



Strategic Plan

October 2018



**Come take a wastewater treatment plant tour
or visit our wildlife water reclamation area.**

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DIRECTORY OF OFFICIALS

GOVERNING BOARD OF DIRECTORS

Megan Clark, President
Craig Murray, Vice President
Rabi Elias, Director
Russ Greenfield, Director
Judy Schriebman, Director

DISTRICT MANAGEMENT

Chris DeGabriele, Interim General Manager
Michael Cortez, P.E. District Engineer
Mel Liebmann, Plant Manager
Susan McGuire, CPA Administrative Services Manager
Greg Pease, Collection System/Safety Manager

CONSULTANT

Chris Sliz, Regional Government Services (RGS)

INTRODUCTION

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. Upon adoption it serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what a district plans to accomplish by selecting a rational course of action. This Strategic Plan (Plan) update incorporates an assessment of the present state of Las Gallinas Valley Sanitary District (District) operations; required gathering and analyzing information; goal setting; and making decisions for the future. Time has been taken to gather input from various sources to add to the veracity of the plans herein. The Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This Plan also identifies actions, activities, and planning efforts that are required to successfully accomplish the goals identified.

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 in order to be met.
3. **Core Values:** Guides what we value when faced with options and alternatives for our future. We use these as decision filters each time we make decisions as a District.
4. **Strategic Goals:** Strategic Goals are specific and measurable activities or targets that address changes the District is pursuing in the next 3 – 5 years. Day-to-day actions and projects that are routinely part of District operations are not included in the Strategic Plan.

PLAN DEVELOPMENT AND ON-GOING PLANNING PROCESS

In 2018, the Board of Directors retained Regional Government Services (RGS) to facilitate and coordinate this Strategic Plan development. The strategic planning process was designed to maximize participation of both Board and Staff. At a series of workshops the following items were discussed: mission statement, vision statement, core values, District accomplishments, strengths, weaknesses, opportunities and threats, current and future issues and important future projects.

Board and staff workshops were held over the course of approximately eight weeks following the process outlined in Appendix One. The 2018 update expanded the participants to include all District staff pursuant to a recommendation in the 2017 FutureSense Employee Climate

Report. The intent of the work flow was to take advantage of both Board and Staff expertise: the Board's vision of the future and responsiveness to the needs of the community and the staff's expertise in operations that is instrumental in developing a strategic plan that is achievable.

A key part of an enduring Strategic Planning process is to conduct a periodic review and update of the Plan. These reviews allow for maintenance of the Plan so that it reflects the actual progress, current operational conditions and needs of the District. Over the next 3 – 5 years the District will pursue a number of strategic goals, by far the most important goal is the Secondary Treatment Plant Upgrade and Recycled Water Expansion project. As a result, this Strategic Plan focuses on specific District goals rather than day-to-day operations.

A three to five-year planning horizon is maintained. This document represents the updated plan prepared in September 2018 facilitated by Regional Government Services (RGS).

The Board is responsible for establishing the strategic direction for the organization by identifying key strategic goals. District staff is responsible for the operational implementation of the work plans that will lead to the accomplishment of the goals.

MISSION STATEMENT, VISION STATEMENT, CORE VALUES

Our Mission

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.

Our Vision

Recognizing that sanitation and wastewater treatment is vital to protecting the public health, the District will:

- manage our treatment and collection systems in a planned and sustainable way to reduce impact on natural resources;
- 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;
- maintain a safe, high quality workplace to promote a sustainable, motivated, long-term and cohesive workforce;
- increase public education, participation, acceptance and understanding of what we do;
- responsibly manage the refuse franchise; and
- consider climate change, sea level rise and flooding when developing and designing new projects.

Our Core Values

- Protect Public Health and the Environment.
- Provide High Quality Customer Service.
- Use Public Funds Responsibly.
- Maintain a Safe, Challenging, Positive Workplace.

STRATEGIC GOALS

Strategic Goals represent the vital areas of the District's operation, planning, and management over the next five years. Strategic goals are derived from the Mission and Vision statements of the District and take into consideration the changes, opportunities and challenges facing the District in the next three to five years. They are supported by key dates and actions that support the accomplishment of the Strategic Goals. The Department that holds the key responsibility for goal achievement is identified for each goal as well as those Departments who will provide assistance, information and advice.

The Strategic Goals are:**Goal 1: Upgrade Treatment Plant in a Planned and Sustainable Way and Expand Recycled Water Production**

An upgrade of the Secondary Treatment Plant and Recycled Water Expansion has been in the planning phase for a number of years. Facility construction is by far the most urgent and important goal for the District in the next 3-5 years. The new facilities are intended to reduce primary sewage blending, reduce effluent metals and other contaminants and increase recycled water production to reduce discharge to the bay.

Goal 2: Perform Periodic Classification and Compensation Reviews and Update Job Descriptions (in-process)

A job description update is already in process. Periodic classification and compensation reviews will inform future labor agreement negotiations and ensure the District remains competitive as an employer.

Goal 3: Support Wildlife Habitat

The District Reclamation Maintenance plan will be updated to maintain Regional Water Board compliance and enhance opportunities for public participation and education.

Goal 4: Real Property Management

The District's real estate interests and utilization will be placed in a database that will be utilized to optimize and protect the use of District property.

Goal 5: Perform Organizational Analysis for All Organizational Elements of the District and update the Organization Chart.

An analysis of the organizational structure and staffing requirements will be conducted to maintain an effective and cohesive workforce.

Goal 6: Continue Lateral Program

The District program for Private Sewer Lateral Rehabilitation Assistance which allows property owners within the District to replace their laterals with an advance from the District will be continued and the District's lateral specifications and ordinance will be updated in cooperation with adjacent agencies to reduce I&I.

Goal 7: Perform Rate Analysis and Consider Rate Increase

2015 Rate study and plan remains valid through FY 2019/2020. An updated plan is needed to assure financial stability and to fund future projects.

Goal 8: Seek Appropriate Grant Funding

The District has successfully secured federal and state grant funding in the past and will continue to pursue grant funding for future projects.

Goal 9: Manage System Failure Response and Clean-up Plan

The Emergency Response Plan and Force Main Study will be reviewed and revised to pursue a zero spill/zero waste vision.

Goal 10: Enhance Security at the Plant and Other District Facilities

A review of security needs will be conducted and a plan developed to provide security at all levels (cyber security as well as physical security) to protect facilities, finances and workforce.

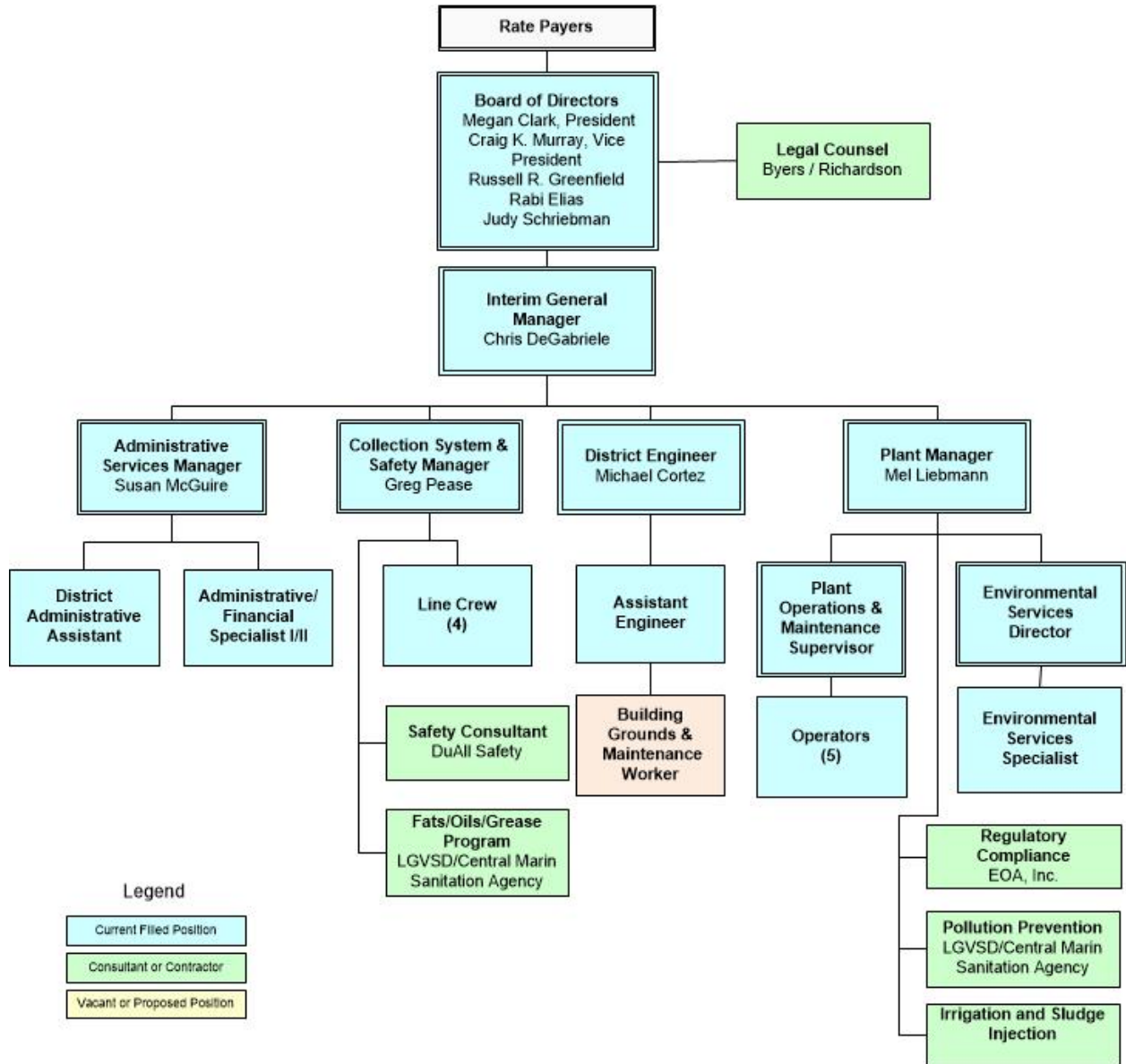
Goal 11: Biosolids Program, Optimize Energy and Achievement of Carbon Neutrality

The District will continue to engage in practices that utilize emerging technologies to reduce its carbon footprint and leverage benefits from those practices where possible

Goal 12: Awards and Recognition

The District will continue to pursue recognition for excellence from the state, and professional associations.

ORGANIZATION CHART



GLOSSARY OF TERMS AND ACRONYMS

In order to help the reader better understand the terms and abbreviations used in this document, management is providing a list of acronyms and their definitions.

ACRONYM	FULL NAME	DEFINITION
CSRMA	California Sanitation Risk Management Association	A joint powers authority which provides broad coverage and risk management services to its members who are primarily local government agencies that provide water and wastewater services.
CWEA	California Water Environment Association	A not-for-profit association of 9,000-plus professionals in the wastewater industry. We are committed to keeping California's water clean. We train and certify wastewater professionals, disseminate technical information, and promote sound policies to benefit society through protection and enhancement of our water environment.
FOG	Fats, Oils and Grease	Substances than can cause overflows of sanitary sewer systems if not disposed of properly.
GIS	Geographic Information System	A system designed to capture, store, manipulate, analyze, manage, and present all types of geographic data.
GFOA	Government Finance Officers Association of the United States and Canada	An organization with a mission to enhance and promote the professional management of governments for the public benefit.
GWC	Gallinas Watershed Council	A group of concerned citizens who live and work in Las Gallinas Valley and are committed to using the Watershed Approach to protect and manage the environment.
I&I	Infiltration and Inflow	Infiltration is groundwater entering sanitary sewers through defective pipe joints and broken pipes. Inflow is water entering sanitary sewers from inappropriate connections such as roof drains, cellar drains, and yard drains.
LAFCO	Local Area Formation Commission	Political subdivisions of the State of California and provide regional growth management services in overseeing the formation and development of local governmental agencies in all 58 counties

ACRONYM	FULL NAME	DEFINITION
MCWS	Miller Creek Watershed Stewards	A group of concerned citizens that desired to establish a community based group that plays a role in determining the future of the Miller Creek Watershed.
MGD	Million Gallons per Day	Measurement unit used for calculating volume of wastewater treated at the plant.
MMWD	Marin Municipal Water District	Water agency for Marin County serving areas south of Ignacio.
NBWRA	North Bay Water Reuse Authority	A coordinated regional group of water and sanitation agencies in Sonoma, Marin, and Napa Counties to offset potable water demand by promoting water reuse for agriculture, urban, and environmental uses.
NMWD	North Marin Water District	Water agency for Marin County serving areas north of Ignacio and some coastal communities.
Point Blue	Point Blue Conservation Science	Point Blue Conservation Science, founded as the Point Reyes Bird Observatory (PRBO), is a California-based wildlife conservation and research non-profit organization.
OSHA	Occupational Safety and Health Administration	An agency of the United States Department of Labor whose mission is to "assure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance".
SCADA	Supervisory Control and Data Acquisition Systems	A type of industrial control system. Industrial control systems are computer-controlled systems that monitor and control industrial processes that exist in the physical world
SSMP	Sewer System Management Plan	A report that documents a program to properly operate and maintain a sanitary sewer system.

ACRONYM	FULL NAME	DEFINITION
STRAW	Students and Teachers Restoring a Watershed	The STRAW Project coordinates and sustains a network of committed teachers, students, restoration specialists, landowners and managers, and other community members to implement a minimum of 40 planting days annually on “shovel-ready” habitat restoration projects in most watersheds within the North Bay BAIRWMP region. STRAW supports teachers from the North Bay, East Bay and West Bay BAIRWMP regions in conducting project-based environmental education curriculum. STRAW features professionally designed and implemented habitat restoration projects integrated with an innovative and time-tested education program that provides water quality benefits, habitat improvement and positive impacts on economic, social and environmental sustainability.

Appendix 1

Work Plan**July 25, 2018, Management Team**

- Overview and planning

August 3, 7 – 9 a.m. Staff Kick-off

- The strategic planning process and timeline
- Future regulatory changes
- Finances and financial projections
- Accomplishments from the last strategic plan

August 24, 8:30 – 11:30 Board Kick-off

- The strategic planning process and timeline
- Future regulatory changes
- Finances and financial projections
- Accomplishments from the last strategic plan
- Review and update vision and mission

September 7, 7 – 9 a.m. Staff Meeting

- Review results of Board vision and mission update – give input re: key items
- Perform SWOT (strengths, weaknesses, opportunities and threats) analysis

September 14, 8 – 12 Board Meeting

- Review employee feedback on vision and mission – determine if additional changes are necessary - finalize
- Conduct SWOT (strengths, weaknesses, opportunities and threats) analysis with Board
- Compare results of Board SWOT with results of employees SWOT
- Discuss differences/similarities
- Identify key strategic goals for the next 5-year period covered by the strategic plan

September 19 and 21, 7 – 11, Staff Meeting

- Review strategic goals defined by the Board
- Break strategic goals into smaller annual objectives
- Begin development of work plan to address key strategic goals

Board Meeting

- Present plan for Board approval

Appendix 2

Accomplishments Since the Last Strategic Plan Update

Accomplishments Identified by the Board

- Not just traditional w/w agency – we are in the resource recovery business – those are the best accomplishments (e.g. BERs)
- Implementation of FutureSense recommendations (9 out of 12 completed)
- Focused on staff – our greatest resource – we are on the path to becoming the best
- The organization is moving forward with a coherent strategy
- The things that didn't happen – the plant ran well despite everything else going on

Accomplishments Identified by Staff

- Almost fully staffed
- Co-gen is up and running (sometimes see positive numbers)
- Increased staff communication
- We continue to improve the process for the system failure response and clean up plan
- Participated in Phase 1 of the Regional recycling and storage efforts
- Staff included and involved – more staff engagement efforts and transparency
- More interactions between Board and staff
- Better communication with Board (no interaction since training)
- Purchasing policy and procedures manual has been completed
- Issued bonds in 2017
- Developed Leadership model
- Compensation study will be completed this year
- Been doing the lateral program for 5-6 years – continue to put information in newsletter

Appendix 3

Strengths, Weaknesses, Opportunities and Threats Identified by the Board

Strengths	Weaknesses
1. Progressive and proactive Board	1. Competing interests in use and management of property
2. Small, competent staff (engaged and qualified)	2. Not working together as a team at the staff level
3. Engaged and educated community	3. Staff turnover/loss of institutional knowledge
4. Reasonable cost of service	4. No inter-department cross-training, shadowing or mentoring
5. State-of-the-art recycled water facility	5. Access to facilities (narrow roads)
6. Interagency cooperation	6. No OIT program
7. Purple pipe partners (P3)	7. Admin Building/Treatment plant footprint – both are old
8. Land/location/ponds (reclamation)	8. Public education reduced
9. Low spills	9. Influent strength is increasing which causes treatment challenges
10. Collection software – newer pipes and budgeting	10. Sewage is hidden – people don't talk about it or think about it
11. Great customer service	11. Telecommunication needs (internet is running off a pole – no fiber optic)
12. Treatment plant upgrade	12. Externally imposed treatment requirements
13. Positive public perception (P3)	13. Security concerns
14. Achievements, awards, grants, meeting NPDES requirements	14. Climate change and sea level rise
15. AAA bond rating – financially sound	15. Relationship with adjacent property owner
16. Green, low carbon footprint	16. PR – Bad about blowing our own horn
17. Treatment plant capacity available for future development	17. Missed opportunities for Regional efforts
17. Nimble – able to pivot	18. No recycled water used here to maximum
18. Good safety record	19. Lack of asset management staff
19. Biosolids, biogas and RINS	20. Lab isolated – far away
	21. Future capital funding and technical needs

Opportunities	Threats
1. Agency collaboration for recycled water (e.g. Fire, creeks, public property)	1. Sea level rise
2. More funding may be available because we are a small agency	2. Satellite to larger agency
3. Potential for redevelopment in service area – need to look at connections fees for recovery	3. Future regulatory requirements could dictate major treatment process changes.
4. Take ownership in what we do well	4. CalPERS changing unfunded liability formula
5. PR – what we do and BERS project	5. Attracting local staff because of housing costs
6. Property acquisition	6. Recession
7. Community partnerships	7. Loss of staff
8. Floating solar	8. Drought – additional conservation – additional stuff in the pipes due to reduced flow
9. Solar over parking lot	9. Earthquakes/Natural disasters
10. RINS credits	10. Large change orders
11. Delay sewer charges for low income home owners	11. Theft/Security/Risk (cyber – SCADA goes down, etc.)

Strengths, Weaknesses, Opportunities and Threats Identified by the Staff

Strengths	Weaknesses
1. Highly qualified staff	1. Aging facility – takes time and effort to keep it going
2. Engaged Board of Directors	2. Organization: Chain of command – bureaucracy limits how nimble we can be – Board is very involved in details
3. Employees are friendly and have a good work ethic	3. Lack of project management on previous projects
4. Environmentally conscious – (recycled water, solar, etc.)	4. Wastewater treatment plant equipment (within the fence line)
5. Tools and support to get the work done	5. Some wear too many hats
6. Reclamation area	6. Lack of a master plan (do projects piecemeal/patch holes vs. look at overall direction)
7. Customer service interaction	7. Wi-Fi Internet access – don't have modern telecommunications system
8. Can sell water	8. Lack of historical documentation
9. Collections equipment	9. Financial preparation (asset management)
10. A lot of property/real estate	10. Physically isolated (out of sight, out of mind)
11. Plant upgrade	11. Too many projects at once (lack of priorities)
12. Energy production ability	12. Lack of flexibility (e.g. work hours)
13. S.S.O. Track record	13. Lack of focus on primary objective (treatment and collection of water vs sea level rise)
14. Operator attention to treatment requirements	14. Lack of communications between staff members re: priorities – some last-minute communications vs. planned communication
15. Engaged supportive community	15. Transition to upgrade – don't know what to expect – inconvenience
16. Rate-setting practice	16. Collections equipment (have a brand-new truck, an old truck but no vactor)
17. Organized work practices (SOPs)	20. Board management – Board expectations vs. staff capabilities
21. Daily – strive to achieve the vision	
22. Competitive benefits	
23. Budgeting (good budgeting process)	
24. Wear a lot of hats	

Strengths	
25. A lot of product (water)	
26. Food and celebrations	
27. Few water quality issues	
28. Good safety record	

Opportunities	Threats
1. Facility expansion opportunity to make compliant water	1. Affordability of Marin County impacts recruitment and retention
2. Acquire more real estate (adjacent property)	2. Difficult commute
3. Change over in housing stock means increased taxes and more revenue to District	3. Competition with other agencies for employees
4. McInnis Marsh project	4. Sea-level rise
5. Recycled water – finding more uses	5. Regulatory compliance – have to put money aside and be aware of what’s coming
6. Work more collaboratively with St. Vincent’s, Peacock Ranch, etc.	6. Natural disasters
7. Could do more energy projects	7. Increases in unfunded pension and retirement liability
8. Industrial pre-treatment – do more “in-sourcing”	8. Critical failure of old infrastructure (pipes, pump stations, etc.)
9. Operator-in-training (OIT) program	9. Competition of other agencies: Petaluma, Novato, CMSA
	10. Uncertainty in staffing – don’t know the demands of the upgraded facility

Appendix 4

Work Plan**Goal 1: Upgrade Treatment Plant in a Planned and Sustainable Way and Expand Recycled Water Production**

Leads Responsible: General Manager and Engineering

Assist: Operations and Administration

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
October 4, 2018	Open bids
January 2019	Start construction
December 2019	Determine/obtain gap funding
Spring 2020	Recycled water production
Summer 2020	Activated sludge on-line
December 2021	Project complete

Goal 2: Perform Periodic Classification and Compensation Reviews and Update Job Descriptions (in-process)

Lead Responsible: Administration

Assist: All Departments

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
September 30, 2018	Draft job descriptions from Koff & Associates
November 2018	Job description review by staff and Union
December 2018	Completed

Goal 3: Support Wildlife Habitat

Leads Responsible: General Manager and Operations

Key Dates and Actions

<u>Dates</u>	<u>Actions</u>
November 2018	Meet with Regional Water Board and obtain extension to submit plans.
March 2019	Hire consultant (ensure compliance). Review and revise reclamation maintenance plan – maintain regular Board compliance Include Straw, Audubon and other stakeholders in process
January 2019	Progress report to Regional Board

Goal 4: Real Property Management (in process)

Lead Responsible: Engineering

Assist: Operations and Collections

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
June 30, 2019	Restart process Revisit the system R.P.M scope and timeline

Determine outside resources for assistance in gathering documents
(e.g. Nute Engineering, County of Marin, Title Companies)
Report to Board with documentation required for maintenance

Goal 5: Perform Organizational Analysis for All Organizational Elements of the District and Conduct Organization Chart Review

Lead Responsible: General Manager

Assist: Managers/Supervisors from all Departments

Key Dates and Actions

Key Dates Actions

Calendar year 2019 Identify and select consultant to perform analysis and make recommendations
Evaluate timeline

End of Calendar Present recommendation to the Board

2019 Feed new positions into the rate review (Goal 7)

Actions to be included in this process: 1) identify staffing needs and compensation; 2) identify any functional restructuring

Goal 6: Continue Lateral Program (in process)

Leads Responsible: Collections and Administration

Assist: Engineering

Key Dates and Actions

Key Dates Actions

January 2019 Pass ordinance / approve specifications
Conduct public hearing

On-going Evaluate funding for assistance program

January 2020 Evaluate enforcement for non-compliance

Goal 7: Perform Rate Analysis and Consider Rate Increase

Lead Responsible: Administration

Assist: All Departments

Key Dates and Actions

Key Dates Actions

Fall 2019 Determine whether to outsource or perform internally
Comply with Prop 218 timeline and requirements
Conduct 5 year Capital Plan update
Conduct public outreach

June 30, 2020 Adopt

During this process – consider variable rate or stand-by fee? - update connection fee analysis

Goal 8: Seek Appropriate Grant Funding

Lead Responsible: General Manager and Administration

Assist: Engineering and Operations

Key Dates and Actions

Key DatesActions

FY 19/20

Hire outside entity to identify and submit grants and conduct follow-up reporting and compliance

Develop plan for pursuit of grants

Get input from Engineering, Collections and Operations to identify grant opportunities that dovetail with current planned projects and matching funds

FY 21/22

Bi-annual evaluation to determine effectiveness

Goal 9: Manage System Failure Response and Clean-up Plan

Leads Responsible: Operations and Collections

Assist: Engineering

Key Dates and Actions

Key DatesActions

January 2020

Review emergency response plan for each facility – Identify gaps

Identify potential spill locations for key areas

Locate, review and revise Force Main Study

Develop procedures

Develop implementation plan

Estimate cost of implementation

Goal 10: Enhance Security at the Plant and Other District Facilities

Lead Responsible: Operations

Key Dates and Actions

Key DatesActions

Beginning of 2020

Review existing security and develop scope of work

Identify future needs

Determine cost—get funding

Plan implementation (roll-out)

Goal 11: Biosolids Program, Optimize Energy and Achievement of Carbon Neutrality

Lead Responsible: Operations

Key Dates and Actions

Key DatesActions

In Process

Visit City of San Mateo to learn about their RINS credits registration/process

Learn about LCFS calculator

On-going

Report to Board

2023 Consider Engineering Review/Registration
 Identify credit purchasers and enter into agreements
 Determine funding requirements (grants?)
 Measure carbon foot print

Goal Twelve: Awards and Recognition

Lead Responsible: General Manager

Assist: All Departments

Key Dates and Actions

Key Dates

Actions

Talk to Engineering Consultants and Professional Organizations regarding potential recognition for project
Annually review awards list with staff and apply for awards as appropriate