



Wastewater
Treatment



TRANSFORMING
WASTEWATER
TO RESOURCES



Recycled
Water



Energy
Production



Biosolids
Reuse

Revised Strategic Plan and FY25/26 Strategic Initiatives Development

Board of Directors Meeting
April 9, 2025

Overview

District Strategic Plan



- District completed development of new Strategic Plan (approved by Board in August 2021)
 - Incorporated Board focus areas, perspectives, and key input
 - Extensive employee engagement supported development of new Mission, Vision, and Value Statements
 - Captures strategic priorities to help focus resources, strengthen organization, ensure resiliency in meeting future challenges, and work toward common goals
- Staff has presented proposed Strategic Initiatives each fiscal year to support Strategic Plan implementation
 - Annual Performance Report is presented to Board each year, which includes progress on completing Strategic Initiatives
- Staff is working to develop a “minor” update to the Strategic Plan, as well as new FY25/26 Strategic Initiatives

Strategic Plan, FY25/26 Strategic Initiatives Development Schedule



April 2025	<ul style="list-style-type: none">• 4/9 Board Meeting: Revised Strategic Plan and FY25/26 Strategic Initiatives Development• TBD Staff Engagement Meetings
May 2025	<ul style="list-style-type: none">• 5/14 Board Meeting: Receive Comments on Proposed FY25/26 Strategic Initiatives• TBD Staff Engagement Meetings
June 2025	<ul style="list-style-type: none">• 6/11 Board Meeting: Present Preliminary Strategic Plan Revisions• 6/26 Board Meeting: Consideration of Approval of FY25/26-FY26/27 Budget Incorporating FY25/26 Strategic Initiatives
July 2025	<ul style="list-style-type: none">• 7/9 Board Meeting: Consider Approval of Revised Strategic Plan

Overview

Strategic Plan Hierarchy

- **Mission, Vision, and Value Statements (9)** provide foundation for Strategic Plan
- **Strategic Goals (6)** – High-level strategic focus areas
- **Strategies (22)** – Multi-faceted approaches to ensuring progress toward achieving stated goals over time
- **Objectives (77)** – Specific, more measurable actions to support strategy implementation
- **Key Success Indicators (37)**
Selected performance metrics to measure progress toward achieving Strategic Plan goals



Strategic Plan Mission and Vision



MISSION

Delta Diablo protects **public health and the environment** for our communities by **safely providing exceptional wastewater conveyance, treatment, and resource recovery services** in a **sustainable and fiscally-responsible** manner

VISION

Delta Diablo will achieve **sustained organizational excellence** through dedicated commitment to public service, stewardship, **innovation, industry leadership,** and **active engagement at all levels**

Strategic Plan

Behavioral Value Statements



- ⇒ Serve as responsible stewards of **valuable public resources** at all levels in the organization
- ⇒ Maintain **public trust and confidence** through **excellent customer service, community engagement, transparency, and responsiveness**
- ⇒ Ensure a **positive, safe, equitable, diverse, and inclusive** work environment that promotes **honest, transparent, ethical, and respectful** interactions
- ⇒ Communicate with **integrity** to **share knowledge, inspire trust and camaraderie**, and maintain **authentic professional relationships**
- ⇒ **Embrace and manage change** to support implementation of **innovative approaches** that add value and drive sustained organizational improvement over time
- ⇒ Foster a **collaborative, team-based** work culture that inspires **engagement, solutions-oriented dialogue**, and **sound decision-making** processes to achieve successful outcomes
- ⇒ Reinforce **accountability** and **ownership** to ensure each employee is supported in effectively contributing to the District's overall success
- ⇒ Model an **open, proactive, and productive** approach to **resolving key issues** to enhance organizational **unity and alignment**
- ⇒ Actively seek opportunities to **build a "learning" culture** by supporting **individual and peer professional development**; expanding knowledge, skills, and abilities; **learning from mistakes** and "near misses"; and **improving work processes and use of technology**

Strategic Plan Goals

1

Infrastructure Investment

Ensure the long-term effectiveness and reliability of critical infrastructure through prioritized, cost-effective capital investment and maintenance

2

Environmental Stewardship

Meet or surpass environmental and public health requirements to maintain public trust

3

Fiscal Responsibility

Manage financial resources effectively to meet funding needs and maintain fair and reasonable rates

4

Organizational Change

Embrace innovation, engagement, and change to enhance service delivery, work processes, and use of technology to drive sustained improvement in organizational effectiveness and efficiency

5

Workforce Development

Support development of an engaged, skilled workforce that is dedicated to organizational excellence and exceptional service delivery

6

Customer Services and Engagement

Deliver an exceptional customer service experience and embrace opportunities to enhance service value through engagement and collaboration

Significant Changes since Strategic Plan Approval (August 2021)



- Nutrient removal regulatory mandate issued by Regional Water Board (July 2024)—District focus on development of **Nutrient Trading Program**
- **Critical infrastructure investment needs** in wastewater conveyance and treatment systems with significant **capital project delivery challenges** and **higher costs**
- 5-Year **Capital Improvement Program** has increased from \$127M to \$238.1M (proposed)
- Significant **capital investment needs driving rate increases** despite **sustained operating budget control**
- **Reduction in grant and low-interest loan availability** at federal and state level—upcoming public debt issuance(s)

Significant Changes since Strategic Plan Approval (August 2021) (cont'd)



- Significant changes to staffing plan, levels, and demographics with focus on **workforce development**
- Major focus on **expanding use of information technology** (IT) to support organizational effectiveness and efficiency, including artificial intelligence (AI) and integrated Asset Management Program (CMMS, engineering functions)
- Continued impacts associated with **emerging contaminants** (e.g., PFAS) and limitations on biosolids management options
- Active participation (post-pandemic) in local events (job fairs, science fairs, STEM events, Future Build) to support **community engagement** and workforce development

Annual Strategic Planning FY25/26 Strategic Initiatives



Staff will identify **Strategic Initiatives** for FY25/26 to directly support six Goal Areas in Strategic Plan

Strategic Plan Goal Areas

- 1 Infrastructure Investment
- 2 Environmental Stewardship
- 3 Fiscal Responsibility
- 4 Organizational Change
- 5 Workforce Development
- 6 Customer Services and Engagement