

WEST BAY

SANITARY DISTRICT



Serving Our Community Since 1902



Strategic Plan 2022

**An Initial 5 year Strategic
Plan document**

Dated: March 26, 2014

APPROVED:

March 26, 2014

Revised:

March 14, 2018

Restated and Revised:

April 13, 2022



**Consultant
Brent Ives,
BHI Management Consulting**



Governing Board of Directors

- Fran Dehn, President
- David Walker, Secretary
- Roy Thiele-Sardina, Treasurer
- Edward P. Moritz, Director
- George Otte, Director

District Staff

- Sergio Ramirez, District Manager
- Bill Kitajima, Projects & IT Manager
- Jed Beyer, Water Quality Manager
- Debra Fisher, Finance Manager
- Robert Hulsmann, Operations Superintendent
- Todd Reese, Office & Communications Manager

Consultants

- Brent H. Ives, Managing Consultant (original 2014 version)
- Revised by District Staff and Strategic Goals Committee (2022)





**West Bay Sanitary District
Strategic Plan
Table of Contents**

1.1 Introduction	4
1.2 Plan Development	5
1.3 Mission and Vision	6
1.4 Strategic Elements and Goals	8
- 1.0 Organizational Health and Personnel	8
- 2.0 Collection System Infrastructure	11
- 3.0 Facilities and Land Assets	13
- 4.0 Vehicles and Equipment	12
- 5.0 Fiscal Planning	14
- 6.0 Strategic Partners and Public Affairs	15
- 7.0 Administrative Systems	18
District Boundary Map	20
Table 1 - Vision to Action Table	21



1.1 Introduction

A Strategic Plan is a document for an organization to set a clear direction over all operational aspects of its mission. It serves as a framework for decision making over a 5-year period. It is intended to guide decisions that shape what an agency plans to accomplish by selecting a rational course of action.

The plan identifies actions, activities, and planning efforts that are currently active and needed for continued success in operations and management of the District, and provides a bases to periodic review and updates.

The strategic planning is focused on several or all of the following task areas:

- Employee Development
- A commitment to infrastructure health.
- Community relations.
- Collaboration with partner agencies.
- The need to balance projected programs and assets against with constraints that exist now and in the future.
- Workplace health.



Definitions:

1. **Mission Statement:** A declaration of an organization’s purpose, why the organization exists.
2. **Vision Statement:** A statement that articulates where the organization would like to be over the term of the Plan.
3. **Strategic Elements:** These are the areas of District operations, planning, and management that organize the Plan and need to be addressed and supported by Strategic Goals to ensure progress.
4. **Strategic Goals:** Strategic Actions are specific and measurable activities or targets that address the strategic elements. Day-to-day actions and projects (not covered in detail in the Strategic Plan) will be designed so that the Strategic Goals are accomplished.

1.2 Plan Development

The Strategic Plan Committee reviewed the last Strategic Plan and made edits to reflect the current position of the District and its future plans.



1.3 Mission and Vision

MISSION OF THE WEST BAY SANITARY DISTRICT

The West Bay Sanitary District is dedicated to protecting the public health and the environment by providing cost effective sanitary sewer service.

We are committed to providing our customers with wastewater disposal services utilizing the highest technical, environmental, and safety standards available; to providing the very best customer service; to ensuring the fiscal viability of our District by applying sound business principles and to ensuring the optimum operation of our infrastructure by employing professional maintenance and replacement practices.



VISION OF THE WEST BAY SANITARY DISTRICT

Our Vision is ...

- *We manage costs, levels of service and investments to protect future rate affordability.*
- *We improve our customer service, public education and information methods to assure community support, and enhance public trust.*
- *We have a qualified, long-term and productive workforce matched to ensure effective completion of our Mission.*
- *We practice environmental stewardship for multiple benefits and protecting our resources.*
- *We invest in our infrastructure to maintain reliable and efficient services.*
- *We cooperate with strategic partners to provide best quality wastewater services.*
- *We make the highest and best use of all District assets.*
- *We explore opportunities for wastewater reuse.*
- *We engage our State and Federal representatives with a clear legislative agenda.*

1.4 Strategic Elements and Goals

Strategic Elements and Strategic Goals represent the vital areas of the District’s operation, planning, and management. Strategic Elements are derived from the foundational Mission and Vision statements of the District. They are linked to action through Strategic Goals within the five-year period that serve to assure that important areas of the District are well supported and moved forward per Board direction. Strategic Elements and supportive Strategic Goals, along with action dates within the planning period, are presented in tabular form in Appendix 1.

The Strategic Elements are:

- **1.0 Organizational Health and Personnel**
- **2.0 Collection System Infrastructure**
- **3.0 Facilities and Land Assets**
- **4.0 Vehicles and Equipment**
- **5.0 Fiscal Planning**
- **6.0 Strategic Partners and Public Affairs**
- **7.0 Administrative Systems**

1.0 Organizational Health and Personnel

Element Objective and Strategy: *Our objective is to employ and retain a high quality, motivated workforce. We will do this by utilizing sound policies and personnel practices, offering competitive compensation and benefits, providing opportunities for training, development and professional growth, while ensuring a safe and secure workplace.*



1.1 Succession Plan for the District – A succession plan allows an organization to look into the future to mitigate issues with potential staffing gaps, analyze pending issues with staffing, as well as single point information failures. The plan analyzes the known planned attrition and the organization as it relates to potential upcoming staffing issues. The succession plan evaluates the growth of internal staff for career progression. A revision of the Strategic Plan will be performed in-house by June 2022.

1.2 Organization Chart Evaluation – The Board of Directors should know the structure and size of the organization for which they provide oversight. The District Manager will periodically outline the organizational structure with the Board to assure that the organization is structured for efficient operations and proper organizational flow and function.

1.3 Employees

- Employees are the most important asset to a service entity. The recruitment, selection, training, and advancement of employees establishes a culture of excellence that can survive over time.
- When recruiting new employees it is important to select candidates that are team players. They must show respect for their other team members and a willingness to complete any assignment given them. The one-year probation period provides time to observe each recruit's skills as well as their attitude towards teamwork and the continuance of a positive culture.
- Training programs that increase employee skills are provided in-house and professional associations. The District invests in these training programs to provide an ongoing pool of talent that can complete multiple tasks. The District also provides tuition support to employees as incentive to reduce employee turnover and create future candidates for management positions.
- Safety training is provided to protect employees from harm and reduce risk.
- Management evaluates individual employees with an eye towards future promotion. There are a variety of reasons that could cause an employee to leave the District or no longer be able to perform their assigned duties. Succession Planning is an on-going activity for management



1.4 Employee Retention – It is important to an organization to achieve a high rate of employee retention to promote the health of the organization, to maximize the rate of return on training and education dollars, and promote continuity of operations. Career development opportunities, competitive salaries and benefits, and sound policies are important components of a good Employee Retention program. We will:

- Assess retention methodologies – An assessment of ongoing practices such as safety training, vocational certification training, college education reimbursement programs, and computer classes. This will determine the effectiveness of these programs in retaining employees and identify gaps in our methodologies or areas of improvement.
- Personnel Policy Review and Update – The Personnel Policy will be reviewed annually to meet applicable State and Federal laws in-house with the assistance of District Counsel. Any recommended changes or updates will be presented to the Board for discussion and approval.



2.0 Collection System Infrastructure

Element Objective and Strategy: *Our objective is to efficiently collect and transport wastewater to meet the needs of existing and future customers. We will do this by the careful management of the collection infrastructure using prudent planning and maintenance, with financial strategies to maintain sufficient capacity and respond to changing regulatory demands.*

2.1 Pipeline Maintenance & Assessment – In order to reduce or eliminate SSOs, and ensure a collection system that is reliable, it is imperative to perform proactive maintenance and assessment of the pipelines through the continuance of an aggressive yearly pipeline cleaning program, the High Frequency cleaning program, the 6 year CCTV inspection program, Quality Control CCTV Inspections, the Strategic Root Control program, as well as schedule and perform in-house pipe patch repairs, and open trench repairs based on pipeline inspection, including the District’s reclamation system.

2.2 Data Collection: Technology and Field Integration

2.3 Asset Management and Data Collection Programs – The District’s Asset Management and Data Collection programs are important tools to assist Operations Managers in determining priorities for establishing proactive maintenance schedules for cleaning, television inspecting, and repairs of pipelines.

2.4 Regulatory Requirements – Compliance with regulatory requirements. It reduces District liability, improves the District’s credit score, and promotes good morale among the employees. Annually monitoring, assessing, and making the necessary adjustments to the performance of the Sewer System Management Plan (SSMP) elements ensures the plan is current and meets or exceeds the requirements of the State’s General Wastewater Discharge Requirement.

2.5 Telemetry System – The Telemetry System is vital to monitoring and operating the District’s pump stations to convey wastewater to the Treatment plant. Staff receives alarms 24/7 in the event of pump station irregularities or failure and can remotely stop or start pumps in emergency situations through computer portals to the telemetry system. The District’s Telemetry System monitors the 12 Public Pump Stations and the 89 plus Private STEP and Grinder Stations, in the Wastewater Disposal Zone Area.

2.6 Master Plan –

- The systematic replacement of the WBSD’s collection system infrastructure is one of the District’s main priorities. Staff will review annually for necessary



adjustments and perform a 10-year update in 2023.

- Prepare a Water Reclamation section to the District’s Master Plan. The section will include water reclamation goals and objectives, as well as pipeline distribution goals.

2.7 Capital Improvement Program (CIP) – The CIP is the implementation of the District’s Master Plan to systematically design and replace the collection system infrastructure in a planned and efficient approach. The District’s infrastructure shall have an annual investment in accordance with the District Master Plan. The following are to be implemented in the next five years:

2.7.1 Flow Monitoring will be performed and the Hydraulic Modeling will be adjusted and recalibrated as necessary to identify any pipeline capacity issues or Inflow/Infiltration issues within the system which will then be prioritized for Replacement/Rehabilitation.

2.7.2 The District’s Standards and Specifications for Construction will be reviewed every five years and revised as necessary.

2.7.3 Update the Capital Improvement Projects list during the budget setting process.

3.0 Facilities and Land Assets

Element Objective and Strategy: *Our objective in the area of facilities and land assets is to manage, maintain, and leverage these assets in the public's best interest. We will accomplish this by utilizing the best practices in asset management, scheduling maintenance, and assuring the highest and best use of our land assets.*

3.1 Pump Stations – Pump Station Maintenance and Rehabilitation is important to reliably convey the wastewater flows through the District collection system and to the treatment plant without spills or pump station failures. Regular and predictive maintenance is not only important for regulatory compliance, but also for avoidance of pump station failures to reduce the District's risk and liability from environmental impacts due to spills. Staff must adhere to the Pump Station Maintenance schedule and Pump Station Rehabilitation Schedule, and budget annually for upcoming pump station rehabilitation.

3.2 Flow Equalization Facility (FRREF) – The FRREF is the old treatment plant grounds. Staff will be continuing to maximize its use. Planning is in an advanced stage to raise the boundaries of the FERRF to protect it from expected sea rise. Completion of this project is vital and will take several years to complete. Planning is also underway for the construction of a second recycled water plant within the District's boundaries. The plant will be located within the area of the FERF and will take years to complete.

3.3 Facilities – This includes improvement projects to ensure that the District's buildings comport to aesthetic and structural requirements as prescribed in the District's Conditional Use Permit and meet or exceed lifecycle expectations in order to avoid premature capital expenditures on major building renovations. Staff will continue to work on the design of a new maintenance building at 500 B Laurel Street maintenance yard site.

3.4 Vehicles and Equipment – A fund is dedicated to the replacement of vehicles and equipment. Vehicles and equipment that are out of service for repair have an immediate impact on scheduled maintenance of the collection system. An inventory worksheet is kept that tracks the expected useful life of each vehicle and piece of equipment. Replacement of each item is managed from this worksheet. The productivity of our human assets relies on having equipment that are operational and up to date. Staff will research moving to an electric or alternative fuel fleet and implement where feasible while following applicable state guidelines.



5.0 Fiscal Planning

Element Objective and Strategy: *Our objective is to manage public funds to provide for financial stability, rate equity, and long-term rate management. We will do this by controlling costs, establishing rates that support policy objectives, implementing viable alternative revenue options and managing risks, investments and debt in a way that ensures funds are available when needed.*

5.1 Financial Plan – In order to maintain a clear financial picture and provide for proper planning of future revenues and expenses, and to avoid sharp rate hikes. It will be key to have a broad and comprehensive update to the Financial Plan. The Financial Plan is included within the Collection System Master Plan and will be updated in conjunction with the Master Plan update. When complete, the updated plan can be incorporated into the annual budget. The next update should also include:

- **Investment Policy** – a description of the District’s current Investment Policy as well as updating the projection for Sewer Service Charges for the next several years and an updated correlating cash flow projection.
- **Revenue Options** – Incorporate into the Financial Plan and budget any non-rate, revenue –generating opportunities from the FRREF or any other source that fit within the District’s mission, either on its own or through private/public partnerships.
- **Vehicle and Equipment Replacement** – Adhere to the Vehicle and Equipment Replacement Program and budget according to the schedule. The District has established a vehicle and equipment replacement schedule that helps avoid large spikes in these expenses from one year to the next and attempts to even out the spending to help stabilize rates. This planned approach also helps avoid breakdowns, minimize repair costs, and provides for efficiency in productivity.

5.2 Rate Studies – WBSD shall perform rate studies to account for recent changes in expenses, as well as any changes in operating, bond, and other debt expenses at SVCW and SBWMA. In the case of SVCW, their expenses (operating and bond repayment) make up 58 percent of WBSD annual expenses.

- Perform a rate study for Sewer Service Charges (SSC) prior establishing rates.
- Perform a rate study for Solid Waste Collection rates prior to establishing rates.
- Utilize the latest SVCW Financial Plan and current debt schedules to be included in the rate study in order to have the Board approve SSC rates by April of each year.
- Utilize the SBWMA review of the Recology and SBR annual reports to assist in



the Solid Waste rate study in order to have the Board approve Solid Waste rates in December of each year.

5.3 Connection Fees – Include an evaluation of the District’s connection fees in the rate study every even year and make adjustments as necessary to ensure an accurate calculation to recover from those that are adding connections or EDUs to the sewer system. The connection fee must include both the replacement cost of linear assets, facilities, and other assets, including Silicon Valley Clean Water infrastructure improvements.

5.4 Audit – Performing an annual audit of the Financial Statement is not only required of the District but it also allows the District to maintain its transparency to the public and provides an objective viewpoint into the financial planning and operation of the District. Further, an audit can help determine if any procedural changes are necessary in the accounting system. Staff will perform a Request for Proposals (RFP) every five years.

6.0 Strategic Partners and Public Affairs

Element Objective and Strategy: *Our objective is to foster beneficial relationships to accomplish the goals of the District and to insure a well-informed public regarding District business and planning. We will do this by embracing strategic ties with other organizations, When mutually beneficial working closely with regulators, developing a deliberate legislative and regulatory agenda and participating in professional associations. We will also proactively communicate the District’s business and plans to our public while being open and transparent in all that we do.*

6.1 Mutual Aid –

- **Shared Training:** This allows the District to mitigate the impact of specialized and sometimes expensive training in a manner that spreads the cost and provides opportunity for multiple agencies to participate. The District will seek local agency partners to share training on topics such as CPR, Confined Space Entry, Trench Rescue etc., on an ongoing basis.
- **Shared Equipment/Personnel:** During emergencies, it could prove difficult to acquire seldom-used equipment when rental facilities could be overwhelmed with requests. Personnel may be scattered or unable to get to their primary place of employment. Mutual aid agreements that allow for the sharing of equipment and personnel can be beneficial to the parties of an agreement in the event of emergencies or natural disasters by sharing of equipment and personnel. Additionally, qualified personnel can be more easily made available for a disaster stricken agency through a mutual aid agreement.



6.2 Interagency Maintenance Agreements – The District will seek to maintain the maintenance agreements with other agencies such as Town of Los Altos Hills or the Town of Woodside for collection system maintenance as long as these entities provide compensation that covers the cost of providing the assets to complete the service (both human and capital assets).

6.3 Public/Private Partnerships

Lateral Protection Program – The District has established with HomeServe USA a lateral protection policy for homeowners that will cover the cost of cleaning, repairing, and partially replacing private sewer laterals. This can benefit homeowners by reducing the impact of emergency sewer repairs.

6.4 Public Outreach/Education: As a government agency there’s an expectation of transparency from the constituents to maintain the public trust and foster goodwill. As such, the District will:

- **Effectively Communicate using our Website** –To provide this transparency and maintain the public trust the District must make an effort to communicate to the public and educate them on the operations, business, and plans of the District. The website is one valuable tool in reaching out to the public and providing educational material. Items such as agendas, minutes, staff reports, budgets, audits, Performance Measurement Reports, announcements, CIP updates, public hearings, required reports and postings including salary schedules will continue to be posted. Announcements, such as, awards will also be posted.

A comprehensive review of the website should occur periodically and may lead to a significant update of the website’s configuration depending on how “dated” the website is perceived to be at that time.



- Utilize Annual Newsletters for Public Education Purposes – The District will reach out to the public in an annual newsletter. The newsletter will be crafted to be prominently displayed within the local newspaper. Periodic press releases will be produced on an as needed basis, sent to local newspapers and the CWEA Bulletin and posted on the District website.
- Use Public Events to Increase Public Awareness of the District–The District’s participation in the Block Party each year (when not affected by a pandemic) will look for other opportunities to participate in a local street fair type event to reach out to the public and develop goodwill. The District staff will also seek to make an informational presentation to local organizations such as Kiwanis and Rotary Clubs on an annual basis.
- Utilize Print Communications for Increased Outreach – Print communications can be helpful to provide Notice as required by statute, provide transparency and deliver educational materials that will improve the District’s ability to avoid spills and convey wastewater in a reliable and safe fashion. The District will continue its efforts to provide educational brochures, door hangers and notices such as 218 notices to keep the public aware of rate changes, easements, Fats, Oils & Greases (FOG), and non-flushables.
- Incorporate Social Media as a Means to Increase Public Visibility – Social media is an important means of communication with the public in the future and provides transparency and educational information. When appropriate, the District will use social media message platforms such as Twitter, Facebook, blogs, and email blasts.

6.5 Legislative and Regulatory Agenda – The District Manager will utilize sources such as the Tri-TAC committee, CASA, CWEA, BACWA, CSRMA, and CSDA to monitor legislation and offer comment on, or support or oppose. This list can be updated quarterly or more frequently if needed and scheduled as a Board agenda item for discussion and planning purposes.

6.6 Professional Associations – Involvement with such professional associations that can provide benefits of keeping up to date with education materials and pending and proposed legislation or regulations. Some of these associations are also beneficial in certifications, continuing education, vocational training, and career development.



7.0 Administrative Systems

Element Objective and Strategy: *Our objective is to create, maintain and implement policies and procedures to ensure sound management of the District. We will conduct periodic reviews, refine and implement policies and procedures, and assure the District Manager has the direction and tools necessary for successful District operations.*

7.1 Code of General Regulations – It is important the Code of General Regulations are kept up to date since the Code of General Regulations provides the legal authority the District requires to exist, charge fees, enforce regulations, accept annexations, and levy fines etc. This effort will include an update to the fee schedule and enhancement of the FOG section of the Code.

7.2 General Board Rules – General Board Rules are important for the organized operation of the District Board; to make clear expectations of conduct, to make clear roles and terms of officers, and to clarify procedures to be followed by Board members in the performance of their duties. The Board will review and update the Conflict of Interest policy every two years (even years) and since this is contained within the General Board Rules, it follows that this document will also be reviewed and updated at the same time.

7.3 Standard Specifications and Details – The District’s specifications provide the guidelines for construction and repair of District linear assets and facilities and must be kept up to date in order to comply with Uniform Plumbing Codes, State Codes as well as recent industry accepted changes in construction methods. The District Standard Specifications and Details have not had a comprehensive update in many years. Staff will review and update these standards within the next two years. Some outside engineering assistance will be required.



7.4 Board Development – It is important that Board members, new Board members in particular, are educated on how a Board works, communicates and functions together as a team to ensure the proper operation and health of the organization as a whole. For these reasons, it will be important to develop and implement a Board Development plan. A plan for Board approval may include components such as:

- Self-Assessment of the Board
- Conference Attendance - CASA and CSDA

Retirement System Evaluation – It is important to ensure long-range financial sustainability for the District. Therefore, the District will assess options relative to OPEB, PERS, and Employee Benefits to ensure sustainability.

7.5 Performance Measures Report – It is important to the health of the organization to know if the efforts in the past year have been successful; if we are achieving our goals and if there are any performance trends, we should track and be aware of. Annually, in March, staff will produce a Performance Measures Report on the previous calendar year with metrics showing the success, progress or failure of achieving Staff and Board goals. This report includes over 70 metrics measuring nine attributes of an effectively managed wastewater utility. This report measures not only inputs and outputs, but measures efficiency and effectiveness. Measures from the Strategic Plan will also be included to help the Board determine whether the District is achieving its goals.

7.5 Strategic Plan Update – A review and update of the Strategic Plan will help ensure the Board and Staff can stay on course with planning goals, remaining adequately prepared, and being flexible to meet opportunities and challenges expected in the near future. A five-year update will help develop strategies for more long range planning by the District Board._

District Boundary Map





TABLE 1

BOARD OF DIRECTORS VISION STATEMENT	IMPLEMENTING ACTIONS
<ul style="list-style-type: none"> • <i>We manage costs, levels of service and investments to protect future rate affordability</i> 	Sec. 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 6.1, 6.3, 6.4, 6.6, 6.7, 6.8.
<ul style="list-style-type: none"> • <i>We improve our customer service, public education and information methods to assure community support and enhance public trust</i> 	Sec. 3.1, 3.4, 3.5, 4.1, 4.2, 4.3, 4.5, 4.6, 4.8, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.8.
<ul style="list-style-type: none"> • <i>We have a qualified, long-term and productive workforce matched to ensure effective completion of our Mission</i> 	Sec. 4.1, 4.2, 4.4, 4.8, 5.1, 5.2, 5.3, 6.6, 6.7.
<ul style="list-style-type: none"> • <i>We practice environmental stewardship for multiple benefits and protecting our resources</i> 	Sec. 1.1, 1.3, 1.5, 2.1, 4.7, 4.8, 6.1, 6.3, 6.5, 6.7
<ul style="list-style-type: none"> • <i>We invest in our infrastructure to maintain reliable and efficient services</i> 	Sec. 1.1, 1.2, 1.5, 1.6, 1.7, 2.1, 4.2, 6.4, 6.7
<ul style="list-style-type: none"> • <i>We cooperate with strategic partners to provide best quality wastewater services</i> 	Sec. 2.2, 3.1, 3.3, 4.1, 4.2, 4.3, 4.4.
<ul style="list-style-type: none"> • <i>We make highest and best use of all District Assets</i> 	Sec. 1.2, 1.6, 2.2, 2.3, 3.1, 4.2, 4.1, 4.3, 6.5, 6.6, 6.7, 6.8
<ul style="list-style-type: none"> • <i>We explore all opportunities for wastewater reuse</i> 	Sec. 2.2, 4.7, 4.8, 6.5.
<ul style="list-style-type: none"> • <i>We engage our State and Federal representatives with a clear legislative agenda</i> 	Sec. 1.3, 4.7, 4.8, 6.5.