

*Handout**Agenda Item*5*Date*October 6, 2022

Process and Organization of LGVSD Strategic Plan

In FY 2021/22, the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the updating of the District's five-year Strategic Plan. BHI first gathered input directly from District staff and individual members of the Board of Directors. This was followed by two Board and staff planning workshops. At each meeting the District Mission and 5-year Vision, areas of strategic focus and implementing actions were discussed.

The Board developed a new Mission statement to describe the overall purpose of the District and cast a new Vision for the District. District core values were carefully reviewed and updated to reflect the Board's commitment to effective and ethical practices. The Board also identified five areas of strategic focus areas around which implementation of tactical tasks, projects and actions are organized.

The organization of the Plan is outlined by Mission/Vision/Values, followed by five, five-year strategic focus areas, and the associated tasks, projects and actions needed to fulfill the vision. Table 1 (Vision to Action), completes the plan by providing a one-page overview of the plan providing associated date for action.

Using this process, this Strategic Plan provides a roadmap for the District guided by the Board's Vision for the next five years. A collective review of the Board of Directors was made a final time prior to Board approval.

Mission (Draft 6/5/22)

The Mission of the Las Gallinas Valley Sanitary District is to protect public health and our environment, providing effective wastewater collection, treatment, and resource recovery.

Vision (Draft 6/5/22)

In the next 5 years, we will strengthen the District management of all assets, use practical operational methods, employ healthy organizational practices and properly analyze infrastructure needs followed by carefully guided infrastructure investments and resource utilization.

Recognizing that sanitation and wastewater treatment is vital to protecting the public health, in the course of normal operations the District will:

- *Manage our treatment and collection systems in a planned and sustainable way to reduce impact on natural resources;*
- *Maintain a safe and suitable workplace to promote a sustainable, motivated, long-term and cohesive workforce;*
- *Provide high-quality, transparent, and accessible customer service;*
- *Strive for zero spills;*
- *Meet or exceed regulatory requirements for treatment (effluent, emissions and biosolids);*
- *Strive toward beneficial recycling of wastewater, biosolids and other resources using safe and effective processes and systems to achieve our zero-waste vision;*
- *Collaborate with neighboring agencies to achieve efficiencies for the public;*
- *Cooperate with stakeholders to leverage opportunities for protecting the Bay and regional water resources;*
- *Increase public education, acceptance and understanding of what we do;*
- *Promote District through industry participation and awards;*
- *Responsibly manage the refuse franchise;*
- *Consider climate change, sea level rise, fire, earthquakes and flooding when developing and designing projects; and*
- *Use public funds responsibly.*

In carrying out our commitment, our CORE VALUES are:

- *PROTECT PUBLIC HEALTH AND THE ENVIRONMENT*
- *PROVIDE HIGH QUALITY CUSTOMER SERVICE*
- *USE PUBLIC FUNDS RESPONSIBLY*
- *MAINTAIN A SAFE AND CHALLENGING WORKPLACE*

Strategic Focus Areas (09/16/2022)

Strategic Focus Areas are those specific initiatives that must be conducted over the planning term (five-years) to protect and advance the mission and meet the forward-looking vision of the Board of Directors.

- 1.0 Integrated Wastewater Master Plan (IWMP) – Our objective is to actively and effectively plan and manage our wastewater utility.**
 - 1.1 Refine Scope of work for IWMP for more comprehensive coverage.
(FY 2023)
 - 1.1.1 Staff defined needed refinements - Board approval. (FY 2023)
 - 1.1.2 Work with design consultants as needed and commission work.
(FY 2024)
 - 1.2 Design and construct short-term projects based on identified needs.
(FY 2023-2027)
 - 1.3 Refurbish primary and disinfection treatment processes. (FY 2023-2027)
 - 1.3.1 Conduct a condition assessment to determine refurbishment needs. This assessment will forecast capacity needs and identify necessary resources to complete identified refurbishment actions within the scope of the five-year plan. (FY 2024)
 - 1.4 Refurbish collection system (FY 2023-2027)
 - 1.4.1 Conduct a comprehensive condition assessment to identify system needs and determine a multi-year refurbishment plan. This assessment/plan will forecast capacity needs and identify necessary resources to complete identified refurbishment actions within the scope of the five-year plan. (FY 2024)
 - 1.4.2 Develop cost-sharing program for collection system upgrades.
(FY 2024)

- 1.5 Utilize tools (Heat Map, Effective Utility Management – EPA, etc.) as basis for prioritizing infrastructure work needed within planning term. (FY 2024)
- 1.6 Integrate the management of all District assets through a refined Asset Management Program. (FY 2024)

2.0 **BIO-SOLIDS** – Our objective is to migrate bio-solids from disposal to beneficial use.

- 2.1 Consider the feasibility of all options (Dedicated land disposal, land application, composting, etc.) for the beneficial use of bio-solids. Implement options that are best suited to LGVS (FY 2027)
- 2.2 Work with potential partners to create a memorandum of understanding for the funding, design, construction, and operations of the selected bio-solids option. Public/private partnerships will be considered. (FY 2027)

3.0 **WORKPLACE** - our objective is to make the District workplace one that is sought out by top talent.

- 3.1 Consider, design, and build an Operations and Control Center (OCC) to include a new corporation yard and employee parking. (FY 2023-2027)
- 3.2 Consider an optional satellite corporation yard. (FY 2026)
- 3.3 Improve District-wide internet connectivity. (FY 2023)

4.0 **WORKFORCE** – our objective is to manage and value our workforce to optimize this great public asset

- 4.1 Develop a workplace culture statement by the Board of Directors providing clear guidance to management. (FY 2023)
- 4.2 Develop a District succession plan to provide uninterrupted service to the public through organizational stability and a smooth transfer of knowledge. (FY 2023)
- 4.3

- 4.4 Perform a comprehensive organizational analysis. (FY 2023-2027)
 - 4.4.1 Perform a Classification and Compensation Study. (FY 2025)
 - 4.4.2 Perform Organizational Health surveys/assessments. (Ongoing)
 - 4.4.3 Consider commensurate staffing changes necessary to support work as identified. (Annually, in yearly budget proposal)
- 4.5 Consider options regarding workforce housing opportunities. (FY 2025)

5.0 **ADMINISTRATIVE AND EXECUTIVE FOCUS AREAS** – our objective is to **productively govern and manage the District for the greatest public benefit**

- 5.1 Provide a well devised annual performance evaluation process for the General Manager. (FY 2023)
 - 5.1.1 GM self-assessment
 - 5.1.2 Full Board participation
 - 5.1.3 Carefully implemented employee input through 360 Degree reviews.
 - 5.1.4 Cooperatively (Board/GM) developed annual performance Goals and Objectives.
- 5.2 Refine the District public relations program to potentially include comprehensive/intuitive website improvements, social media, school outreach, programs for the education of the public. (FY 2024)
- 5.3 Achieve CSDA District of Distinction acknowledgement. (FY2024)
- 5.4 Consider alternate financial strategies for addressing Other Post-Employment Benefits (OPEB) liabilities. (FY2024)

Table 1 - Vision to Action

Strategic Focus	Strategic Goals	Proposed Completion Dates
1.0 Integrated Wastewater Management Plan (IWMP)	1.1 Refine Scope of Work for IWMP for more comprehensive coverage. 1.2 Design and construct short-term projects based on identified needs. 1.3 Refurbish primary and disinfection treatment processes. 1.4 Refurbish collection system. 1.5 Utilize tools (i.e. Heat Map, Effective Utility Management – EPA) as a basis for prioritizing infrastructure work needed with planning term. 1.6 Integrate the management of all District assets through a refined Asset Management Program.	FY 2023 FY 2023 – 2027 FY 2023 – 2027 FY 2023 – 2027 FY 2024 FY 2024
2.0 Bio-Solids	2.1 Consider the feasibility of all options (Dedicated land disposal, land application, composting, etc.) for the beneficial use of bio-solids. Implement options that are best suited to LGVSD. 2.2 Work with potential partners to create a memorandum of understanding for the funding, design, construction and operations of the selected bio-solids option.	FY 2027 FY 2027
3.0 Workplace	3.1 Consider, design, and build and Operations and Control Center (OCC) to include a new corporation yard and employee parking. 3.2 Consider and optional satellite corporation yard. 3.3 Improve District-wide internet connectivity.	FY 2023 – 2027 FY 2026 FY 2023
4.0 Workforce	4.1 Develop a workplace culture statement by the Board of Directors providing clear guidance to management. 4.2 Develop a District succession plan to provide uninterrupted service to the public through organizational stability and a smooth transfer of knowledge. 4.3 Perform a comprehensive organizational analysis. 4.4 Consider options regarding workforce housing opportunities.	FY 2023 FY 2023 FY 2023 – 2027 FY 2025
5.0 Administrative & Executive Focus Areas	5.1. Provide a well devised annual performance evaluation process for the General Manager. 5.2 Refine the District public relations program. 5.3 Achieve CSDA District of Distinction acknowledgement. 5.4 Consider alternate financial strategies for addressing Other Post – Employment Benefits (OPEB) liabilities.	FY 2023 FY 2024 FY 2024 FY 2024