

# **AGENDA**

## **REMOTE MEETING NOTICE**

To address concerns relating to COVID-19, this meeting will be accessible by remote video conferencing. The public may participate in this meeting remotely via zoom as set forth below.

### **INSTRUCTIONS FOR USING ZOOM**

- Join the meeting using the link below.
- You must have audio and microphone capabilities on the device you are using to join the meeting.
- When you join the meeting make sure that you join the meeting with audio and follow the prompts to test your speaker & microphone prior to joining the meeting.

### **TO SPEAK ON AN ITEM USING ZOOM**

- The Board President will call the item and staff will begin the staff report.
- Click on the Raise Hand icon if you would like to speak on the item.
- Your name will be called on when it's your turn to speak.
- When your name is called, you will be prompted to unmute yourself.
- When your time is up, you will be muted.
- You will repeat this process for each item you want to speak on.

### **FOR OPEN SESSION PARTICIPATION**

Join Meeting Electronically at:

#### **Join Zoom Meeting**

<https://us02web.zoom.us/j/87411659559?pwd=aEdQVDFmcHYxVW5Ka2UzaWxRY2JhUT09>

**Meeting ID: 874 1165 9559**

**Passcode: 214795**

**A G E N D A**  
REGULAR MEETING OF THE GOVERNING BOARD  
OF THE GOLETA SANITARY DISTRICT  
A PUBLIC AGENCY

One William Moffett Place  
Goleta, California 93117

October 2, 2023

**CALL TO ORDER:** 6:30 p.m.

**ROLL CALL OF MEMBERS**

**BOARD MEMBERS:** Sharon Rose  
Edward Fuller  
Jerry D. Smith  
Steven T. Majoewsky  
Dean Nevins

**CONSIDERATION OF THE MINUTES OF THE BOARD MEETING**

The Board will consider approval of the Minutes of the Regular Meeting of September 18, 2023.

The Board will consider approval of the Minutes of the Special Meeting of September 27, 2023.

The Board will consider approval of the Minutes of the Special Meeting of September 28, 2023.

**PUBLIC COMMENTS** - Members of the public may address the Board on items within the jurisdiction of the Board.

**POSTING OF AGENDA** – The agenda notice for this meeting was posted at the main gate of the Goleta Sanitary District and on the District’s web site 72 hours in advance of the meeting.

**BUSINESS:**

1. CONSIDERATION AND ACTION REGARDING GOLETA SANITARY DISTRICT STANDING COMMITTEES AND APPOINTMENT OF GOVERNING BOARD MEMBERS TO SERVE ON DISTRICT STANDING COMMITTEES  
(Board may take action on this item.)
2. STATUS REPORT ON 2020 STRATEGIC PLAN  
(Board may take action on this item.)

3. CONSIDERATION OF FY2023-24 ACTION PLAN STATUS REPORT
4. GENERAL MANAGER'S REPORT
5. LEGAL COUNSEL'S REPORT
6. COMMITTEE/DIRECTOR'S REPORTS AND APPROVAL/RATIFICATION OF DIRECTOR'S ACTIVITIES
7. PRESIDENT'S REPORT
8. ITEMS FOR FUTURE MEETINGS
9. CORRESPONDENCE  
(The Board will consider correspondence received by and sent by the District since the last Board Meeting.)
10. APPROVAL OF BOARD COMPENSATION AND EXPENSES AND RATIFICATION OF CLAIMS PAID BY THE DISTRICT  
(The Board will be asked to ratify claims.)

## **ADJOURNMENT**

*Persons with a disability who require any disability-related modification or accommodation, including auxiliary aids or services, in order to participate in the meeting are asked to contact the District's Finance & H.R. Manager at least 3 hours prior to the meeting by telephone at (805) 967-4519 or by email at [info@goletasanitary.org](mailto:info@goletasanitary.org).*

*Any public records which are distributed less than 72 hours prior to this meeting to all, or a majority of all, of the District's Board members in connection with any agenda item (other than closed sessions) will be available for public inspection at the time of such distribution at the District's office located at One William Moffett Place, Goleta, California 93117.*

# MINUTES

**MINUTES**  
REGULAR MEETING OF THE GOVERNING BOARD  
GOLETA SANITARY DISTRICT  
A PUBLIC AGENCY  
DISTRICT OFFICE CONFERENCE ROOM  
ONE WILLIAM MOFFETT PLACE  
GOLETA, CALIFORNIA 93117

September 18, 2023

**CALL TO ORDER:** President Rose called the meeting to order at 6:32 p.m.

**BOARD MEMBERS PRESENT:** Sharon Rose, Edward Fuller, Jerry Smith, Steven T. Majoewsky

**BOARD MEMBERS ABSENT:** None

**STAFF MEMBERS PRESENT:** Steve Wagner, General Manager/District Engineer, Rob Mangus, Finance and Human Resources Manager/Board Secretary and Reese Wilson, Senior Project Engineer

**OTHERS PRESENT:** Tom Evans, Director, Goleta Water District  
Craig Geyer, Director, Goleta West Sanitary District  
Jeff F. Ferre, Partner, Best Best & Krieger LLP

**APPROVAL OF MINUTES:** Director Fuller made a motion, seconded by Director Smith, to approve the minutes of the Special Board meeting of 09/06/2023. The motion carried by the following vote:

(23/09/2269)

AYES:	4	Rose, Fuller, Smith, Majoewsky,
NOES:		None
ABSENT:		None
ABSTAIN:		None

Director Majoewsky made a motion, seconded by Director Fuller, to approve the minutes of the Special Board meeting of 09/14/2023. The motion carried by the following vote:

(23/09/2270)

AYES:	3	Rose, Fuller, Majoewsky,
NOES:		None
ABSENT:		None
ABSTAIN:	1	Smith

**POSTING OF AGENDA:**

The agenda notice for this meeting was posted at the main gate of the Goleta Sanitary District and on the District's website 72 hours in advance of the meeting.

**PUBLIC COMMENTS:**

None

**BUSINESS:**

1. **CONSIDERATION OF NEW LEGAL SERVICES PROVIDER**

Mr. Wagner gave the staff report.

Consensus of the Board was to move the Closed Session item to the end of the meeting.

2. **STATUS REPORT ON BOARD VACANCY APPOINTMENT PROCESS**

Mr. Wagner gave the staff report and distributed a list of applicants and interview dates.

No Board action was taken.

3. **REVIEW OF QUARTERLY CAPITAL IMPROVEMENT PROGRAM PROJECT STATUS REPORT**

Mr. Wagner began the staff report and Mr. Wilson presented the update to the Board.

No Board action was taken on this presentation item.

4. **CLOSED SESSION**

(i) **PUBLIC COMMENTS ON CLOSED SESSION ITEM**

None.

Board entered closed session at 7:11 p.m.

(ii) **CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54957**

**PUBLIC EMPLOYMENT  
TITLE: GENERAL COUNSEL**

(iii) **PUBLIC REPORT ON CLOSED SESSION**

Board exited closed session at 7:37 p.m.

No reportable action was taken in closed session.

5. DISCUSSION AND ACTION REGARDING HIRING OF GENERAL COUNSEL, APPROVAL OF BILLING RATES AND AUTHORIZATION TO SIGN ATTORNEY SERVICES AGREEMENT

Consensus of the Board was to authorize the General Manager to negotiate a draft legal services agreement with Best Best & Krieger LLP and return to the Board for consideration.

6. GENERAL MANAGER'S REPORT

Mr. Wagner gave the report.

7. LEGAL COUNSEL'S REPORT

No report.

8. COMMITTEE/DIRECTORS' REPORTS AND APPROVAL/RATIFICATION OF DIRECTORS' ACTIVITIES

Director Smith – No report.

Director Fuller – No report.

Director Majoewsky – Reported on his attendance at the Goleta Water District meeting.

9. PRESIDENT'S REPORT

President Rose – Reported on the forthcoming Santa Barbara County Local Chapter CSDA meeting to be held the fourth Monday of October, 2023.

10. ITEMS FOR FUTURE MEETINGS

No Board action was taken to return with an item.

11. CORRESPONDENCE

The Board reviewed and discussed the list of correspondence to and from the District in the agenda.

12. APPROVAL OF BOARD COMPENSATION AND EXPENSES AND RATIFICATION OF CLAIMS PAID BY THE DISTRICT

Director Majoewsky made a motion, seconded by Director Smith, to ratify and approve the claims, for the period 09/06/2023 to 09/18/2023 as follows:



Running Expense Fund #4640	\$	213,400.24
Capital Reserve Fund #4650	\$	59,890.75
Depreciation Replacement Reserve Fund #4655	\$	33,019.47

The motion carried by the following vote:

(23/09/2271)

AYES:	4	Rose, Fuller, Smith, Majoewsky
NOES:		None
ABSENT:		None
ABSTAIN:		None

**ADJOURNMENT**

There being no further business, the meeting was adjourned at 7:42 p.m.

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Sharon Rose  
Governing Board President

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Robert O. Mangus, Jr.  
Governing Board Secretary

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Edward Fuller

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Jerry D. Smith

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Steven T. Majoewsky

**MINUTES**  
SPECIAL MEETING OF THE GOVERNING BOARD  
GOLETA SANITARY DISTRICT  
A PUBLIC AGENCY  
DISTRICT OFFICE CONFERENCE ROOM  
ONE WILLIAM MOFFETT PLACE  
GOLETA, CALIFORNIA 93117

September 27, 2023

**CALL TO ORDER:** President Rose called the meeting to order at 1:00 p.m.

**BOARD MEMBERS PRESENT:** Sharon Rose, Edward Fuller, Jerry D. Smith, Steven T. Majoewsky

**BOARD MEMBERS ABSENT:** None

**STAFF MEMBERS PRESENT:** Steve Wagner, General Manager/District Engineer

**OTHERS PRESENT:** None

**APPROVAL OF MINUTES:** The review and approval of the 09/18/23 Board meeting minutes was tabled until the 10/2/23 Board meeting. This action was by consensus of the Board.

**POSTING OF AGENDA:** The agenda notice for this meeting was posted at the main gate of the Goleta Sanitary District and on the District's website 24 hours in advance of the meeting.

**PUBLIC COMMENTS:** None

**BUSINESS:**

1. **CONDUCT INTERVIEWS OF CANDIDATES FOR FILLING VACANCY ON GOVERNING BOARD**

The Board members interviewed 4 of the 9 applicants for the Board vacancy position.

Interviews concluded at 4:30 p.m.

No Board action was taken, pending additional interviews, September 28, 2023.

**ADJOURNMENT**

There being no further business, the meeting was adjourned at 4:35 p.m.

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Sharon Rose  
Governing Board President

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Steve Wagner  
Governing Board Secretary Pro Tem

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Edward Fuller

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Steven T. Majoewsky

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Jerry D. Smith

**MINUTES**  
SPECIAL MEETING OF THE GOVERNING BOARD  
GOLETA SANITARY DISTRICT  
A PUBLIC AGENCY  
DISTRICT OFFICE CONFERENCE ROOM  
ONE WILLIAM MOFFETT PLACE  
GOLETA, CALIFORNIA 93117

September 28, 2023

**CALL TO ORDER:** President Rose called the meeting to order at 10:00 a.m.

**BOARD MEMBERS PRESENT:** Sharon Rose, Edward Fuller, Jerry D. Smith, Steven T. Majoewsky

**BOARD MEMBERS ABSENT:** None

**STAFF MEMBERS PRESENT:** Steve Wagner, General Manager/District Engineer

**OTHERS PRESENT:** None

**POSTING OF AGENDA:** The agenda notice for this meeting was posted at the main gate of the Goleta Sanitary District and on the District's website 24 hours in advance of the meeting.

**PUBLIC COMMENTS:** None

**BUSINESS:**

1. **CONDUCT INTERVIEWS OF CANDIDATES FOR FILLING VACANCY ON GOVERNING BOARD**

The Board interviewed the remaining 5 of the 9 applicants for the Board vacancy position.

President Rose called a lunch recess at 11:45 a.m.

President Rose called the meeting to order at 12:55 p.m.

Interviews concluded at 3:30 p.m. and the Board discussed the applicants.

2. **BOARD DISCUSSION, AND BOARD ACTION REGARDING FILLING VACANCY ON GOVERNING BOARD**

(Board may take action on this item.)

Director Smith made a motion, seconded by Director Majoewsky to appoint Dean Nevins to the Goleta Sanitary District Board to fill the vacancy.

The motion carried by the following vote:

(23/09/2272)

AYES:	4	Rose, Fuller, Smith, Majoewsky
NOES:		None
ABSENT:		None
ABSTAIN:		None

**ADJOURNMENT**

There being no further business, the meeting was adjourned at 4:13 p.m.

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Sharon Rose  
Governing Board President

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Steve Wagner  
Governing Board Secretary Pro Tem

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Edward Fuller

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Steven T. Majoewsky

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Jerry D. Smith

# **AGENDA ITEM #1**

**AGENDA ITEM: 1**

**MEETING DATE: October 2, 2023**

**I. NATURE OF ITEM**

Consideration and Action Regarding Goleta Sanitary District Standing Committees and Appointment of Governing Board Members to Serve on District Standing Committees

**II. BACKGROUND INFORMATION**

On July 15, 2013, the District's Governing Board adopted Ordinance No. 80, which established four specified standing committees and designated the definition and main functions of each committee. Ordinance No. 80 (as amended) provides that the District shall have the following standing committees:

- Engineering Committee;
- Finance Committee;
- Personnel Committee; and
- Outreach and Public Education Committee.

Ordinance No. 80 further provides that (i) the District shall have such additional standing committees as may be established from time to time by approval of the Board, and (ii) upon establishing a new standing committee, the Board shall define the committee, designate the committee's main functions and appoint the committee members.

The current members of the District's standing committees are as follows:

	Engineering Committee	Finance Committee	Personnel Committee	Outreach & Public Education Committee
Member:	Majoewsky	Fuller	Majoewsky	Rose
Member:	Smith	Smith	VACANT	Fuller
Alternate:	Fuller	Rose	Smith	VACANT

The recent resignation of Director George Emerson has created a vacancy on the Personnel Committee and a vacancy as an alternate to the Outreach and Public Education Committee. While the Board usually makes these appointments at the beginning of the calendar year, the Board may want to consider filling the vacant positions through the end of this calendar year at this time.

Under Section 6481 of the Health and Safety Code and Section 1 of Ordinance No. 78 adopted by the Governing Board on May 21, 2012, the appointment of standing committee members requires Board action. Under Section 6 of Resolution No. 13-558 adopted by the Governing Board on September 3, 2013, the term of Directors appointed to serve on District standing committees expires one year after the date of the appointment unless the Board takes action to extend the term or unless a different term is stated at the time of the appointment.

Under the regulations of the Fair Political Practices Commission (FPPC), Directors may vote on their appointment to a committee of the District, so long as FPPC form 806 is posted on the District's website. The form is required to be posted before the Board votes on any appointments and must be updated after the vote to identify the individuals that were elected to serve on the committee(s). Since the District's FPPC Form 806 listing the current committees is posted on the District's website, Directors may vote on their appointment.

### **III. COMMENTS AND RECOMMENDATIONS**

It is recommended that the Board decide on whether to fill the vacant position(s) and/or make any changes to the existing standing committee appointments. It is also recommended that if the Board elects to fill a vacancy and/or make any changes to the existing standing committee appointments that the term of any such appointment be for the remainder of the calendar year.

### **IV. REFERENCE MATERIAL**

Ordinance No. 80



**ORDINANCE NO. 80**

**ORDINANCE OF THE GOVERNING BOARD OF THE GOLETA  
SANITARY DISTRICT AMENDING ADMINISTRATIVE CODE TO  
ADDRESS STANDING COMMITTEE DEFINITIONS AND FUNCTIONS**

**WHEREAS**, on July 21, 2008 the Governing Board of the Goleta Sanitary District (the “District”) adopted Ordinance No. 70 approving an Administrative Code (the “Administrative Code”) which (i) sets forth the statutes, ordinances, regulations, resolutions, policies, procedures and administrative provisions applicable to and/or promulgated by the District, and (ii) provides the Board and the staff of the District with instructions and policies to implement the Sanitary District Act of 1923 as set forth in California Health and Safety Code Section 6400 et seq.; and

**WHEREAS**, on May 21, 2012 the Governing Board of the District adopted Ordinance No. 78 which, among other things, amended Section 2-1.3.1 of the Administrative Code to address the procedures for establishing standing committees, designating the main purposes of the committees and appointing persons to serve on the committees. Ordinance No 78 also amended Section 2-1.3.2 of the Administrative Code to identify five specified standing committees; and

**WHEREAS**, the Governing Board of the District desires to amend Sections 2-1.3.1 and 2-1.3.2 of the Administrative Code to provide for the establishment of four specified standing committees and to designate the definition and main functions of each committee.

**NOW, THEREFORE, BE IT ORDAINED** by the Governing Board of the Goleta Sanitary District as follows:

**1. ESTABLISHMENT OF STANDING COMMITTEES**

Section 2-1.3.1 under Article 3 of Chapter 1 of Title 2 of the Administrative Code is hereby amended to read as follows:

The District shall have the following standing committees:

- (a) Engineering Committee;
- (b) Finance Committee;
- (c) Personnel Committee; and
- (d) Outreach, Government Relations and Sustainability Committee.

The District shall have such additional standing committees as may be established from time to time by approval of the Board. Upon establishing a new standing committee, the Board shall define the committee, designate the committee’s main functions and appoint the committee members.

**2. STANDING COMMITTEE DEFINITIONS AND FUNCTIONS**

Section 2-1.3.2 under Article 3 of Chapter 1 of Title 2 of the Administrative Code is hereby amended to read as follows:

The definitions and main functions of the District's standing committees shall be as follows:

**A. Engineering Committee**

**Definition:**

The Engineering Committee shall serve in an advisory role to the Board and General Manager on matters pertaining to engineering and construction projects, studies, research and operating permit provisions.

**Main Functions:**

The Committee will typically be called upon to review the following types of assignments:

- (1) Provide advisory support to the District staff on all aspects of planning, design and construction of the District's capital programs for its facilities and infrastructure.
- (2) Assist staff in solicitation and selection of consultants for certain engineering studies and projects.
- (3) Provide support and guidance to staff where necessary for matters related to conflict resolution with engineering consultants and contractors.
- (4) Provide support to staff on miscellaneous engineering and technical operation issues where necessary.
- (5) Assist staff in the application and processing of the District's NPDES and other operating permits.
- (6) Provide periodic monitoring of the District's performance and compliance with the District's operating permits.
- (7) Provide occasional advisory support to staff on matters related to applications for annexation to and detachment from the District.

**B. Finance Committee**

**Definition:**

The Finance Committee shall serve in an advisory role to the Board and General Manager and is commissioned with providing oversight and monitoring of the District's overall financial affairs and health.

**Main Functions:**

The Committee's main function is to ensure that the District's expenditures are appropriate for its main charter of delivery of public service and that the District's revenues, including those from investments, are adequate to finance necessary District expenditures. The Committee will typically be called upon to review the following types of assignments:

- (1) Review, oversee and monitor the District's annual proposed budget to verify that

expenditures are appropriate for District operations and maintenance activities, and that revenues are adequate to meet expenditures.

- (2) Provide advisory input on the methodology and value of District user charges and all other fees.
- (3) Review annual budget status quarterly.
- (4) Perform advisory functions in the selection and monitoring of investments of District funds.
- (5) Oversee and support selection of outside consultants for performing financial services to the District including auditors of the District's financial statements, banks, and investment consultants, among others.
- (6) Review and provide recommendations associated with the District's audited financial statements.
- (7) Perform advisory functions in the management of the District's internal funds to ensure that the objectives of such funds are met.
- (8) Provide advice and oversight regarding the need for outside financing and the vehicles associated with such financing specifically associated with large capital improvement projects.
- (9) Review District expenditures as required, including but not limited to periodic warrants and claims.
- (10) Provide advice to the Board of proposed District functions and projects, among other activities, with respect to the impact on District funds balances.

**C. Personnel Committee**

**Definition:**

The Personnel Committee shall serve in an advisory role to the Board and the General Manager and is commissioned with providing oversight and monitoring of the District's overall human resources matters.

**Main Functions:**

The Committee's main function is to ensure that District employment policies and practices are consistent with those commonly adopted in the industry and in accordance with applicable laws. The Committee will typically be called upon to review the following types of assignments:

- (1) Review, oversee and monitor District human resources and employment policies and practices.
- (2) Oversee and monitor periodic updating of the District's human resources manual.

- (3) Periodically conduct compensation and benefit surveys to maintain competitive employment of District personnel.
- (4) Oversee and provide guidance to the Board on all matters related to the General Manager's employment contract, compensation, benefits and performance.
- (5) Perform advisory functions and support to the General Manager on matters associated with employee claims, grievances, complaints, terminations among other similar labor issues.
- (6) Provide recommendations relative to annual cost of living adjustments (COLA) for the compensation of all District staff.
- (7) Oversee and provide advice on District senior management employee succession planning efforts.
- (8) Oversee and manage the process of the required qualifications, criteria and recruitment of the General Manager when needed and provide recommendations to the Board.
- (9) Provide advice to the Board on matters associated with Director's compensation, benefits, travel policies and practices.

**D. Outreach, Government Relations and Sustainability Committee**

**Definition:**

The Outreach, Government Relations and Sustainability Committee provides oversight and monitoring of the District's overall outreach, education and public relations and advises the Board and General Manager on such matters. In addition, the committee advises the Board and General Manager on government and agency relations and sustainability issues which may impact the district.

**Main Functions:**

The Committee's main functions are to insure that outreach, communications, public education policies and practices, government relations and sustainability practices effectively support and promote District goals through outstanding communication, transparency and accountability. The Committee will typically be called upon to review the following types of assignments:

- (1) Review, oversee and monitor District community outreach policies and practices and participate in development of a list of media contacts to implement media goals.
- (2) Perform advisory functions and provide support to the Board and General Manager on matters associated with public outreach/education, activities, materials and communication methods.
- (3) Oversee, monitor and participate with the Board and General Manager in the development and review of an annual community outreach/education plan and

associated costs which include but are not limited to: newsletter, website, annual report, brochures, promo items, branding, logos, advertising, event booths, facility tours, library, educational workshops, sustainability and outreach goals to industry and civic groups, schools, media, public officials and agencies.

- (4) Discuss Committee issues at the annual Board planning session each year.
- (5) Monitor and evaluate activities of capacity rights partners, groups and agencies which impact District business and provide recommendations to the Board and General Manager on addressing ongoing issues of interest to the District.
- (6) Monitor and gather information on sustainability issues which will result in improvements to public health and the environment and conserve costs and resources, and advise the Board and General Manager on such matters.

**3. CONTINUED EFFECT**

Except as specifically amended herein, all of the terms and provisions of the Administrative Code, as previously updated and amended, shall continue in full force and effect.

**4. PUBLICATION**

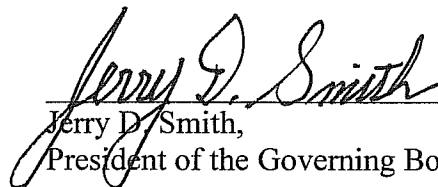
The Secretary of the District is hereby directed to enter this Ordinance in the minutes of the meeting at which it is adopted and to publish this Ordinance, or a summary hereof, once in a newspaper published in the District, as required by Health and Safety Code Section 6490.

**5. EFFECTIVE DATE**

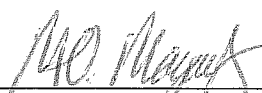
This Ordinance shall take effect one (1) week from the date of its publication.

**PASSED AND ADOPTED** by the Governing Board of the Goleta Sanitary District this 15th day of July, 2013, by the following vote:

**AYES:** Smith, Fox, Carter, Emerson, Rose  
**NOES:** None  
**ABSENT:** None  
**ABSTAINED:** None

  
\_\_\_\_\_  
Jerry D. Smith,  
President of the Governing Board

**COUNTERSIGNED:**

  
\_\_\_\_\_  
Robert O. Mangus, Jr.,  
Secretary of the Governing Board

# **AGENDA ITEM #2**

**AGENDA ITEM: 2**

**MEETING DATE: October 2, 2023**

**I. NATURE OF ITEM**

Status Report on 2020 Strategic Plan

**II. BACKGROUND INFORMATION**

The District adopted its most recent Strategic Plan in 2020. The 2020 Strategic Plan includes the following six vision strategies:

- ✓ Implement Long Range Master Plan
- ✓ Initiate Biosolids & Energy Strategic Plan Recommendations
- ✓ Work in Partnership with Other Local Agencies to Advance and Expand Water Reuse
- ✓ Continue Our Commitment to Environmental Stewardship & Operational Resiliency
- ✓ Recruit and Retain a Top-Notch Workforce
- ✓ Pursue Excellence in Board Governance & Organizational Management

43 strategic goals were identified to support the above vision strategies. Since its adoption in 2020, the Strategic Plan has been reviewed as part of the Board's annual planning meetings, and the goals have been incorporated into the District's Annual Action Plans as appropriate. Significant progress on these Strategic Plan goals has been made since its adoption in 2020.

A status report of the 2020 Strategic Plan goals is attached to this report and is presented herein for Board consideration.

**III. COMMENTS AND RECOMMENDATIONS**

To date, all but two of the 43 strategic plan goals have been completed or are in progress. The two goals that have not yet been completed relate to the development of a future advanced treatment facility onsite for indirect potable reuse. While one of the remaining goals is scheduled for initiation in 2024, the development of an advanced treatment facility will be a longer-range goal that will likely be incorporated into future strategic planning efforts.

Given the progress that has been made in implementing a majority of the 2020 strategic planning goals, staff recommends a new draft strategic plan be developed in 2024.

The next strategic planning session will likely focus on succession planning and excellence in governance with new board members joining the District in the near future.

#### **IV. REFERENCE MATERIAL**

GSD 2020 Strategic Plan

GSD 2020 Strategic Goals Status Report October 2023





# **GOLETA SANITARY**

## **Water Resource Recovery District**



# ***Strategic Plan***

## ***2020-2025***

***May 18, 2020***

### **Board of Directors**

Sharon Rose, President  
Bob Wageneck, President Pro Tem  
Steve T. Majoewsky, Director  
Jerry D. Smith, Director  
George W. Emerson, Director

### **District Executive Team**

Steve Wagner, General Manager/District Engineer  
Rob Mangus, Finance and Human Resource Manager  
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  
Guisel Razo, Administrative Supervisor  
Rich Rosenbaum, Safety and Regulatory Compliance Manager

**Table of Contents**

Acknowledgments	2
Introduction	4
Strategic Planning Definitions	5
Strategic Plan Development	6
Continuation Process of the Plan	7
Mission, Vision and Values	8
Vision Strategies and Strategic Goals	9
Strategic Action Plan	16
Appendix: Strategic Action Plan Status Report	17

## **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  
2020 Strategic Action Plan Status Report  
10/2/2023**

<b>VISION STRATEGIES</b>	<b>STRATEGIC GOALS</b>	<b>Original Completion Date</b>	<b>Current Status</b>	<b>Estimated Completion Date</b>
<b>1. Implement Long Range Master Plan</b>				
	1.1 Complete Lift Station Improvement Project	2020	In Progress	2023
	1.2 Complete 2020 Pipeline Rehabilitation Project	2020	Complete	2020
	1.3 Incorporate BESP recommended Improvements into Long Range Master Plan	2021	Complete	2022
	1.4 Contract for Video Inspection of Remaining Collection System Segments	2020	Complete	2020
	1.5 Update Collection System Asset Management Program and LRMP Project List Based on Updated Video Inspection Information	2021	Complete	2022
	1.6 Complete Annual Pipeline Improvement Projects Pursuant to Updated LRMP project List	2022-2025	In Progress	2022-2025
	1.7 Develop and Implement other Capital Projects Pursuant to LRMP	2020-2025	In Progress	2020-2025
	1.8 Review LRMP Annually and Update Project List and Schedule as Needed	2020-2025	In Progress	2020-2025

**Goleta Sanitary District  
2020 Strategic Action Plan Status Report  
10/2/2023**

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

**Goleta Sanitary District  
2020 Strategic Action Plan Status Report  
10/2/2023**

<b>VISION STRATEGIES</b>	<b>STRATEGIC GOALS</b>	<b>Original Completion Date</b>	<b>Current Status</b>	<b>Estimated Completion Date</b>
<b>3. Work in Partnership with Other Local Agencies to Advance and Expand Water Reuse</b>				
	<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, Goleta West Sanitary District, and City of Goleta 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>2024</i>
	<i>3.5 Seek out funding opportunities to design and construct Advanced Water Treatment Demonstration Project</i>	<i>Ongoing</i>	<i>In Progress</i>	<i>Ongoing</i>
	<i>3.6 Develop Advanced Water Treatment Demonstration Project once funding is obtained</i>	<i>TBD</i>		<i>TBD</i>

**Goleta Sanitary District  
2020 Strategic Action Plan Status Report  
10/2/2023**

<b>VISION STRATEGIES</b>	<b>STRATEGIC GOALS</b>	<b>Original Completion Date</b>	<b>Current Status</b>	<b>Estimated Completion Date</b>
<b>4. Continue Our Commitment to Environmental Stewardship &amp; Operational Resiliency</b>				
	<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>Complete</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>Complete</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>In Progress</i>	<i>2024</i>
	<i>4.7 Develop and Implement Comprehensive Resiliency Plan for District Operations</i>	<i>2022-2025</i>	<i>In Progress</i>	<i>2022-2025</i>

**Goleta Sanitary District  
2020 Strategic Action Plan Status Report  
10/2/2023**

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

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**Goleta Sanitary District  
2020 Strategic Plan Goals Status Report  
10/2/2023**

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

# **AGENDA ITEM #3**



**AGENDA ITEM: 3**

**MEETING DATE: October 2, 2023**

**I. NATURE OF ITEM**

Consideration of FY2023-24 Action Plan Status Report

**II. BACKGROUND INFORMATION**

The District's Governing Board held its annual planning meeting on Wednesday, March 22, 2023, at the Leta Hotel to review the 2022 Annual Report, prior year activities, and develop a new list of goals and objectives for FY2023-24. The list of goals and objectives identified at the meeting have been put together into FY2023-24 Action Plan that is presented herein for Board consideration.

**III. COMMENTS AND RECOMMENDATIONS**

The approved FY2023-24 Action Plan includes 24 separate goals with a total of 73 associated actions to be completed over the next year. Many of these goals and actions were carried over from the prior year and are already in progress. While the goal is to complete all identified actions, the timing and/or completion of most of the actions is dependent on the availability of the staff time and resources required. Some actions are dependent on other entities/agencies which are not under our control. The attached status report includes the estimated schedule for completion and the current status for each identified action.

Out of the 73 actions included in the FY2023-24 Action Plan, 40 have been completed or are in progress. The remaining actions are scheduled for completion by the end of the fiscal year and/or will be incorporated into the FY2024-25 Annual Action Plan as appropriate.

This report is for informational purposes only. As such no Board action is required.

**IV. REFERENCE MATERIALS**

GSD FY2023-24 Action Plan Status Report Dated 10/2/23

**GOLETA SANITARY DISTRICT  
FY23-24 ACTION PLAN STATUS REPORT  
10/2/23**

		Original Timeline	Current Status	Estimated Completion	Remarks
<b>Goal #1 Implement Long-Range Master Plan (LRMP) Projects</b>					
1	Complete construction of Lift Station Rehabilitation Project	Q2 2023	In Progress	Q4 2023	Project under construction. Completion anticipated by October 2023.
2	Start Construction of BESP Phase 1 Project	Q3 2023	Complete	Q3 2023	Construction contract awarded 6/5/23. Notice to proceed anticipated by end of July 2023.
3	Complete final engineering for BESP Solids Handling Improvement Project	Q1 2025	In Progress	Q1 2025	Final design underway. Completion anticipated by end of March 2025.
<b>Goal #2 Consider long term use of Lystek Refeed Process to Reduce Operating Costs</b>					
4	Develop proforma of permanent installation of Lystek Refeed Process	Q2 2023	Complete	Q2 2023	Proforma developed and used to determine cost/benefit of permanent installation
5	Negotiate lease-purchase existing Lystek refeed equipment based on proforma results	Q2 2023	Complete	Q2 2023	Agreement reached on draft lease-purchase of Lystek equipment based on proforma analysis
6	Board consideration of lease-purchase of Lystek refeed equipment	Q3 2023	Complete	Q3 2023	Lease-purchase was approved by Board in August 2023.
7	Reconfigure remaining Lystek equipment as needed for long term use if approved by Board	Q4 2023	In Progress	Q1 2024	
<b>Goal #3 Initiate design and installation of additional work spaces in Admin. Building</b>					
8	Purchase and install office cubicle in lobby area for temporary staffing	Q3 2023	Complete	Q2 2023	Office cubicle in lobby area installed in June 2023
9	Prepare plans and cost estimate to divide GM office space into 2 separate offices	Q4 2023		Q1 2024	

<b>Goal #4 Initiate prelim. engineering on supplemental UV disinfection of recycled water</b>					
10	Meet with GWD on supplemental UV disinfection	Q2 2023	Complete	Q2 2023	Meeting with GWD on UV disinfection held in May 2023
11	Seek grant funding for design	Ongoing		NA	This effort was halted based on preliminary cost estimates and success of other measures
12	Develop scope and fee of preliminary engineering effort.	Q3 2023		NA	see above
13	Complete preliminary engineering and prepare preliminary design report (PDR)	Q4 2023		NA	see above
14	Present PDR to Board and GWD	Q4 2023		NA	see above
15	Seek grant funding for project	Ongoing		NA	see above
<b>Goal #5 Initiate preliminary engineering of future onsite advance water treatment facility</b>					
16	Meet with GWD on advanced treatment	Q2 2023	Complete	Q2 2023	Meeting with GWD on advanced treatment held in May 2023. GWD staff not supportive of effort at this time.
17	Prepare and issue RFQ for engineering analysis	Q3 2023		Q2 2024	
18	Select Consultant and complete study Select Consultant and complete study	Q4 2023		Q3 2024	Action to be considered in FY24-25 Action Plan
19	Board consideration of study findings	Q1 2024		Q4 2024	Action to be considered in FY24-25 Action Plan
20	Seek grant funding for project	On Going		Q4 2924	Action to be considered in FY24-25 Action Plan
<b>Goal #6 Update LRMP/CIP Storyboard and post on District Website</b>					
21	Update individual CIP project worksheets based on latest information	Ongoing	In Progress	Ongoing	
22	Update cost and schedule summary based on revised worksheets	Ongoing	In Progress	Ongoing	
23	Revise story map based on updated project information	Q3 2023	In Progress	Q4 2023	

<b>Goal #7 Continue value engineering analyses of BESP phase 2 project</b>					
<b>24</b>	Conduct value engineering analysis at completion of 30%, 60%, and 90% design plans	Ongoing	In Progress	Ongoing	2 value engineering meetings were held as part of 30% plan preparation
<b>Goal #8 Adopt and Implement Capacity Exceedance Policy</b>					
<b>25</b>	Complete updated outreach to affected users	Q3 2023		Q4 2023	
<b>26</b>	Review draft capacity exceedance policy with Board	Q4 2023		Q1 2024	
<b>27</b>	Hold public hearing on draft policy	Q4 2023		Q1 2024	
<b>28</b>	Implement policy as directed by Board	Q1 2024		Q2 2024	
<b>Goal #9 Conduct rate study based on results from CASA's Flow &amp; Loadings Study</b>					
<b>29</b>	Continue participation in CASA F&L study	Ongoing	In Progress	Ongoing	Phase 2b of commercial flow sampling underway. Study completion estimated to be spring 2024
<b>30</b>	Prepare RFQ/P for selection of rate study consultant	Q1 2024		Q1 2024	
<b>31</b>	Board consideration of rate study consultant	Q2 2024		Q2 2024	
<b>32</b>	Conduct rate study based on results of CASA F&L study	Q3 2024		Q3 2024	Action to be included in FY24-25 Action Plan
<b>33</b>	Board consideration of rate study	Q4 2024		Q4 2024	Action to be included in FY24-25 Action Plan
<b>34</b>	Board adoption new rate structure	Q4 2024		Q4 2024	Action to be included in FY24-25 Action Plan
<b>35</b>	Develop outreach communications plan on proposed rate changes	Q4 2024		Q4 2024	Action to be included in FY24-25 Action Plan

<b>Goal #10 Implement pension liability management strategies</b>					
36	Update UAL payoff plan based on latest information	Q2 2023	Complete	Q2 2023	Revised UAL amount determined based on latest information
37	Board consideration of updated UAL payment plan	Q2 2023	Complete	Q2 2023	Board consideration of updated UAL payment plan on May 1, 2023
38	Process UAP payment by 4/28/23	Q2 2023	Complete	Q2 2023	Payment processed by deadline
39	Presentation UAL payoff plan to contract entities	Q2 2023	Complete	Q2 2023	Presentation to contract entities made at annual budget meeting
<b>Goal #11 Expend BESP Loan funds in accordance with Loan agreement</b>					
40	Submit reimbursement requests for all project related expenses in a timely manner	Ongoing	In Progress	Ongoing	Several reimbursement requests submitted to date totaling over \$1.6M
41	Submit all BESP project expenses for reimbursement by June 10, 2025	Q2 2025	In Progress	Q2 2025	Action to be included in FY24-25 Action Plan
<b>Goal #12 Improve collaboration with partner agencies</b>					
42	Hold quarterly CIP Status Meeting with GWSD and other plant partners	Ongoing	In Progress	Ongoing	Q3 2023 meeting was held on September 20, 2023. Next meeting to be held in December 2023.
43	Meet with new SBMA director on contract roles and responsibilities	Q3 2023		Q4 2023	
44	Meet with UCSB and So. Cal. Gas Company on existing and future energy sustainability efforts	Q4 2023		Q4 2023	
<b>Goal #13 Attain Utility of the Future Designation</b>					
45	Submit UOTF application by April 12, 2023	Q2 2023	Complete	Q2 2023	Application submitted on April 11, 2023
<b>Goal #14 Maintain certification as Santa Barbara County Green Business</b>					
46	Review green business certification criteria to ensure compliance	Ongoing	In Progress	Ongoing	
47	Prepare and submit application if required to maintain certification	Q2 2024		Q2 2024	
48	Continue to support and participate in SBC Green Business program	Ongoing	In Progress	Ongoing	

<b>Goal #15 Document and Share ongoing Resiliency Efforts</b>					
49	Review information related to all ongoing resiliency efforts	Q3 2023		Q4 2023	
50	Prepare summary/overview of resiliency efforts	Q4 2023		Q1 2024	
51	Post summary on website with links to associated resiliency efforts and documents	Q4 2023		Q2 2024	
<b>Goal #16 Prepare updated Green House Gas Inventory</b>					
52	Determine scope and fee to update green house gas inventory and complete analysis	Q3 2023		Q4 2023	
53	Conduct greenhouse gas inventory and prepare summary report	Q4 2023		Q1 2024	
54	Communicate and post greenhouse gas inventory report on District website	Q1 2024		Q2 2024	
<b>Goal #17 Implement annual outreach program activities</b>					
55	Review annual outreach program with Board Outreach Committee	Q1 2023	Complete	Q1 2023	Committee review of outreach plan held on April 13, 2023
56	Board consideration of annual outreach program	Q2 2023	Complete	Q2 2023	Board review of outreach plan on March 31, 2023
57	Implement annual outreach programs in accordance with plan	Ongoing	In Progress	Ongoing	
<b>Goal #18 Enhance use of social media to communicate District efforts and accomplishments</b>					
58	Enhance use of social media to communicate District efforts and accomplishments	Ongoing	In Progress	Ongoing	
59	Create next-door account for additional messaging opportunities	Q3 2023	Complete	Q2 2023	Account created in August 2023.
<b>Goal #19 Expand Spanish translation to all outreach efforts as appropriate</b>					
60	Expand Spanish translation to all outreach efforts as appropriate	Ongoing	In Progress	Ongoing	
61	Produce 3 Spanish tour videos of plant	Q2 2024			

<b>Goal #20 Consider alternative outreach activities during construction of major CIP projects</b>					
62	Consider alternative outreach activities during construction of major CIP projects	Q4 2023		Q4 2024	
<b>Goal #21 Recruit and hire top notch staff to fill vacant positions</b>					
63	Recruit and hire 2 Senior Plant Operators	Q3 2023	In Progress	Q3 2024	One Senior Plant Operator hired via In house promotion.
64	Recruit and hire Senior Accounting Technician	Q2 2023	Complete	Q3 2023	New Senior Accounting Technician hired in August 2023
65	Recruit and hire Instrumentation Technician	Q2 2023	In Progress	Q4 2023	
66	Recruit and hire Operator in Training	Q3 2023	In Progress	Q4 2023	
67	Recruit and hire Maintenance Technician 1	Q3 2023	Complete	Q3 2023	New Maintenance Technician 1 hired. Start date 10/30/23
68	Recruit and hire Safety and Regulatory Compliance Manager	Q2 2023	In Progress	Q4 2023	
<b>Goal #22 Continue to support and improve the safety of our employees</b>					
69	Develop competency based training programs for operations and maintenance personnel	Q3 2023	In Progress	Q4 2023	
70	consider contract staff to assist with meeting safety and regulatory training needs	Q4 2023		Q4 2023	
<b>Goal #23 Provide training to prepare staff for advancement</b>					
71	Complete and launch Employee Leadership Academy (ELA)	Q3 2023	In Progress	Q4 2023	
72	Incorporate ELA training opportunities in annual review process as appropriate	Q3 2023		Q4 2023	
<b>Goal #24 Update succession plans for near term retirements and key staff positions</b>					
73	Update succession plans for near term retirements and key staff positions	Q2 2023	In progress	Q4 2023	

# **GENERAL MANAGER'S REPORT**



## **GOLETA SANITARY DISTRICT GENERAL MANAGER'S REPORT**

The following summary report describes the District's activities from September 19, 2023, through October 2, 2023. It provides updated information on significant activities under three major categories: Collection System, Treatment/Reclamation and Disposal Facilities, and General and Administration Items.

### **1. COLLECTION SYSTEM REPORT**

#### **LINES CLEANING**

Staff has been conducting routine lines cleaning in the areas of Cathedral Oaks and El Sueno Roads.

#### **CCTV INSPECTION**

Staff continues with routine Closed-Circuit Television (CCTV) inspections in the area of Calle Real and North San Marcos Road.

#### **GREASE AND OIL INSPECTIONS**

Staff continues with Grease and Oil Inspections. Staff is working with City of Goleta and Santa Barbara County Public Health staff to ensure that two (2) new Food Service Establishments are in full compliance with all required permits and inspections.

#### **REPAIR AND MAINTENANCE**

The CCTV camera head has been sent to Plumbers Depot for repair of the pan and tilt motors. It is anticipated to be back in service shortly.

#### **PROPOSED SEWER MAIN EXTENSION AT 5100 CAMINO FLORAL**

Staff continues to work with the Camino Floral homeowners near Shoreline and Orchid Drives for a proposed 400 linear foot (LF) sewer main extension.

### **2. TREATMENT, RECLAMATION AND DISPOSAL FACILITIES REPORT**

Plant flows for the month of September 2023 are 4.88 million gallons a day (MGD) on average. This is a 1.2 MGD increase since the end of the summer term. U.C.S.B. Fall semester has begun, and S.B.C.C. is also back in session. The Reclamation Plant has been on line since July 10, 2023. High concentrations and loadings during the weekends continue to cause intermittent challenges and various levels of Plant interference.

The Nanobubbler was put back online at the Headworks on August 22, 2023. We will run it for approximately six weeks in this spot, then we will start sampling again.

The construction phase of the Influent Pump Station Rehabilitation Project is coming to a close. The Influent Pumps have been put online and the Automated Transfer Switch (ATS) has been installed and tested. The general contractor, GSE Construction, will continue to work on punch list items as the project approaches completion, which is now scheduled for the end of October 2023. The final project close out is expected by end of November 2023.

Construction of the Biosolids and Energy (BESP) Phase 1 project has begun. Several

requests for information (RFIs) have been received and the Construction Management and design team continue to respond. Excavation for the relocation of utilities has begun.

The maintenance staff is working on various flow meters and dosing pumps, and the installation of the new vehicle lift is complete. Staff has also completed the overhaul of one of our screw presses and put it back into service. Work on the second screw press will be completed once all needed parts have been received. We are scheduled to begin hauling operations under our new contract with Synagro on October 16, 2023.

The 2023 Biosolids Pad Rehabilitation Project was sent out to qualified bidders, and one proposal was received from Ramsey Asphalt. The bid price of \$92,440 is slightly higher than expected, but within the authorized contingency allowance. Staff plans to award the contract as authorized by the Board and prepare an agenda item for a future Board meeting to request additional authority to approve change orders up to a total of \$97,062.

### **PUBLIC EDUCATION AND OUTREACH**

The District participated in the annual Lemon Festival in Girsh Park on Saturday, September 30, and Sunday, October 1, 2023. Staff from all departments were in the booth interacting with members of the public and sharing educational information about our work. A report will be given in the next GMR to share the number of interactions.

### **GENERAL AND ADMINISTRATIVE ITEMS**

#### **Financial Report**

The District account balances as of October 2, 2023 shown below are approximations to the nearest dollar and indicate the overall funds available to the District at this time.

Operating Checking Accounts:	\$ 459,485
Investment Accounts:	<u>\$ 32,220,873</u>
Total District Funds:	<u>\$ 32,680,358</u>

The following transactions are reported herein for the period 09/19/23 – 10/02/23

Regular, Overtime, Cash-outs and Net Payroll:	\$ 129,361
Claims:	\$ 665,179
Total Expenditures:	\$ 794,540
Total Deposits:	\$ 57,758

Transfers of funds:

LAIF to Community West Bank Operational (CWB):	\$ - 0 -
CWB Operational to CWB Money Market:	\$ - 0 -
CWB Money Market to CWB Operational:	\$ 1,000,000
CWB Operational to CA-Class Investment Account	\$ - 0 -
CA-Class Investment Account to CWB Operational	\$ - 0 -

The District's investments comply with the District's Investment Policy adopted per

Resolution No. 16-606. The District has adequate funds to meet the next six months of normal operating expenses.

**Local Agency Investment Fund (LAIF)**

LAIF Monthly Statement – Previously submitted.

LAIF Quarterly Report – Previously submitted.

PMIA/LAIF Performance – Previously submitted.

PMIA Effective Yield – Previously submitted.

**CA-Class Investment Account**

CA-Class Investment Account – Previously submitted.

**Community West Bank (CWB)**

CWB Money Market and ICS Accounts – Previously submitted.

**Deferred Compensation Accounts**

CalPERS 457 Deferred Compensation Plan – Previously submitted.

Lincoln 457 Deferred Compensation Plan – Previously submitted.

**Personnel Update**

A verbal update will be provided at the meeting.

**DISTRICT  
CORRESPONDENCE**  
Board Meeting of October 2, 2023



**Date:**

**Correspondence Sent To:**

1. 09/21/2023 Santa Barbara County Planning Department  
Attn: Christopher Schmuckal  
123 East Anapamu Street  
Santa Barbara, CA 93101  
**Subject:** PM 14,852  
A.P.N. 061-220-005 at 4345 Modoc Road, Santa Barbara, CA

***Hard Copies of the Correspondence are available at the District's Office for review***