



GOLETA SANITARY

Water Resource Recovery District



Goleta Sanitary District Strategic Plan 2020-2025

May 18, 2020

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John Crisman, Plant Superintendent
Luis Astorga, Collection System Manager
Lena Cox, Laboratory and Technical Services Manager
Laura Romano DeFazio, Management Analyst

District Management Team

Todd Frederick, Plant Operations Supervisor
Pete Regis, Senior Plant Operator
Shamus O'Donnell, Collection System Supervisor
Chuck Smolnikar, Facilities Maintenance Supervisor
Teresa Kistner, Industrial Waste Control Officer
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Introduction

This strategic plan serves as a guide that will enable us to fulfill our mission while keeping laser-focused on our vision, which reflects our values. For the Goleta Sanitary District (GSD), it serves as a roadmap for decision making over a five-year period. Beginning with foundational statements, the District's Mission, Vision and Values, the overall structure of this Strategic Plan was developed by the Board with the help of a consultant and senior staff. Through this process several strategies to assist the District in achieving its vision were developed and specific goals to implement the strategies over the next 5 years were identified.

This multi-year strategic plan, at its highest level, seeks to leverage current strengths while addressing emerging areas of concern. Building on the work done in the 2016 Strategic Plan, we continue to integrate long-term planning, optimize operations, streamline processes, and look for opportunities to implement innovative technologies to manage and contain costs. The overarching goal of this plan is to assure the core mission of the District, to protect public health and the environment, is well supported into the future. The implementation of this plan will support our ongoing pursuit of excellence and innovation, while delivering the highest quality service to our customers in a cost-effective manner.

Strategic Planning Definitions

Mission Statement: The Mission Statement is the declaration of the District's purpose which succinctly describes why the Goleta Sanitary District exists. All activities of the District should be in support of the Mission Statement. The Mission Statement is adopted by the Board of Directors. The Mission Statement is reviewed annually but is intended to be quite constant over the long term unless deliberate actions are taken to take on more mission scope and to use public funding to do so.

Vision Statement: A statement of where the organization sees itself at a future point.

Values Statement: A statement summarizing the core values of the organization.

Vision Strategies: A set of high-level, long-range goals that help move the District towards its vision for the future

Strategic Goals: Specific steps to be taken to implement a vision strategy.

Strategic Plan Development

In September 2016, the District adopted its first Strategic Plan. The plan consisted of 7 vision strategies and associated actions that were to be completed over the plan's 5-year term. Since most of the strategic actions had been completed or initiated by the beginning of 2019, the Board directed staff to schedule a strategic planning workshop to review and update the 2016 plan as appropriate.

Michelle Murphy of Innopro Consultants was selected to facilitate the strategic planning workshop which was held in July 2019. In preparation for the workshop, the Board and executive team were asked to complete a survey on matters they thought were most relevant to the District. The results of this survey were reviewed at the workshop and helped frame a discussion on the District's mission, vision, strengths, weaknesses, opportunities, and threats.

At the conclusion of the workshop, the Board supported the incorporation of several of the prior plan's vision statements since many are ongoing in nature. Others were modified to reflect their progress. For instance, the 2016 plan included the study of biosolids reuse options that led to the adoption of the Biosolids and Energy Strategic Plan (BESP) in 2019. The 2020 Strategic Plan carries this vision strategy forward by striving to implement the improvements identified in the BESP.

Once the vision strategies were finalized, staff was directed to prepare a list and schedule of the specific actions (strategic goals) required to implement the vision strategies over the 5-year period of the plan. Taken together, these vision strategies and goals form the basis of the District's Strategic Action Plan which will be implemented through the District's Annual Action Plans over the next 5 years

Staff was also directed to seek input on the District’s core values from the entire organization. This process was completed October 2019 and corresponding value statement is included on page 8 of this plan.

The District General Manager and Senior District staff then developed the strategies, objectives and goals for each Vision Strategy, followed by the five-year implementation plan for accomplishing each Vision. Using this process, the Strategic Plan was assembled in a way that best articulates the Board’s big-picture Vision and Strategy for the District over the next five years and reflects the District’s values.

Continuation Process of the Plan

A key part of the Strategic Planning process is to conduct an annual review to update the Plan. These reviews allow for regular maintenance of the Plan so that it reflects the actual progress and continues to meet the needs of the District. The reviews will be adaptive and followed up with either a plan revision or an updated plan. If a majority of the strategic goals have been achieved before the 5-year timeline, a new plan may be considered.



District Mission, Vision and Value Statements

MISSION

We protect public health and the environment through cost effective wastewater collection, treatment, and resource recovery to meet present and future community needs.

VISION

To be the Region's Leader in Water Resource Recovery through Excellence and Innovation.

VALUES

We value our Community, the People we Serve, and the Environment we Protect by:

- Acting with Integrity,***
- Being Dependable,***
- Being Responsible,***
- Being Safe and,***
- Being Innovative.***

VISION STRATEGIES AND GOALS

The following 6 vision strategies are to be implemented over the term of the 2020 Strategic Plan:

- 1. *Implement Long Range Master Plan***
- 2. *Initiate Biosolids and Energy Strategic Plan and Recommendations***
- 3. *Work in Partnership with Other Local Agencies to Advance and Expand Water Reuse***
- 4. *Continue our Commitment to Environmental Stewardship and Operational Resiliency***
- 5. *Recruit and Retain a Top-Notch Workforce***
- 6. *Pursue Excellence in Board Governance and Organizational Management***

In order to implement the above strategies, staff has identified several individual goals and/or actions to be taken for each one. A summary listing of the strategies and associated goals are shown on the following pages.

1. Implement a Long- Range Master Plan (LRMP)

Building on the District's Asset Management Program, the District has developed an LRMP to identify, repair and replace critical pieces of infrastructure in a timely and fiscally prudent manner. The LRMP will be evaluated on an annual basis and adjusted, as necessary. The benefit of this plan is that it will allow the District to grow and adapt to the changing needs of the community, while maintaining its infrastructure in a cost-efficient manner.

STRATEGIC GOALS

- 1.1 Complete Lift Station Improvement Project**
- 1.2 Complete 2020 Pipeline Rehabilitation Project**
- 1.3 Incorporate BESP Recommended Improvements into Long Range Master Plan**
- 1.4 Contract for Video Inspection of Remaining Collection System Segments**
- 1.5 Update Collection System Asset Management Program and LRMP Project List Based on Updated Video Inspection Information**
- 1.6 Complete Annual Pipeline Improvement Projects Pursuant to Updated LRMP Project List**
- 1.7 Develop and Implement other Capital Projects Pursuant to LRMP**
- 1.8 Review LRMP Annually and Update Project List and Schedule as Needed**

2. Initiate Biosolids and Energy Strategic Plan Recommendations

Our objective is to implement the recommended energy and biosolids improvements in a phased approach pursuant to the BESP over the term of this strategic plan. This will include the construction of a new anaerobic digester and the installation of a Combined Heat and Power Energy conversion facility.

STRATEGIC GOALS

- 2.1 Complete Preliminary Design of Phase I BESP Improvement Projects**
- 2.2 Complete Environmental Review of BESP Phase I Improvements**
- 2.3 Consider and Select Project Delivery Method for BESP Phase 1 Improvements**
- 2.4 Complete BESP Phase I Final Design and Permitting Pursuant to Selected Project Delivery Methods**
- 2.5 Construct BESP Phase I Improvements Pursuant to Selected Project Delivery Methods**
- 2.6 Complete Preliminary Design of Phase 2 BESP Improvement Projects**

3. Work in Partnership with Other Local Agencies to Advance and Expand Water Reuse

The District supports the expansion of water reuse and has worked cooperatively with the Goleta Water District to produce over 8.5 billion gallons of recycled water for irrigation use. Legislative and regulatory changes are being proposed that may require the District to move to advanced water treatment for potable reuse. Our objective is to work with other agencies and organizations to find solutions to the infrastructure and funding challenges associated advancing and expanding water reuse.

STRATEGIC GOALS

- 3.1 Monitor Legislation and Regulations Relating to Potable Reuse**
- 3.2 Work with the Goleta Water District to Expand Reuse**
- 3.3 Participate In and Support WaterReuse California**
- 3.4 Complete Conceptual Plan of an Advanced Water Treatment Plant at the District's WRRF Facility and Consider Project Delivery Alternatives.**
- 3.5 Seek out Funding Opportunities to Design and Construct an Advanced Water Treatment Demonstration Project at the District's WRRF Facility.**
- 3.6 Develop Advanced Water Treatment Demonstration Project Once Funding is Obtained.**

4. Continue our Commitment to Environmental Stewardship and Operational Resiliency

The District is committed to continuing our environmental stewardship and is a leader in resource recovery and green business practices, not only to demonstrate our commitment to the public but because it makes sense for the long term resiliency of the organization. Knowing we are prepared to address possible changes in our environment means the district is well-prepared for the future.

STRATEGIC GOALS

- 4.1 Continue to support and participate in the Green Business Program of Santa Barbara County as a Certified Green Business**
- 4.2 Complete a Baseline Greenhouse Gas Inventory Analysis of District Operations**
- 4.3 Consider Greenhouse Gas Emissions Attributable to Future Capital Improvement projects**
- 4.4 Complete a Sea Level Rise Adaptation Plan for Affected District Facilities**
- 4.5 Implement Adopted CIS Cyber Security Protocols**
- 4.6 Develop Business Continuity Plan**
- 4.7 Develop and Implement Comprehensive Resiliency Plan for District Operations**

5. Recruit and Retain a Top-Notch Workforce

Our objective is to be recognized as an employer of choice. To do so the District will remain competitive on employee salary and benefits, and provide the education and training required for career advancement opportunities. The District will also strive to provide positive work culture through employee supported recognition programs that reflect our organizational values.

STRATEGIC GOALS

- 5.1 Implement New Employee Onboarding Program**
- 5.2 Develop and Implement Competency Based Training Program for Collections and Operations Staff**
- 5.3 Develop and Implement Competency Based Training Program for Maintenance and Laboratory Staff**
- 5.4 Develop & Implement Employee Assistance Program**
- 5.5 Develop and Implement Employee Wellness Program**
- 5.6 Develop and Implement Internal Staff Leadership Development Program to Support Succession Planning Efforts**
- 5.7 Continue to Implement and Support a Formal Employee Recognition Program**
- 5.8 Consider Adjustments to Employee Compensation and Benefits Based on Survey of Comparable Agencies Every 5 Years**

6. Pursue Excellence in Board Governance and Organizational Management

Our objective is continuous improvement throughout our organization. To accomplish this and lead by example, our Board and management team members will receive ongoing training and education on effective governance and management principals. We will continue our participation in the Special District Leadership Academy's District of Distinction program and pursue excellence and professionalism by implementing Effective Utility Management practices.

STRATEGIC GOALS

- 6.1 Commission Triennial Board Self-Assessments**
- 6.2 Retain Platinum Level District of Distinction Recognition from California Special District Association**
- 6.3 Conduct Gap Analysis using Effective Utility Management Primer to Prioritize Future Improvement Measures**
- 6.4 Implement Effective Utility Management Measures Pursuant to Gap Analysis**
- 6.5 Develop Voting Districts Pursuant to the California Voting Rights Act and 2020 Census Data**
- 6.6 Implement By-District Voting Pursuant to California Voting Rights Act**
- 6.7 Implement New Board Member Training and Orientation Program**
- 6.8 Review Strategic Plan and Provide Status Reports to Board on an Annual Basis**

STRATEGIC ACTION PLAN

A total of 43 strategic goals have been identified to support the above vision strategies. Taken together, these strategies and goals form the basis of a strategic action plan. These goals will be incorporated into the District's annual action plans over the next several years. A status report of the 2020 strategic goals that includes their estimated implementation schedule is also attached to this report. This format will be used to report the status of the strategic plan goals as part of the District's annual planning process.



Appendix 1 –The Strategic Action Plan Status Report

**Goleta Sanitary District
Strategic Action Plan Status Report
May 2020**

VISION STRATEGIES	STRATEGIC GOALS	Original Completion Date	Current Status	Estimated Completion Date
1. Implement Long Range Master Plan				
	1.1 Complete Lift Station Improvement Project	2020	In Progress	2021
	1.2 Complete 2020 Pipeline Rehabilitation Project	2020	In Progress	2020
	1.3 Incorporate BESP recommended Improvements into Long Range Master Plan	2021		2021
	1.4 Contract for Video Inspection of Remaining Collection System Segments	2020	In Progress	2020
	1.5 Update Collection System Asset Management Program and LRMP Project List Based on Updated Video Inspection Information	2021		2021
	1.6 Complete Annual Pipeline Improvement Projects Pursuant to Updated LRMP project List	2022-2025		2022-2025
	1.7 Develop and Implement other Capital Projects Pursuant to LRMP	2020-2025		2020-20205
	1.8 Review LRMP Annually and Update Project List and Schedule as Needed	2020-2025		2020-2025

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Strategic Action Plan Status Report
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VISION STRATEGIES	STRATEGIC GOALS	Original Completion Date	Current Status	Estimated Completion Date
2. Initiate Biosolids & Energy Strategic Plan Recommendations				
	<i>2.1 Complete Preliminary Design of Phase I BESP Improvement Projects</i>	2020	InProgress	2020
	<i>2.2 Complete Environmental Review of BESP Phase I Improvements</i>	2021		2021
	<i>2.3 Consider and Select Project Delivery Method for BESP Phase 1 Improvements</i>	2022		2022
	<i>2.4 Complete BESP Phase I Final Design and Permitting Pursuant to Selected Project Delivery Methods</i>	2023		2022
	<i>2.5 Construct BESP Phase I Improvements Pursuant to Selected Project Delivery Methods</i>	2023-2024		2024-2025
	<i>2.6 Complete Preliminary Design of Phase 2 BESP Improvement Projects</i>	2025		2025

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May 2020**

VISION STRATEGIES	STRATEGIC GOALS	Original Completion Date	Current Status	Estimated Completion Date
3. Work in Partnership with Other Local Agencies to Advance and Expand Water Reuse				
	<i>3.1 Monitor Legislation and Regulations Relating to Potable Reuse</i>	<i>Ongoing</i>	<i>In Progress</i>	<i>Ongoing</i>
	<i>3.2 Work with the Goleta Water District to Expand Reuse</i>	<i>Ongoing</i>	<i>In Progress</i>	<i>Ongoing</i>
	<i>3.3 Participate in and support WaterReuse California</i>	<i>Ongoing</i>	<i>In Progress</i>	<i>Ongoing</i>
	<i>3.4 Complete Conceptual Plan of Advanced Water Treatment Plant at District WRRF and consider project delivery alternatives</i>	<i>2021</i>		<i>2021</i>
	<i>3.5 Seek out funding opportunities to design and construct Advanced Water Treatment Demonstration Project</i>	<i>Ongoing</i>		<i>Ongoing</i>
	<i>3.6 Develop Advanced Water Treatment Demonstration Project once funding is obtained</i>	<i>TBD</i>		<i>TBD</i>

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Strategic Action Plan Status Report
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VISION STRATEGIES	STRATEGIC GOALS	Original Completion Date	Current Status	Estimated Completion Date
4. Continue Our Commitment to Environmental Stewardship & Operational Resiliency				
	<i>4.1 Continue to support and participate in the Green Business Program of Santa Barbara County as a Certified Green Business</i>	<i>Ongoing</i>	<i>In Progress</i>	<i>Ongoing</i>
	<i>4.2 Complete a Baseline Greenhouse Gas Inventory Analysis of District Operations</i>	<i>2020</i>	<i>In Progress</i>	<i>2020</i>
	<i>4.3 Consider Greenhouse Gas Emissions Attributable to Future Capital Improvement projects</i>	<i>2020-2025</i>	<i>In Progress</i>	<i>2020-2025</i>
	<i>4.4 Complete a Sea Level Rise Adaptation Plan for Affected District Facilities</i>	<i>2022</i>		<i>2022</i>
	<i>4.5 Implement Adopted CIS Cyber Security Protocols</i>	<i>2020-2025</i>	<i>In Progress</i>	<i>2020-2025</i>
	<i>4.6 Develop Business Continuity Plan</i>	<i>2022</i>		<i>2022</i>
	<i>4.7 Develop and Implement Comprehensive Resiliency Plan for District Operations</i>	<i>2022-2025</i>		<i>2022-2025</i>

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VISION STRATEGIES	STRATEGIC GOALS	Original Completion Date	Current Status	Estimated Completion Date
5. Recruit and Retain a Top-Notch Workforce				
	<i>5.1 Implement New Employee Onboarding Program</i>	2020	<i>In Progress</i>	2020
	<i>5.2 Develop and Implement Competency Based Training Program for Collections and Operations Staff</i>	2020-2025	<i>In Progress</i>	2020-2025
	<i>5.3 Develop and Implement Competency Based Training Program for Maintenance and Laboratory Staff</i>	2022-2025		2022-2025
	<i>5.4 Develop & Implement Employee Assistance Program</i>	2021		2020
	<i>5.5 Develop and Implement Employee Wellness Program</i>	2022		2021
	<i>5.6 Develop and Implement Internal Staff Leadership Development Program to support succession planning efforts</i>	2022-2025		2022-2025
	<i>5.7 Continue to provide and support a formal employee recognition program</i>	<i>Ongoing</i>	<i>In Progress</i>	<i>Ongoing</i>
	<i>5.8 Consider Adjustments to Employee Compensation and Benefits based on survey of comparable agencies every 5 years</i>	2021		2021

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Strategic Action Plan Status Report
May 2020**

VISION STRATEGIES	STRATEGIC GOALS	Original Completion Date	Current Status	Estimated Completion Date
6. Pursue Excellence in Board Governance and Organizational Management				
	6.1 Commission tri-annual Board self-assessments	2021 & 2024		2021 & 2024
	6.2 Retain Platinum Level District of Distinction Recognition from California Special District Association	Ongoing	In Progress	Ongoing
	6.3 Conduct Gap Analysis using Effective Utility Management Primer to prioritize future improvement measures	2020		2020
	6.4 Implement Effective Utility Management Measures pursuant to Gap Analysis	2021-2025		2021-2025
	6.5 Develop Voting Districts Pursuant to the California Voting Rights Act and 2020 Census Data	2021		2021
	6.6 Implement By District Voting Pursuant to California Voting Rights Act	2022-2025		2022-2025
	6.7 Implement New Board Member Training and Orientation Program.	As needed		As needed
	6.8 Review Strategic Plan and Provide Status Reports to Board on an annual basis	2020-2025	In Progress	2020-2025