

**WEST BAY**

SANITARY DISTRICT



*Serving Our Community Since 1902*



## **Strategic Plan 2014**

**An Initial 5 year Strategic  
Plan document**

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**West Bay Sanitary District  
Strategic Plan  
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## **1.1 Introduction**

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

Late in 2012 the Board of Directors of the West Bay Sanitary District (District) retained BHI Management Consulting (BHI) to facilitate and coordinate the initial Strategic Plan development. This plan has incorporated an assessment of the present state of District operations, gathering and analyzing information, setting goals, and making decisions for the future. Input has been gathered from various sources to add to the veracity of the Vision and implementation presented herein. The plan seeks to strengthen and build upon opportunities while addressing areas of concern.

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 for periodic reviews and updates.

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

- A clear commitment to infrastructure health.
- Community relations.
- Collaboration with partner agencies.
- The need to address the challenges of providing a balance of programs and facilities that are needed with the very real constraints that exist now and in the future.
- Workplace health that is critical to meeting the District's service goals.

**Definitions:**

1. **Mission Statement:** A declaration of an organization's purpose, why the organization exists. Ideally, all activities of the District should be in support of the Mission Statement.
2. **Vision Statement:** A statement that articulates where the organization would like to be over the term of the Plan. It should outline important aspects of the organization as described within the planning term. The Vision should create strategy and tactics to in order to be met.
3. **Strategic Elements:** These are the broad, primary areas of District operations, planning, and management organize the Plan and need to be addressed and supported by Strategic Goals to ensure optimum 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**

BHI first gathered input from the employee base at WBSD, then interviewed individual Board members to get their one-on-one perspectives. The following items were discussed; mission statement, core values, District strengths, weaknesses, opportunities and threats, current and future issues and important future projects.

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. A Board/Key Staff workshop was conducted to develop the following plan elements: strategic elements, write objective and strategy statements for each strategic element and initial work on Strategic Goals.

Key staff worked with BHI to complete the list of Strategic Goals in support of the Vision and strategic elements and refine the Plan prior to presentations to the full Board for initial review and final approval.

A key part of the Strategic Planning process is to conduct an annual review and update of the plan. These reviews allow for maintenance of the plan so that it reflects the actual progress and needs of the District. The reviews will be documented, and followed up with by either a plan supplement or an updated plan. A 5-year planning horizon will be maintained.



### **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 highest and best use of all District assets*
- *We explore all 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 Collection System Infrastructure**
- **2.0 Facilities and Land Assets**
- **3.0 Fiscal Planning**
- **4.0 Strategic Partners and Public Affairs**
- **5.0 Organizational Health and Personnel**
- **6.0 Administrative Management**

## 1.0 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.*

**1.1 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 3 year pipeline cleaning program, the High Frequency cleaning program, the 5 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.

**1.2 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. District Staff will need to evaluate the program’s ease of use to establish criticalities in the collection system and determine life cycle assessments for infrastructure replacement. Within the next two years Staff will determine whether the current asset management program remains the appropriate software program to accomplish the District’s objectives or if an investment in new software is required.

**1.3 Regulatory Requirements** – Compliance with regulatory requirements is necessary for long term sustainability as well as it reduces District liability, improves the District’s credit score, and promotes good morale among the employees. Annually monitor and assess the performance of the Sewer System Management Plan (SSMP) elements to ensure the plan is current and meets or exceed the requirements of the General Wastewater Discharge Requirement and make adjustments as necessary.

**1.4 Field Tablets** – Field tablets allowing real time data transmission will improve the accuracy of data collection, provide accurate information and resources to field personnel and reduce time collecting data on paper forms and then translating that data into the Computerized Maintenance Management System database. Staff will implement the use of field tablets for data collection by 2015, which are capable of real time data retrieval and transmission. These units will need to be capable of accessing the network database

including mapping capabilities to be effective and save time. They can be used for work order completion, real time work order creation, logging of inspections, spill estimation and data gathering, and serve as a library of reference material for safety information and SOPs etc.

**1.5 Telemetry System** – The Telemetry System is vital to monitoring and operating the District’s pump stations to convey wastewater to the Treatment plant. Not only will staff receive alarms 24/7 in the event of pump station irregularities or failure, but also staff can remotely stop or start pumps in emergency situations through computer portals to the telemetry system. We will need to evaluate the District’s current Telemetry System which monitors the 12 Public Pump Stations and the 50 plus Private STEP and Grinder Stations, in the Wastewater Disposal Zone Area, to determine if the technology is still reliable and robust enough to meet the District’s current and future needs. This assessment will require outside assistance. If it’s determined that a new Telemetry System is required, it will be brought to the Board for consideration by 2017.

**1.6 Master Plan** – The systematic replacement of the WBSD’s collection system infrastructure is one of the District’s main priorities. An annual review and a five-year update of the District Master Plan are crucial to provide an efficient planning methodology to maintain infrastructure reliability and ensure sufficient system capacity. Staff will review annually for necessary adjustments and perform a 5-year update in 2016 or 2017 with assistance from an outside firm.

**1.7 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 efficient approach. The District’s infrastructure shall have an annual investment in accordance with the District Master Plan. The following notable projects are planned to be implemented in the next five years:

- The Burns Easement Rehabilitation and North Palo Alto area sewer replacement project to be completed in 2014.
- East-Side Triangle (Bell Haven) Sewer Replacement & Improvement Project – Phases 1, 2, 3, &4 to be started in 2015 and fully completed by 2018/2019.
- Flow Monitoring will be performed annually 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 can then be prioritized for Replacement/Rehabilitation.
- The District’s Standards and Specifications for Construction will be reviewed, revised and submitted for Board approval in the next five years.

The above measures will no doubt require a significant commitment of resources for personnel, consultant assistance and/or equipment and material.

## 2.0 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 best practices asset management, scheduled maintenance and assuring highest and best use of our land assets.*

**2.1 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 from a regulatory compliance standpoint but avoidance of pump station failures is important in order 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 as prescribed within the Capital Improvement Plan included in the Master Plan and budget annually for upcoming pump station rehabilitation to assure the facilities are in optimum operating condition and continue to meet flow needs. The Sausal Vista pump station will be upgraded and rehabilitated, in a three-phase approach.

**2.2 Flow Equalization Facility (FEF)** – The FEF is the old treatment plant grounds and is currently underutilized and could be made to be a productive asset possibly generating a revenue stream that may assist in the overall goal of rate stabilization. Best use alternatives will be developed for the FEF, or portions thereof including but not limited to; Long Term Lease agreements with SVCW (Silicon Valley Clean Water – Regional Wastewater Treatment Plant) for flow equalization, Building of Joint Storage Facilities, Recycled Water Production/Storage, Pre-treatment of Storm Water, Kitchen Waste Digesting, or Renewable Energies, for the purpose of maximizing space use, producing a revenue stream for the District, or producing a public benefit. This will require outside assistance and possibly one or more detailed report(s) analyzing feasible options over the next 5 years beginning in 2014.

**2.3 Buildings** – 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 the implementation of a multi-year plan for upkeep and maintenance of the interior and exterior of the District's Buildings.

### 3.0 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.*

**3.1 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 of 2011 was 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 FEF 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.

**3.2 Rate Studies** – It is important to perform annual rate studies to account for recent changes in revenue needs, expenses, and frequent changes in non-operating expenses such as SVCW costs to allow for proper revenue stream.

- Perform a rate study for Sewer Service Charges (SSC) each year prior establishing rates.
- Perform a rate study for Solid Waste Collection rates each year prior to establishing rates.
- Utilize the latest SVCW Financial Plan 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.

**3.3 Obtain Current SVCW Financial Plan** – Since the SVCW expenses equate to 60% of all West Bay General Fund expenses, it is extremely important to accurately budget SVCW’s anticipated expenses within each fiscal year’s budget and provide for adequate revenue in the SSC rates to pay those expenses. Obtaining an updated and accurate Financial Plan from SVCW prior to West Bay completing the annual SSC rate study will be key to West Bay’s financial health and planning.

- WBSD must insist on SVCW’s timely Financial Plan each winter to ensure proper knowledge transfer to enable WBSD to develop an accurate rate study with forecastable cash flow projections.
- West Bay may need to consider diplomatic and tactical measures such as special meetings with SVCW or the exercise of veto power for SVCW budget adoption and Bond issuance if the SVCW Financial Plan is not updated and received in time for WBSD budget preparation or if the SVCW Financial Plan is not adhered to or altered mid-budget cycle.

**3.4 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 equity and fairness by calculating the proper “buy-in” amount 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 as well as the cost of the planned linear assets and facilities that will be added over the next two years per the CIP plan.

**3.5 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.

## 4.0 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.*

### 4.1 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.

The District will continuously seek to enter into formal and informal agreements with neighboring agencies such as the Cities, Fire Districts and JPA organizations when there is mutual benefit.

**4.2 Interagency Maintenance Agreements** – Interagency Maintenance Agreements such as the equipment maintenance agreement with the City of Menlo Park can be beneficial by allowing the District to realize savings in the cost of equipment and vehicle maintenance. Other types of agreements may allow for economies of scale to be realized thus helping in the stabilization of rates. For example; the District will seek opportunities to enter into maintenance agreements with other agencies such as Town of Los Altos Hills or the Town of Woodside for collection system maintenance and possibly City of Belmont for pump station maintenance.



**4.3 Consolidation** – Consolidation can allow for economies of scale benefits and reduce overhead for special districts. The District will actively explore the possibility of consolidating with other agencies. . This could provide a benefit to the prospective agency in the form of a better-maintained collection system and better service to their customers. This could also provide a benefit to the District by spreading cost over a larger base and supplementing the cost of District administrators. A feasibility study and financial assessment of the short and long-term benefits of the condition of the prospective agency will be required may take two to three years and require outside assistance.

**4.4 Project Partners** – Project partners could reduce the cost of certain projects to the District. Partnering on shared use of the FEF land or facilities in exchange for land or lease payments could be beneficial. The exploration of partnering with water purveyors such as Cal Water could possibly result in a cost effective installation of recycled water transmission/distribution lines to supply the region with an alternative water source. The District will work to facilitate discussions with select agencies. The District will work to facilitate discussions with these agencies in anticipation of drafting agreements as mentioned above.

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**4.5 Lateral Protection Program** – The District has established with HomeServe USA a lateral protection policy for home owners 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. The District will continue to assess competitive lateral protection warranty offerings for the benefit of the customer.

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**4.6 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 i.e. salaries will continue to be posted and updated on the website. Individual staff members will be assigned specific areas of the website to maintain and post updated materials. Current “What’s New” articles will be posted quarterly to keep the public abreast of recent events throughout the District. Announcements and awards will also be posted.

A comprehensive review of the website should occur biennially and may lead to significant update of the website 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 advertisements rather than incur the expense of mass mailing. Local newspaper advertisements and advertisements in the Chamber of Commerce directory will serve to expand the District’s messaging to the public. Periodic press releases will be produced on an as needed basis and sent to local newspapers, the CWEA Bulletin and posted on the District website.
- Use Public Events to Increase Public Awareness of the District- The District participates in the Block Party each year and look for another opportunity to participate in a local street fair type event to reach out to the public and develop goodwill. The District will participate in the Block Party, or other similar local street fair events, to reach out to the public and develop goodwill. The District staff will also seek to make an informational presentation to a 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 increase 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. The District will distribute to the general public and targeted audiences send some of these notices to the public in general and some to targeted audiences as deemed appropriate. .
- Incorporate Social Media as a Means to Increase Public Visibility – Social media may be an important means of communication with the public in the future and provide transparency and educational information. The District will investigate the necessity and benefits, if any, of using social media messages such as Twitter, Facebook, blogs and email blasts.

**4.7 Legislative and Regulatory Agenda** – Developing a deliberate legislative agenda and keeping it current is of significant importance to the District in preparing for potentially costly new legislative or regulatory requirements. By developing an agenda of topics to watch and voice our concern on, the District can plan to attend or host events where local legislators or regulatory agencies can hear the District’s concerns on proposed legislation or anticipated regulation. To create a legislative/regulation agenda the District Manager will utilize sources such as the Tri-TAC committee, CASA, CWEA, BACWA and CSDA to list proposed or pending legislation to watch, 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. From this agenda the Board can determine course of action: comment



letters, community or town hall meetings, public forums, conferences or legislative meetings. . Staff will work with the Board to develop a legislative agenda by the end of 2014.

**4.8 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. Continued participation in specific agencies may provide the District a larger voice for expressing support or opposition to pending legislative/regulatory changes.



## 5.0 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.*

**5.1 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 District has never performed and documented such an analysis. As the baby boomer wave of employees reach or anticipate retirement, it is important that organizations properly plan. The plan will analyze the known planned attrition and the organization as it relates to potential upcoming staffing issues. Further, it will document methods already in place and possibly propose other methods to ensure appropriate organizational depth in critical functional areas to determine if critical information is held by singular employees and explore methods to share this information such as cross training, written work procedures, delegation of duties, and identifying outside resources for contingencies. The plan will assure proper information spread to provide for adequate staffing in the future. The succession plan will also evaluate means for allowing and promoting the growth of internal staff for career progression. Training plans will be proposed to promote career development progression in a planned way as currently done in performance evaluations. An outside firm may be engaged to assist with this effort. This work will be planned for 2017-18.

**5.2 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. The evaluation will be presented to the Board of Directors for their review every two years (even years) or as changes or new positions are proposed.

**5.3 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 etc., will be performed in 2016 to 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.

## 6.0 Administrative Management

**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.*

**6.1 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. Additions and changes have been made on an as needed basis over many years but over the next five years a comprehensive review and update should occur. The District will require outside assistance for this effort. This effort will include an update to the fee schedule and enhancement of the FOG section of the Code.

**6.2 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. To remain in compliance with State Law the Board must 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.

**6.3 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.

**6.4 Billing Software** – The Billing software is essential to producing a tax roll and ensures the collection of revenues for the District’s continued operation. We must look to replace the outdated COSMO billing and tax roll system. This is a custom program developed in the 80’s jointly between West Bay Sanitary District, Union Sanitary District and West Valley Sanitation District. There is no longer support for this computerized system and the District will require rewriting of the software or replacement of the program. This should be completed in the next two years and will require a budget appropriation.

**6.5 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;

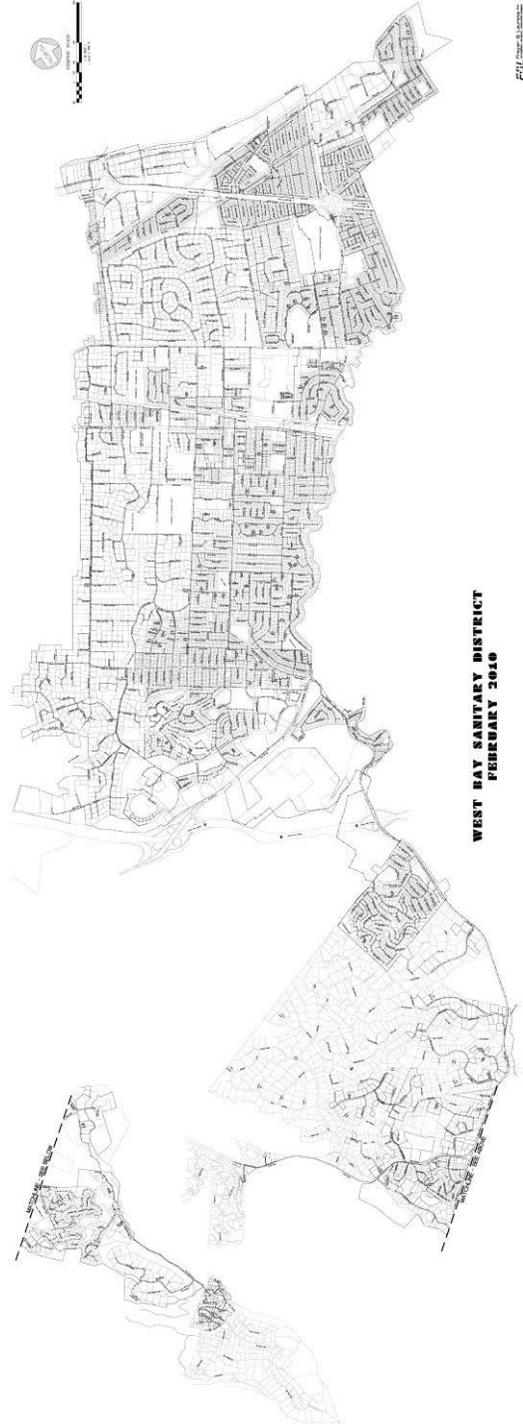
- Self-Assessment of the Board
- Conference Attendance - CASA and CSDA
- Adult Learning Techniques – an introduction on how adults learn; focused on the audience building an understanding through active engagement versus lectures
- GoodBoardWork.com – weekly email training tips for good Board workings

**6.6 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 using a PERS and a financial expert consultant to facilitate and drive to conclusion/plan and layout benefits and impacts of each option with a target completion of 2018.

**6.7 Performance Measures Report** – It is important to the health of the organization to know if your 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 9 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.

**6.8 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 and remain adequately prepared flexible to meet opportunities and challenges expected in the near future. Annually, in February, it will be important to review the progress made toward the Strategic Plan and update any portion of the plan that may need adjustment due to shifts in priorities or unexpected challenges. A five-year update will help develop strategies for more long range planning by the District Board. These updates and reviews will also help provide leadership consistency even as the Board composition changes over the years.

# District Boundary Map





**Table 1 – Five Year Plan at-a-glance**

<i>Strategic Element</i>	<i>Strategic Goals</i>	<i>Completion Timeframe (FY)</i>
<b>1.0 Collection System Infrastructure</b>	<b>1.1 Pipeline Maintenance &amp; Assessment</b>	14, 15, 16, 17, 18
	<b>1.2 Asset Management and Data Collection Programs</b>	15
	<b>1.3 Regulatory Requirements</b>	14, 15, 16, 17, 18
	<b>1.4 Field Tablets</b>	15
	<b>1.5 Telemetry System</b>	17
	<b>1.6 Master Plan</b>	17, 18
	<b>1.7 Capital Improvement Program (CIP)</b>	
	<ul style="list-style-type: none"> <li>• Burns Easement Rehabilitation &amp; NPA</li> <li>• East-Side Triangle (Bell Haven)</li> <li>• Flow Monitoring</li> <li>• Standards and Specifications</li> </ul>	14 15, 16, 17, 18 14, 15, 16, 17, 18 14
<b>2.0 Facilities and Land Assets</b>	<b>2.1 Pump Station Maintenance</b>	14, 15, 16, 17, 18
	<b>2.3 Flow Equalization Facility (FEF)</b>	14, 15
	<b>2.4 Building Maintenance</b>	14, 15, 16, 17, 18
<b>3.0 Fiscal Planning</b>	<b>3.1 Financial Plan</b>	
	<ul style="list-style-type: none"> <li>• Investment Policy</li> <li>• Revenue Options</li> <li>• Vehicle and Equipment Replacement</li> </ul>	16 16 14, 15, 16, 17, 18
	<b>3.2 Rate Studies</b>	14, 15, 16, 17, 18
	<b>3.3 Obtain Current SVCW Financial Plan</b>	14, 15, 16, 17, 18
	<b>3.4 Connection Fees</b>	14, 16, 18
	<b>3.5 Audit</b>	14, 15, 16, 17, 18
	<b>4.0 Strategic Partners and Public Affairs</b>	<b>4.1 Mutual Aid</b>
<ul style="list-style-type: none"> <li>• Shared Training</li> <li>• Shared Equipment/Personnel</li> </ul>	14, 15, 16, 17, 18 15	

**Table 2 – Vision to Action Table**

	<b>4.2 Interagency Maintenance Agreements</b>	14,15
	<b>4.3 Consolidation</b>	15,16
	<b>4.4 Project Partners</b>	15,16,17,18
	<b>4.5 Lateral Insurance</b>	14
	<b>4.6 Public Outreach/Education</b>	
	<ul style="list-style-type: none"> <li>• Website communication</li> </ul>	14, 15, 16, 17, 18
	<ul style="list-style-type: none"> <li>• Annual Newsletters</li> </ul>	14, 15, 16, 17, 18
	<ul style="list-style-type: none"> <li>• Public Events</li> </ul>	14, 15, 16, 17, 18
	<ul style="list-style-type: none"> <li>• Print Communications</li> </ul>	14, 15, 16, 17, 18
	<ul style="list-style-type: none"> <li>• Social Media</li> </ul>	14, 15, 16, 17, 18
	<b>4.7 Legislative and Regulatory Agenda</b>	15, 16, 17, 18
	<b>4.8 Professional Associations</b>	14, 15, 16, 17, 18
<b>5.0 Organizational and Personnel</b>	<b>5.1 <u>Succession Plan</u></b>	17, 18
	<b>5.2 Organization Chart review</b>	15, 17
	<b>5.3 Employee Retention</b>	
	<ul style="list-style-type: none"> <li>• Assess retention methodologies</li> </ul>	16
	<ul style="list-style-type: none"> <li>• Personnel Policy Review and Update</li> </ul>	17, 18
<b>6.0 Administrative Management</b>	<b>6.1 Code of General Regulations</b>	17, 18
	<b>6.2 General Board Rules</b>	14, 16, 18
	<b>6.3 Standard Specifications and Details</b>	14, 15
	<b>6.4 Billing Software</b>	15
	<b>6.5 Board Development</b>	
	<ul style="list-style-type: none"> <li>• Self-Assessment of the Board</li> </ul>	14
	<ul style="list-style-type: none"> <li>• Conference Attendance</li> </ul>	14, 15, 16, 17, 18
	<ul style="list-style-type: none"> <li>• Adult Learning Techniques</li> </ul>	14, 15
	<ul style="list-style-type: none"> <li>• GoodBoardWork.com</li> </ul>	14, 15, 16, 17, 18
	<b>6.6 Retirement System Evaluation</b>	18
	<b>6.7 Performance Measures Report</b>	14, 15, 16, 17, 18
	<b>6.8 Strategic Plan Update</b>	14, 15, 16, 17, 18



BOARD OF DIRECTORS VISION STATEMENT	IMPLEMENTING ACTIONS (Document Section)
<ul style="list-style-type: none"> <li><i>We manage costs, levels of service and investments to protect future rate affordability</i></li> </ul>	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"> <li><i>We improve our customer service, public education and information methods to assure community support and enhance public trust</i></li> </ul>	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"> <li><i>We have a qualified, long-term and productive workforce matched to ensure effective completion of our Mission</i></li> </ul>	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"> <li><i>We practice environmental stewardship for multiple benefits and protecting our resources</i></li> </ul>	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"> <li><i>We invest in our infrastructure to maintain reliable and efficient services</i></li> </ul>	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"> <li><i>We cooperate with strategic partners to provide best quality wastewater services</i></li> </ul>	Sec. 2.2, 3.1, 3.3, 4.1, 4.2, 4.3, 4.4.
<ul style="list-style-type: none"> <li><i>We make highest and best use of all District Assets</i></li> </ul>	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"> <li><i>We explore all opportunities for wastewater reuse</i></li> </ul>	Sec. 2.2, 4.7, 4.8, 6.5.
<ul style="list-style-type: none"> <li><i>We engage our State and Federal representatives with a clear legislative agenda</i></li> </ul>	Sec. 1.3, 4.7, 4.8, 6.5.