate workflows, streamline customer service processes, and improve overall operational efficiency. The upgrade is scheduled to begin in early 2026 and is expected to take approximately twelve months to complete.

### **PAPERLESS WORK ORDER SYSTEM**

The upgraded CIS will enable implementation of a paperless work order system, replacing the current manual process that relies on spreadsheets and paper forms. The integrated mobile workforce management software will allow service orders to be created, dispatched, and completed within a single system, automating the entire service order lifecycle. This upgrade will streamline operations, reduce staff time, and improve overall efficiency. The system is expected to be fully operational by mid-2027.

# 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.

## Annual Performance Highlights



### **MINIMIZED THE ENVIRONMENTAL IMPACTS OF DISTRICT OPERATIONS AND FACILITIES**

- Purchased one electric loader, two electric forklifts, and two electric SUVs, in addition to leasing nine electric trucks, to lock in pricing in advance of tariffs. Continued replacement of gasoline and diesel vehicles with electric vehicles saves fuel and maintenance costs while also reducing greenhouse gas emissions and supporting compliance with California Air Resources Board (CARB) rules. (Initiative 2.5)
- Installed and commissioned ten electric vehicle (EV) charging stations at the District Headquarters, the costs of which were partially offset by grant funding. Installation of new charging stations increases utilization of EVs compared to gasoline and diesel vehicles, supporting the acquisition of EVs under the District's Fleet Replacement Program while also providing the community and District staff access to EV charging stations. (Initiative 2.16)
- Upgraded lighting to LEDs at Corona Del Mar Water Treatment Plant (CDMWTP), reducing electricity use and related costs.
- Replaced an aging pressure reducing facility to ensure its reliable operation, which prevents damage to pipes, saves water, and minimizes energy use by reducing waste from high flow rates.
- Continued to minimize storm water runoff and maintain baseline status for oils and grease at the District's headquarters through the 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)



### **PROVIDED HEALTHY WORK ENVIRONMENTS FOR DISTRICT STAFF**

- Completed installation of a restroom and locker facility at District Headquarters for distribution operators. Work on this project was performed largely by District staff and the use of a pre-fabricated shipping container with showers and bathrooms instead of a site-built alternative, minimizing project costs.
- Relocated the La Gama Pressure Reducing Valve (PRV) equipment out of a heavily trafficked four-lane road. This critical facility regulates water main pressure in an area that includes 319 meters serving residences, Santa Barbara County facilities, and businesses. The relocation improves worker safety, minimizes traffic disruptions, and enhances operational reliability.
- Installed new, high-efficiency Heating, Ventilation, and Air Conditioning (HVAC) systems at the District Headquarters that are expected to cut annual energy costs by half while providing a comfortable working environment for staff.



# Administration Buildings and Fleet Management

**Electric Vehicles (EVs) typically require less maintenance compared to their gasoline and diesel counterparts, leading to lower maintenance costs and less downtime for fleet vehicles. The savings associated with the electrification of the fleet were anticipated but have surpassed initial estimates.**



# Administration Buildings and Fleet Management

## Featured Story

### *All-Electric Heat Pump HVAC System*

This year saw the full replacement of the outdated heating, ventilation, and air conditioning (HVAC) system serving the office buildings and Board Room at District headquarters. To ensure worker health and comfort, eliminate the reliance on an antiquated gas-powered HVAC system that relied on refrigerant whose manufacture was banned, take advantage of high efficiency technology, and make continued progress on the District's goal of achieving Net-Zero Carbon Emissions by 2030, the outdated system was replaced with a fully electric heat pump HVAC system. Installation of the new HVAC system was the final step to eliminate the use of natural gas at the District Headquarters. Combined with the upcoming solar installations, this project positions the facility to achieve net zero energy status.



### *Sustainable Outcomes and Benefits:*



Improves energy efficiency, reducing long-term operating and maintenance costs compared to an aging gas-powered system while shielding the district from future volatility in natural gas prices and operational costs.



Eliminates natural gas use at District Headquarters, significantly reducing greenhouse gas emissions and air pollutants, reducing reliance of fossil fuels while aligning operations with state and regional climate policies.



Improves indoor air quality, temperature control, and overall comfort for employees, supporting staff health, safety, and productivity.

# Administration Buildings and Fleet Management

## Looking Ahead

Ongoing activities associated with existing initiatives that are scheduled for the year ahead include:

### *CORONA DEL MAR WATER TREATMENT PLAN HVAC REPLACEMENT (INITIATIVE 2.4)*

Corona Del Mar Water Treatment Plant (CDMWTP) currently relies on aging and propane-reliant Heating, Ventilation, and Air Conditioning (HVAC) systems at its Laboratory and Administration Building (LAB) and Shop and Maintenance Building. The control system has failed and cannot be repaired, and several pieces of equipment for heating and cooling have failed, requiring temporary setups with portable units. To protect critical treatment and Supervisory Control and Data Acquisition (SCADA) equipment, ensure worker health and comfort, eliminate the reliance on propane boilers, and work towards the District's goal of achieving Net-Zero Carbon Emissions by 2030. These outdated systems will be replaced with fully electric heat pump HVAC systems.

### *FLEET AND CONSTRUCTION EQUIPMENT REPLACEMENTS (INITIATIVE 2.5)*

This project replaces aging District fleet vehicles and heavy equipment required to meet new California Air Resources Board (CARB) emissions standards. Vehicle replacements are prioritized based on condition, intended use, frequency of maintenance issues, and accumulated expenses. The District owns two backhoes that need replacement to meet CARB regulations by 2026 and 2029 and two dump trucks requiring replacement due to high maintenance costs. Additionally, purchasing electric or hybrid vehicles when possible lowers maintenance and operating costs, reduces fossil fuel consumption, lowers the District's carbon footprint, and meets the goals of the Board-adopted Sustainability Plan.

### *NET ZERO INITIATIVE (INITIATIVE 2.19)*

In the coming year, the District will advance the Net Zero Initiative (Initiative 2.19) from planning into implementation by finalizing design coordination, securing equipment, and beginning construction. Procurement activities will continue into early 2026, with construction commencing by mid-year at three facilities – ground-mounted systems at the Corona Del Mar Water Treatment Plant and Ellwood Reservoir, and carport and rooftop solar at District Headquarters. Work will progress through phased installation of structural, electrical, and system components, with substantial completion anticipated by late 2026 and final commissioning in early 2027. When fully operational, the system is expected to generate approximately 1.88 million kilowatt-hours (kWh) of electricity annually, substantially offsetting the District's baseline electricity consumption while also providing operational benefits such as shaded parking, improved stormwater management, and infrastructure to support future electric vehicle charging.



# 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.

## Annual Performance Highlights

### **ENHANCED THE SAFETY AND WELLBEING OF THE DISTRICT WORKFORCE**

- Completed construction of the CDMWTP flocculation basin repairs and installed new catwalks to facilitate improved maintenance, reduce turbidity, and improve treated water quality. They allow for faster and more efficient cleaning now that the treatment plant operators can access the middle of the flocculation basins, while adding an additional level of safety for staff. This project also saves water by eliminating the need to use sprinklers to clean the basins. (Initiative 3.15)
- Installed rooftop sprinklers at CDMWTP and other remote facilities that can be turned on remotely in the event of wildfire, protecting critical water infrastructure from wildfire damage, reducing the risk of service disruptions, and protecting public health.

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

- Completed the design of pumping and treatment systems for the new Hope Well, the District's first new well in over 40 years. Hope Well will share upgraded treatment systems with the existing San Marcos Well, providing cost savings while also preserving usable space in the District Operations Yard. (Initiative 3.26)
- Completed treatment system upgrades at University Well, including installation of additional filtration treatment with chemical storage and delivery, a backwash tank, and associated plumbing and controls. These upgrades ensure that sufficient groundwater production capacity is available to meet public health and safety needs during a water shortage or unplanned emergency. (Initiative 3.30)

### **PROTECTED AND PROLONGED SERVICE LIFE OF INFRASTRUCTURE**

- Completed the installation of a new rectifier and deep anode bed at Fairview Avenue for cathodic protection improvements to prevent pipeline corrosion, and procured a contractor for similar work on Modoc Road in FY 2025-26. (Initiative 3.8)

### **STRENGTHENED PREPAREDNESS FOR NATURAL DISASTERS AND OTHER UNPLANNED EMERGENCIES**

- Installed and activated a solar-powered back-up battery at the CDMWTP to provide a back-up power supply during Public Safety Power Shutoffs and emergencies. In addition to strengthening resiliency, this project reduces District energy costs by storing energy for use during peak rate times.

### **ENHANCED SYSTEM-WIDE RELIABILITY AND SAFETY**

- Enhanced fire safety by replacing 41 old, poorly functioning fire hydrants and repairing 178 aging fire hydrants, ensuring emergency services personnel have continued access to reliable hydrants with sufficient water pressure and flow rates to fight fires. The District's Fire Hydrant Program ensures that the 1,520 hydrants remain in peak operating condition.

# 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 valves for pressure regulation, system isolation, and monitoring on a critical need basis to minimize water outages to customers. Activities this year included:

- Replaced 94 inoperable valves and exercised more than 2,000 valves, surpassing all previous years' records in the District's history. This work improves the reliability of water delivery and prevents service interruptions to customers.
- Conducted maintenance on 120 pressure regulating valves located throughout the distribution system to ensure proper pressure is consistently maintained.



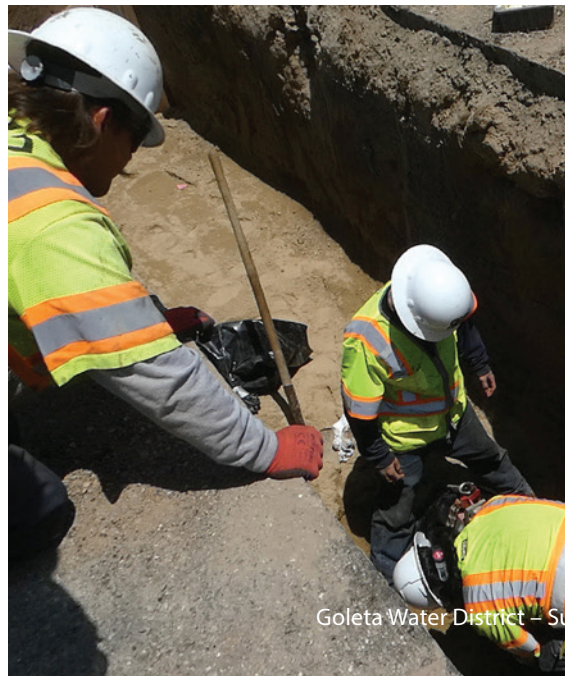
## **IMPLEMENTED PROGRAMS THAT MAXIMIZE OPERATIONAL EFFICIENCY AND KEEP PACE WITH TECHNOLOGICAL ADVANCES**

- Continued design, purchasing equipment, and installation of a once-in-a-generation overhaul of the District's entire Supervisory Control and Data Acquisition (SCADA) system to ensure the reliability of automated treatment processes and monitoring of remote facilities. (Initiative 1.32)



## **MITIGATED WATER SUPPLY RISKS AND PRESERVED POTABLE SUPPLIES**

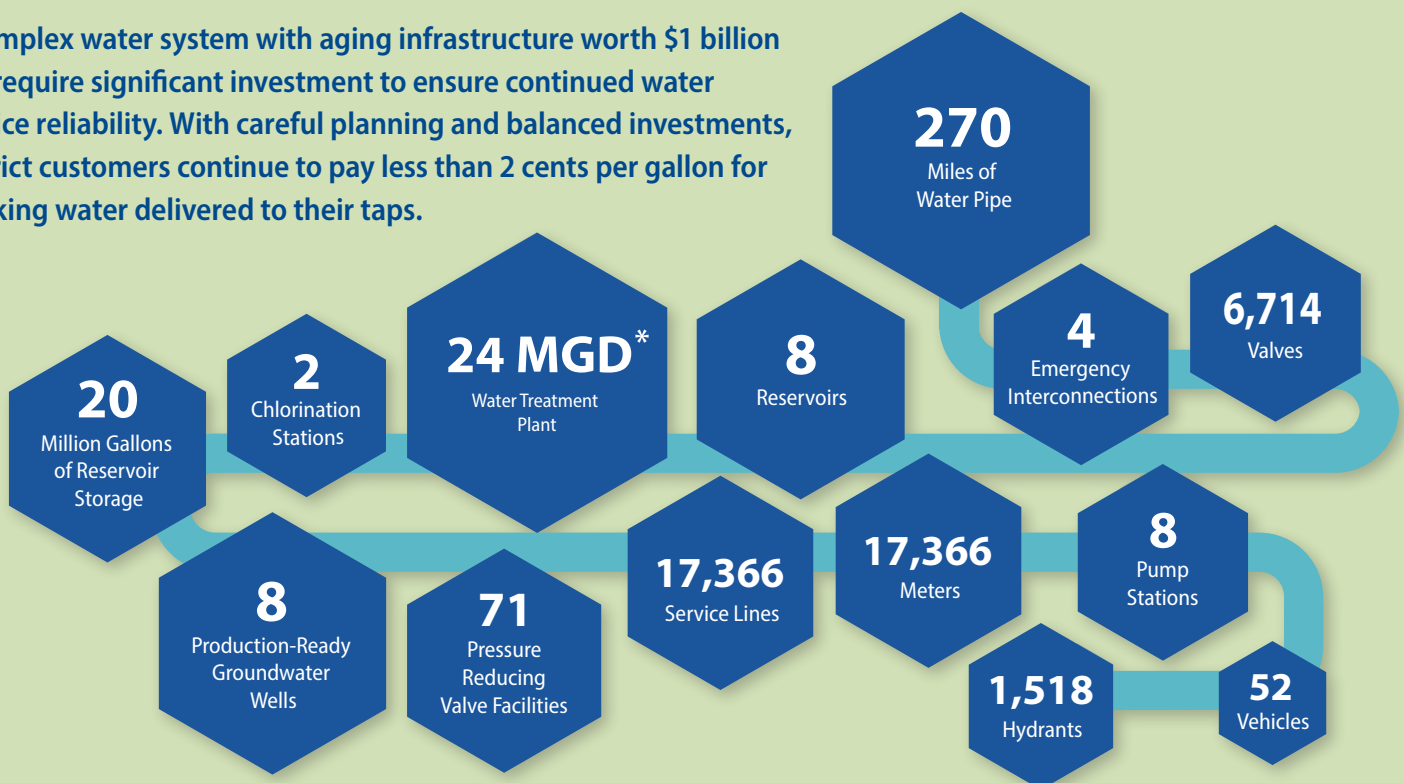
- Worked with the Central Coast Water Authority (CCWA) to successfully extend a key contract for the second consecutive year, that allows for continued delivery and storage of State Water Project water in Lake Cachuma, preserving access to this supply source.
- Continued to monitor Lake Cachuma using satellite imagery, the Cachuma Operation and Maintenance Board (COMB) lake monitoring program, and the District sampling program to proactively detect the presence of naturally occurring algal toxins in Lake Cachuma.
- Injected 530 acre-feet (AF) (173 million gallons) of surface water into the groundwater basin to help replenish the aquifer, maximizing the availability and reliability of the District's water resources.



# Water Supply, Treatment, and Distribution System

With wet conditions and a full Lake Cachuma, the District has been able to use its cheapest and most energy efficient water supply source. Winter rainfall, together with groundwater injection using District wells, has also helped recharge the Goleta Groundwater Basin to its highest level in more than ten years. With strong local storage and continued customer conservation, District water supplies remain robust, with imported State Water Project supplies stored for future dry years.

A complex water system with aging infrastructure worth \$1 billion will require significant investment to ensure continued water service reliability. With careful planning and balanced investments, District customers continue to pay less than 2 cents per gallon for drinking water delivered to their taps.



# Water Supply, Treatment, and Distribution System



**Together, value engineering and disciplined project management ensure that every investment maximizes value for customers while maintaining the high standards of reliability, efficiency, and sustainability that support the District's mission of providing a reliable supply of quality water at the most reasonable cost.**

# Water Supply, Treatment, and Distribution System

## Featured Story

### Completing the 2020-2025 Infrastructure Improvement Plan (IIP)

In June, the District completed the fifth and final year of the Board-approved 2020-2025 Infrastructure Improvement Plan (IIP). Approved just after the worst drought in the region's recent history and despite a global pandemic that produced significant inflation, cost increases, and supply-chain disruptions, **the District successfully completed 43 capital projects within less than 1% of the original five-year \$50 million budget.** This achievement highlights the District's nimbleness and dedication to delivering results under extraordinary conditions and unprecedented challenges.

These remarkable results were achieved by pre-ordering critical components to lock in pricing, reengineering and rebidding projects when bids exceeded budgets, and dynamically adjusting project timing in response to delays. The District also successfully secured over \$2.4 million in grants. As the District embarks on the 2025-2030 IIP, with several once-in-a-generation projects, the same lessons and best practices will be used to lay the foundation for the future success of the next five-year plan.



**43 capital projects completed within <1% of planned spending**



#### *The District's investments focused on three core priorities:*

**1**

**Ensuring water quality and regulatory compliance**

**2**

**Maintaining service levels for customers**

**3**

**Preparing for future challenges**

#### *Sustainable Outcomes and Benefits:*



The IIP works hand-in-hand with District's asset management program to inform future capital planning, conduct conditions assessments to prioritize investment and determine whether repair, rehabilitation or replacement is most appropriate to minimize District planning and project costs.



The IIP provides a tool to prioritize projects that create healthy work environments, reduce energy use and develop alternative energy sources, conserve water, are adaptable to changing climatic conditions, and support the District's sustainability principles, as illustrated in this Sustainability Plan.



The IIP identifies, evaluates, and prioritizes capital projects necessary to maintain assets and support sustainable water service to the community.

# Water Supply, Treatment, and Distribution System

## Looking Ahead

**Ongoing activities associated with existing initiatives that are scheduled for the year ahead include:**

### ***NEW REPLACEMENT GROUNDWATER WELL (INITIATIVE 2.35)***

To counter the declining output from existing wells, increase injection capacity, and replace aging wells that are over 50 years old, a new groundwater production well is planned for construction in 2025 on the site of the old SB Corporation well. The new well is anticipated to restore production of 600 gallons per minute while also increasing injection capacity, supporting the District's Aquifer Storage and Recovery Program and the long-term health of the Goleta Basin.

### ***HOPE WELL TREATMENT FACILITIES CONSTRUCTION (INITIATIVE 3.26)***

Construction of a pipeline as well as a pumping and treatment system are anticipated through 2025, with the new Hope Well projected to be producing water for the community in 2026. By constructing the well on-site at District Headquarters, compared to a new site, the environmental impact will be much less significant. This will also allow the Hope Well to share upgraded treatment systems with the existing San Marcos Well, as well as supporting the District's Aquifer Storage and Recovery Program and the long-term health of the Goleta Water Basin.




























































































### ***SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA) SYSTEM UPGRADES (INITIATIVE 1.32)***

Final work to upgrade the District's Supervisory Control and Data Acquisition (SCADA) system will continue in the year ahead. This complex network of electronic monitoring and control equipment is located at all of the District's facilities and is the digital backbone of District operation. 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 obsolete, with some portions being more than 25 years old, and lacks the capacity to accommodate future water quality treatment projects. Work on this once-in-a-generation project is planned for completion in 2026.
















































### ***METER REPLACEMENTS (INITIATIVE 3.10)***

The District is replacing more than 17,300 aging water meters with Advanced Metering Infrastructure (AMI) to improve accuracy, efficiency, and customer service. The new meters will provide real-time water use data, support faster leak detection, and enable customer access to an online usage portal that will allow customers to check water usage at any time and get real-time alerts for potential leaks. By reducing unbilled water and improving measurement accuracy, the project is expected to recover more than \$1 million in annual revenue. The District has applied for up to \$5 million in grant funding to help offset project costs and support long-term water and financial sustainability.










































# 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 Updates	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	Complete   
1.18	Water Supply Management Plan Update	Complete   
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	Complete   
1.28	Hazard Mitigation Plan	Underway   
1.29	Recycled Water Slough Crossing Alternative Design Study	Complete   
1.30	Worker Safety Electrical Upgrades	Underway   
1.31	Customer Service Payment Portal	Complete   
REF	2019-20 AND 2020-21 INITIATIVES	STATUS
1.32	SCADA Upgrades	Underway   
1.33	Electronic Process Migration	Underway   
1.34	District Based Elections	Complete 
REF	2022-23 INITIATIVES	STATUS
1.35	Seismic Vulnerability Assessment	Complete  
REF	2023-24 INITIATIVES - NEW	STATUS
1.36	Reserve Analysis	Complete  
1.37	Cost of Service Study	Complete  







































## 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	Underway   
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	Complete  
REF	2016-17 AND 2017-18 INITIATIVES	STATUS
2.16	Vehicle Charging Stations	Underway   
REF	2018-19 INITIATIVES	STATUS
2.17	Leach Field Replacement at CDMWTP	Complete   
2.18	Lighting Upgrades at CDMWTP	Complete   
REF	2021-22 INITIATIVES	STATUS
2.19	Net Zero Initiative	Underway   

## SERVICE CATEGORY #3 - WATER SUPPLY AND SYSTEM INVESTMENT

REF	2012-13 INITIATIVES	STATUS
3.1	Hydroelectric Generator Installations	Underway  
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	Deferred  
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	Underway   
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	Planning  
3.17	Goleta Water District – City of Santa Barbara Interconnect	Deferred   

## Overall Progress at a Glance (continued)

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	New Replacement Groundwater Well (S.B. Corp Site)	Underway  
3.26	New Replacement Groundwater Well Project (Hope Well)	Underway  
3.27	Monitoring Wells	Planning  
3.28	Injection Wells	Underway  
REF	2016-17 AND 2017-18 INITIATIVES	STATUS
3.29	Booster Pump Station Improvements	Underway  
3.30	Groundwater Treatment Equipment Upgrades	Underway 
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	Complete   



3.37	Reservoir Reliability Program	Underway	\$	🌱	👤
3.38	Corona Pump Station	Complete	\$	🌱	👤
3.39	Interconnect Component Replacements	Ongoing	\$	🌱	👤
<b>REF</b>	<b>2019-20 AND 2020-21 INITIATIVES</b>	<b>STATUS</b>			
3.40	Distribution Main Tie-ins	Complete	\$	🌱	👤
<b>REF</b>	<b>2021-22 INITIATIVES</b>	<b>STATUS</b>			
3.41	Creek Crossing Pipeline Replacements/Repairs	Ongoing	\$	🌱	👤

## LOOKING FORWARD

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





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