

**Handout**

**Agenda Item** 2

**Date** August 28, 2019

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**2018 (2019) Strategic Plan  
Workshop #3 of 3**

**Reframe and Refocus: FY 19/20 Tactical Goals**





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**Agenda**

1. Strategic Planning and the Budget Cycle
2. Summarize/Confirm Priorities
3. Today: FY 19-20 Tactical Goals and Next Steps
4. Re-prioritize?
5. Next Steps

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**Strategic Planning and the Budget Cycle**

- Most strategic initiatives will stay long term (reviewed annually)
- Tactical goals will change annually - linked to budget cycle

Next steps:  
Review tactical goals in November/December 2019.  
Develop FY 20/21 tactical goals in preparation for the FY 20/21 budget cycle

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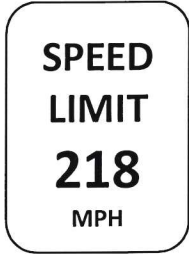
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**Guard Rail Concepts**



**Our Mission**

...is to protect public health and our environment by providing effective wastewater collection, treatment, and resource recovery.

**Core Functions**

Analysis underway

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**Strategic Initiatives from June 27 Workshop**

- #1 The Big Project
- #2 Re-Envision Biosolids Program
- #3 Improve Operational Resilience
- #4 Conduct Organizational Review
- #5 Asset Management
- #6 Smith Ranch Road Project
- #7 Administration Building

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**Balance**

Current Workload



Projects in Process

Staff Capacity (Core functional analysis will inform this)



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**Strategic Initiative #1 The Big Project**

Expand recycled water facility and continue construction of secondary process infrastructure

\*Note – This strategic initiative continues into 2022.

Is this a tactical goal under a broader Strategic Initiative?

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**Strategic Initiative #2 Re-Envision Biosolids Program**

1. Propose LOI with 5-6 other sanitary districts
2. Attempt to establish consensus regarding continuation of work by Sanitary District #5
3. Integrate parallel biosolids component into the Master Plan (possibly LGVSD only)

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**Strategic Initiative #3 Improve Operational Resilience**

1. Develop and enhance ICS training program
2. Investigate buying vs. renting generators
3. Conduct NCRIC Site + Cyber Security Reviews
4. Reduce fire hazard impact potential – fire detection, Treatment Plant vegetation management
5. Review reserve policy

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**Strategic Initiative #4 Conduct Organizational Review**

1. Complete core functions study
2. Investigate tactics/strategies to improve delivery of core functions (short/long term staffing; staff development; decision-making, etc.)
3. Update for Board in October '19
4. Develop actionable list of recommendations
5. Complete next FutureSense review

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**Strategic Initiative #5 Advance Asset Management Program**

1. Initiate creation of an LGVSD Design Document Archive – Nute Engineering
2. Investigate asset management software (expansion of CityWorks application)
3. Continue the Master Plan process – investigate Asset inventory deficiencies and infrastructure weaknesses.
4. Continue development of ARV inventory and maintenance program

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**Strategic Initiative #6 Smith Ranch Road Project**

**Hold that thought...discussion later in presentation.**

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**Strategic Initiative #7 Administration Building**  
**(different name? "establish appropriate facility space")**

1. Repair reclamation storage building and clean up material storage - free up space at Plant
2. Pursue temporary admin space lease option
3. Complete admin building site evaluation/confirmation
4. Pursue collection system staging area site opportunities when possible

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**Strategic Initiative #X**  
**Increase Operational Efficiency/Efficacy**



1. The Big Project (proposed addition)
2. Finalize sewer lateral ordinance
3. Initiate flow equalization design
4. Interview staff on need for operational metrics
5. Re-establish reclamation acreage lease

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**Strategic Initiative #8**  
**Increase Operational Efficiency/Efficacy**



6. Elevate Lower Marinwood Trunk MH Covers
7. Initiate Marsh Pond Vegetation Management

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**Strategic Initiative #6 Smith Ranch Road Project**

- Scope?
- Core function connection?
- Right-of-way?
- Operational access/force main/gravity main alignments?
- Discussion...what problem(s) are we solving?

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**Strategic Initiatives**

June 27, 2019:

#1 The Big Project

#2 Re-Envision Biosolids Program

#3 Improve Operational Resilience

#4 Conduct Org Review

#5 Asset Management

#6 Smith Ranch Road Project

#7 Administration Building

PROPOSED:

#? Improve Operational Efficiency/Efficacy

#2 Re-Envision Biosolids Program

#3 Improve Operational Resilience

#4 Conduct Org Review

#5 Asset Management

#6 Smith Ranch Road Project

#7 Establish Appropriate Facility Space

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**Next Steps**

- TODAY: Finalize Tactical Goals for FY 19-20
- Write Up Strat Plan – Final Format
- Workshop in December – FY 20-21 Tactical Goals
- Obtain Staff input regarding FY 20-21 Tactical Goals
- Embed FY 20-21 Tactical Goals into FY 20-21 Budget

DISCUSSION!

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