



Proposed District Strategic Plan

Board of Directors Meeting
August 18, 2021



TRANSFORMING WASTEWATER TO RESOURCES

Overview

New Strategic Plan Development

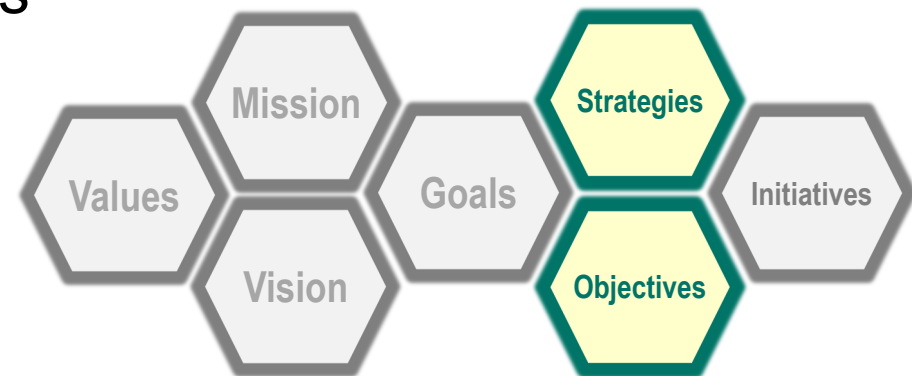


- Capture strategic priorities to help focus resources, strengthen organization, ensure resiliency against future challenges, and work toward common goals
- Three-year planning horizon (FY21/22-23/24)
- Incorporated key strategic focus areas, themes, and language from Board communications
- Significant staff engagement across District with excellent ideas, feedback, and input
- Reviewed proposed Mission, Vision, Value Statements, and Goals at last meeting



Strategic Plan Hierarchy

- **Mission, Vision, and Value Statements (9)** provide foundation for Strategic Plan
- **Goals (6)** – High-level strategic focus areas
- **Strategies (22)** – Multi-faceted approaches to ensuring progress toward achieving stated goals over time
- **Objectives (77)** – Specific, more measurable actions to support strategy implementation
- **Key Success Indicators (37)** – Selected performance metrics to measure progress toward achieving Strategic Plan goals



Goal 1 Infrastructure Investment

Ensure the long-term effectiveness and reliability of critical District infrastructure through prioritized, cost-effective capital investment and maintenance

Key Highlights

- Conduct and integrate **infrastructure** condition assessment, master planning, and CIP prioritization
- Develop **strategic, risk-based** Asset Management Program
- Ensure effective capital project delivery (**engagement, lifecycle costs, risk assessments, lessons learned, defined roles and responsibilities**)

Strategies – 4, Objectives – 12, KSI's – 6

Goal 1 Infrastructure Investment (cont'd) DRAFT

Ensure the long-term effectiveness and reliability of critical infrastructure through prioritized

STRATEGY

Key Ob

- Ens
- Co

STRATEGY

Key Ob

- Ens
- Cor
- Cor
- Inte
- Ens
- For
- and
- con

Number

Meet Co

Actual A

Constru

Constru

comple

Annual

Goal 1 Infrastructure Investment DRAFT

Ensure the long-term effectiveness and reliability of critical infrastructure through prioritized, cost-effective capital investment and maintenance



STRATEGY NO. 1 Identify existing infrastructure vulnerabilities and long-term planning considerations (e.g., service area growth, regulatory requirements, new technologies) that drive future investment in new and existing infrastructure

Key Objectives

- Conduct periodic infrastructure condition assessment activities and document findings in the wastewater conveyance ("linear assets," including pump stations, gravity sewers, and force mains) and treatment ("vertical assets," including WWTP, RWF) systems, using multi-faceted evaluation methods
- Prepare comprehensive master plans for major infrastructure focus areas that include infrastructure condition assessments, prioritized capital investment needs, service area growth considerations, and opportunities to improve operating effectiveness and efficiency through new processes or technology

STRATEGY NO. 2 Meet operational needs, support reliability goals, and extend asset life through continued development and implementation of a formalized, risk-based Asset Management Program

Key Objectives

- Expand utilization of computerized maintenance management systems (CMMS) and formalized workflow changes to support reliability-based asset maintenance activities and data-driven decision making
- Utilize an action-based, strategic approach with clear goals, objectives, roles, and responsibilities to support successful Asset Management Program implementation



Goal 2 Environmental Stewardship

Meet or surpass environmental and public health requirements to maintain public trust



Key Highlights

- Focus on exemplary **regulatory compliance** (vulnerability assessments, learning culture, automation, data-driven decisions)
- Maximize **resource recovery**
- Advocate for **sound science, sustainable, and cost-effective future regulations**

Strategies – 3, Objectives – 10, KSIs – 11

Goal 2 Environmental Stewardship (cont'd) DRAFT

Meet or surpass environmental and public health requirements to maintain public trust

STRATEGY

Key Ob

- Act
- Cle
- und
- will
- Sup
- red

Num

Syste

Num

Requ

Num

Num

Annu

Sche

Hous

Rece

exer

excel

Annu

Annu

Annu

Annu

Goal 2 Environmental Stewardship DRAFT

Meet or surpass environmental and public health requirements to maintain public trust



STRATEGY NO. 1 Operate District facilities to meet or exceed federal, state, and local regulatory requirements

Key Objectives

- Conduct periodic regulatory compliance vulnerability assessments and implement applicable preventive measures, key recommendations, and contingencies
- Foster a learning culture by capturing "lessons learned" from regulatory non-compliance events, "near miss" incidents, and infrastructure failures through identification of root causes and associated corrective and preventative measures
- Invest in value-added automated process control and monitoring systems to minimize potential for regulatory non-compliance events ("early warning systems")
- Integrate data, systems, and business/information technology applications to support data-driven decision making and process control
- Ensure appropriate levels of service, reliability, and redundancy is included in capital projects



STRATEGY NO. 2 Maximize wastewater resource recovery via recycled water production, on-site energy production and management, beneficial use of biosolids, and recycling of household hazardous waste materials

Key Objectives

- Ensure effective and reliable operation of District's Recycled Water Facility (RWF) to maximize facility "uptime" and production and delivery of Title 22 compliant recycled water to customers
- Invest in biogas utilization for energy production to provide environmental benefits and cost savings
- Advocate for continued use of existing biosolids management options as beneficial uses (i.e., land application, composting) and expand future options to ensure a diversified, cost-effective portfolio



Goal 3 Fiscal Responsibility

Manage financial resources effectively to meet funding needs and maintain fair and reasonable rates



Key Highlights

- Apply **best practices** in financial management (long-term models, reserves, budget scrutiny, financing, cost-of-service)
- Demonstrate **excellence, transparency** in financial reporting (communications, CAFR, Budget Book, audits)

Strategies – 3, Objectives – 13, KSI's – 6

Goal 3 Fiscal Responsibility (cont'd) DRAFT

Manage financial resources effectively to meet funding needs and maintain fair and reasonable rates

STRATEGY

Key Ob

- De
- Pre
- Pre
- Cor

- Mai
- Act
- Rec
- Num
- Perc
- Deb

Goal 3 Fiscal Responsibility DRAFT

Manage financial resources effectively to meet funding needs and maintain fair and reasonable rates



STRATEGY NO. 1 Conduct long-term horizon financial planning to minimize potential for sharp rate increases due to unanticipated funding needs

Key Objectives

- Develop and maintain a 5-year financial model with a 10-year outlook that includes projections for operating and capital expenditures, revenue needs, financing assumptions, and associated rate adjustments
- Ensure sufficient financial reserves during the planning horizon to mitigate potential impacts of significant unforeseen costs due to emergency needs (e.g., major infrastructure failure) and maintain good standing in the financial credit markets
- Critically review operating budget assumptions and staffing levels each year to identify opportunities to reduce costs through "zero-based" budgeting, review of past performance, and contingency levels
- Maximize cash funding of a prioritized CIP to ensure lowest overall costs for District customers, while utilizing debt financing assumptions to offset near-term rate impacts for large-scale CIP projects
- Seek the lowest cost of capital through applicable federal, state, and local grant and low-interest loan programs, and update financing assumptions in financial model
- Reserve debt management capacity for long-term nutrient management WWTP upgrades



STRATEGY NO. 2 Ensure legal, equitable, and cost-of-service based rates with revenue need allocation to appropriate customer categories

Key Objectives

- Review and adjust cost-of-service assumptions and revenue need allocation each year and update financial plan, as needed
- Conduct periodic third-party cost-of-service studies and implement applicable recommendations
- Ensure equitable collection of Sewer Service Charge revenue from existing customers and Capital Facilities Capacity Charges from new customers (i.e., growth in service area)

Goal 4 Organizational Change

Embrace innovation, engagement, and change to enhance service delivery, work processes, and use of technology to drive sustained improvement in organizational effectiveness and efficiency



Key Highlights

- Promote **high-performing, engaged** culture that **adapts to new ideas** and experiences, **embraces change**, and expands use of IT systems and applications
- Ensure a **strategic, prioritized** approach to implementation of **IT initiatives**

Goal 4 Organizational Change

DRAFT

Embrace innovation, engagement, and change to enhance service delivery, work processes, and use of technology to drive sustained improvement in organizational effectiveness and efficiency

STRATEGY NO. 1 Promote and value a high-performing organizational culture that is open to new ideas, innovative approaches, and sharing of diverse employee perspectives and experiences

Key Objectives

- Empower employees to share ideas and opportunities to improve the organization's service delivery, work processes, and use of technology
- Encourage new and existing employees to share alternative approaches and ideas based on previous work experience to support identifying potential organizational improvements
- Actively engage employees in developing annual Strategic Initiatives to support implementation of the District's Strategic Plan
- Form cross-divisional teams to identify and recommend improvements to critical organizational and business functions, including a summary of key benefits, impacts, transition planning, and training needs
- Recognize employees and teams acting as "change agents" to drive innovation and improvement



STRATEGY NO. 2 Expand value-added use of information technology (IT) services and applications

Key Objectives

- Apply a strategic, prioritized, and value-added focus in implementing IT initiatives to ensure effective utilization of IT resources
- Conduct periodic IT planning assessments to update work completed, identify current business needs and priorities, evaluate and prioritize new IT initiatives, and identify change management and training needs
- Implement new IT services and applications with minimal interruption to internal and external customers

STRATEGY NO. 3 Effectively manage implementation of organizational changes

Key Objectives

- Actively engage with key cross-divisional stakeholders to understand and manage potential impacts associated with implementation of the proposed change(s)
- Identify and implement training needs and prepare necessary documentation or updated documentation to support successful change implementation
- Evaluate change implementation at key schedule milestones and seek opportunities to receive feedback

Key Success Indicators: Goal 4 Organizational Change

Indicator	Target
Number of Annual Strategic Initiatives Identified	>8
Increased Organizational Effectiveness and Efficiency	varies
Critical IT Application Uptime	100%
IT Customer Satisfaction Results	>95%

Strategies – 3, Objectives – 11, KSI's – 4

Goal 5 Workforce Development

Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery



Key Highlights

- Ensure a **safe, diverse, inclusive, and equitable** workplace
- Promote staff **professional development** and engage in regional efforts to **meet future workforce challenges**
- Recognize and celebrate **individual and team success**

Strategies – 4, Objectives – 16, KSIs – 5

Goal 5 Workforce Development (cont'd)

DRAFT

Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery

STRATEGY

Key Objectives

- Part
- Utili
- Part
- Part
- Tar
- doc
- sel

STRATEGY

Key Objectives

- Use
- Boa
- Cel
- reg

Goal 5 Workforce Development

DRAFT

Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery



STRATEGY NO. 1 Ensure a safe, diverse, inclusive, and equitable workplace

Key Objectives

- Ensure each employee has received required training and exhibits behavior consistent with the District's Behavioral Values
- Design training sessions to be dynamic, interactive, and support engagement, connectivity, and retention
- Meet or exceed industrial safety standards in the workplace; expand use of safety-related IT applications; and utilize the Safety Committee to adapt the workplace, procedures, and/or protocols in response to safety incidents, as necessary
- Utilize IT applications to track training records to ensure required training is completed on schedule
- Cultivate a positive, team-based work culture that inspires engagement, strong professional relationships, and reflects commitment to the District's Behavioral Values

STRATEGY NO. 2 Promote employee professional development and training to ensure readiness and adaptability to meet future workforce challenges and needs

Key Objectives

- Engage with individual employees to understand future career progression interests and incorporate applicable professional development plans into annual performance plans and appraisals
- Encourage staff to acquire certifications, licenses, and training, and demonstrate personal commitment to professional development through use of tuition reimbursement programs, and participation in management/supervisory training and/or industry association training, seminars/webinars, and conferences
- Promote employee participation through active engagement and/or leadership roles in key industry associations (e.g., CASA, BACWA, CWEA) to explain District positions and advocate for District interests, while staying abreast of industry challenges and potential impacts to the District
- Clearly communicate performance expectations and standards to employees; conduct regular assessments that include employee strengths and opportunities for development; and integrate coaching and mentoring techniques, and develop targeted plans to improve performance deficiencies, as needed
- Identify and implement opportunities to improve the performance planning and appraisal process to support timely completion, effective supervisor-employee engagement, and professional development



Goal 6 Customer Services and Engagement

Deliver an exceptional customer service experience and embrace opportunities to enhance service value through engagement and collaboration



Key Highlights

- Deliver **exceptional** customer service (timely, professional, and responsive)
- **Minimize impacts** associated with facility operation, construction activities
- Maintain effective **Business Continuity and Emergency Response Plans**
- Engage in **partnerships** to raise **environmental protection awareness** and address issues

Strategies – 5, Objectives – 15, KSI's – 5

Goal 6 Customer Services and Engagement (cont'd) DRAFT

Deliver an exceptional customer service experience and embrace opportunities to enhance service value through engagement and collaboration

STRATEGY

Key Ob

- Mitig
- con
- with
- Mai
- dev
- Pur
- Haz
- Pro
- tim

Initial F

Initial F

Average

Number

Number

Goal 6 Customer Services and Engagement DRAFT

Deliver an exceptional customer service experience and embrace opportunities to enhance service value through engagement and collaboration

STRATEGY NO. 1 Enhance customer services by streamlining District communications to share accurate information with the public and effectively resolve potential inquiries or concerns

Key Objectives

- Ensure a timely, professional, and responsive approach to all customer service interactions
- Provide opportunities for customers to provide feedback on their customer service experience
- Develop uniform messaging points and guidance for addressing specific customer inquiry or concern scenarios for the most common customer service engagements—permit counter, Delta Household Hazardous Waste Collection Facility, street sweeping services, pollution prevention, and sharps
- Enhance external website content, organization, and consistency as a key public information tool

STRATEGY NO. 2 Minimize potential impacts to local residences and businesses during normal facility operations and maintenance, construction project activities, and emergency repair work

Key Objectives

- Operate and maintain the District's WWTP and pump stations to minimize the potential for odor impacts in the local community; and ensure timely, responsive actions are implemented, if conditions warrant
- Develop and distribute public communications materials to effectively support planned construction activities in the local community, including a project hotline, and resolve construction-related issues and/or customer concerns in a timely manner
- Ensure timely, effective response actions to protect public health and the environment during an infrastructure failure event; and provide targeted public communication materials, as necessary

STRATEGY NO. 3 Maintain an updated Strategic Communications Plan

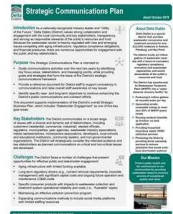
Key Objectives

- Highlight key focus areas and discussion points to ensure consistency and understanding among employees

STRATEGY NO. 4 Ensure development of effective Business Continuity and Emergency Response plans to maintain operational resiliency during extreme climate events and/or local community emergency conditions

Key Objectives

- Conduct periodic reviews and update existing plans to ensure effective responses and limit disruption of District services to customers
- Maintain organizational awareness of key roles and responsibilities, initial response actions, key plan changes, and specific contingency plans in response to potential business continuity disruption scenarios and emergency events
- Conduct periodic "table-top" exercises to reinforce and improve response plans



Recommendation/Next Steps

Recommendation

- Approve proposed District Strategic Plan

Next Steps

- Staff intends to present proposed FY21/22 Strategic Initiatives to support Strategic Plan implementation at next Board Meeting

