



Strategic Plan Implementation: FY21/22 Strategic Initiatives

Board of Directors Meeting
September 8, 2021



TRANSFORMING WASTEWATER TO RESOURCES

Overview

Strategic Planning Activities



Staff has identified **Strategic Initiatives (10)** to directly support implementation of the District's Strategic Plan in FY21/22

Strategic Plan Goal Areas

- ➊ Infrastructure Investment
- ➋ Environmental Stewardship
- ➌ Fiscal Responsibility
- ➍ Organizational Change
- ➎ Workforce Development
- ➏ Customer Services and Engagement

FY21/22 Strategic Initiatives



Goal 1 Infrastructure Investment

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

1. Develop a formalized **Asset Management Program Implementation Roadmap**, including vision, goals, priorities, key actions, and resource needs

System Condition	Very Poor Full Replacement	5	Yellow	Orange	Red	Red	Red
	Poor Condition Rehab or Replacement	4	Light Green	Yellow	Orange	Red	Red
	Fair Condition Major CM	3	Green	Light Green	Yellow	Orange	Red
	Fair Condition Minor CM	2	Green	Green	Light Green	Yellow	Orange
	Good Condition No Action	1	Green	Green	Green	Light Green	Yellow
			1	2	3	4	5
		Consequence of Failure					

2. Engage an inter-divisional team to identify and implement measures to improve **capital project delivery** via enhanced coordination, collaboration, communication, risk management, and integration of key “lessons learned”



FY21/22 Strategic Initiatives

Goal ② Environmental Stewardship

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

3. Advocate for development of a **regional nutrient “trading” program** via active engagement as a member of the Bay Area Clean Water Agencies (BACWA) “Nutrient Strategy Team”



Goal ③ Fiscal Responsibility

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

4. Develop recommended updates to the District’s **Capital Facilities Capacity Charges** to ensure effective cost recovery and appropriate allocation to customers

FY21/22 Strategic Initiatives

Goal 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. Effectively implement **prioritized, value-added IT enhancements** to improve contract administration, budget/cost tracking and reporting, human resources management, e-records management, and customer payment processing (i.e., e-payment for permits)



Goal 5 Workforce Development

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

6. Implement a streamlined, effective approach to the **performance planning and appraisal process** that supports supervisor-employee engagement and aligns with District needs, behavioral values, and strategic goals and objectives

FY21/22 Strategic Initiatives

Goal 6 Customer Services and Engagement

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

7. Implement a process to ensure customers can provide feedback and an evaluation of customer service experiences with the District
8. Update the Strategic Communications Plan (Oct 2019) to align with the District's Strategic Plan
9. Identify critical emergency response scenarios and conduct associated tabletop exercises (minimum of two) with key internal stakeholders
10. Enhance public awareness of key District and regional (i.e., Bay Area Pollution Prevention Group) pollution prevention activities through targeted website, community event, and direct contact communications



Next Steps

- Receive comments on FY21/22 Strategic Initiatives
- Staff will provide a progress report on Strategic Plan Implementation in July 2022
 - Strategic Initiatives (10)
 - Additional Progress (i.e., other Strategic Plan focus areas that do not have specific Strategic Initiatives identified)
 - Key Success Indicators (37): ~75% are achievable in FY21/22

