



***Goleta Sanitary District  
Five-year Strategic Plan  
2016-2021***

***September 7, 2016***

### **Board of Directors**

Sharon Rose, President

George W. Emerson, Director

John R. Fox, Director

Steve T. Majoewsky, Director

Jerry D. Smith, Director

### **District Management Team**

Steve Wagner, General Manager

Rob Mangus, Finance and Human Resource Manager

Rob Hidalgo, Plant Superintendent

Todd Frederick, Operations Supervisor

John Corral, Collection System Supervisor

Lena Cox, Laboratory and Technical Services Director

Chuck Smolnikar, Facilities Supervisor

Teresa Kistner, Industrial Waste Control Officer

Guisel Razo, Accounting/Administrative Specialist

John Crisman, Senior Plant Operator

### **Strategic Plan Consultant – BHI Management Consulting**

Brent H. Ives, Principal/Project Manager

## **Table of Contents**

Plan Development Team	2
Introduction	4
Definitions	4
Strategic Plan Development Process	5
Mission	7
Vision Strategies	7
Strategic Implementation and Thrust Areas	8
Strategic Thrust Area Detailed Approach	9
Strategy 'Overview' Table	16



## **Introduction**

A Strategic Plan is a top-level planning document for an organization to set clear direction for the operational aspects of its mission over a given timeframe. For the Goleta Sanitary District it serves as a roadmap for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a collective course of action by the Board of Directors and Staff. Beginning with foundational statements, the District's Mission and Vision Strategy statement, the overall structure of this Strategic Plan was developed by the Board in workshop setting. Within the framework of that structure, strategies and tactics were developed to sustain and, where appropriate, improve the District over the next five years. At its highest level, this Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This plan also identifies actions and activities to leverage and implement current and future planning efforts which are needed for continued success in operations and management of the District, and provides for periodic reviews and updates. The strategy is to assure the public that the Mission is well supported into the future.

## **Strategic Planning Definitions**

**Mission Statement:** A 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 use public funding to do so.

**Strategic Thrust Areas:** A set of areas for planning from the Board that, taken in total, comprises the Vision of the Board and outlines the critical areas to address as a set of bullet point thrusts.

**Guiding Objective and Strategy Statement:** This statement for each Vision Strategy outlines general guidance for objective and general strategy for each Vision.

**Tactics:** These are supportive actions, projects and initiatives that make the Vision Strategies successful over the term of the Plan.

## **Strategic Plan Development**

In FYE 2016 the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the development of the District's five-year Strategic Plan. To prepare for the workshops the Consultant interviewed the District Board members individually on matters they thought were most relevant to future strategy for the District. The following topics were discussed at all of the input gathering meetings:

- Mission;
- Vision;
- Strengths;
- Weaknesses;
- Opportunities; and
- Threats.

The Board supported this process as a way to facilitate participation in the development of the Strategic Plan. Senior District staff were also interviewed as a group and provided valuable insights to the Board for use at the Board's planning workshop. At this workshop the Board reviewed inputs, refined the District's Mission Statement and created Vision Strategies as guiding statements for the District.

The District General Manager and Senior District staff then worked with BHI to develop the objective and strategy for each Vision Strategy followed by the five-year implementing strategy for accomplishing the Vision in each strategy statement. 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.

## **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 conditional needs of the District. The reviews will be documented and followed up with either a Plan supplement or an updated Plan. A five-year planning horizon will be maintained with each review effort developing a new fifth year of actions, projects and initiatives.

## **Mission Statement and Five-year Vision Strategies**

### **DISTRICT MISSION**

***We protect the public health and environment by responsible wastewater collection, treatment and resource recovery to meet present and future community needs.***

### **Vision Strategies**

***1 - We will have studied a broad range of bio-solids reuse options and are planning to diversify as needed.***

***2 - We will be demonstrating our commitment to energy self-sufficiency with actions within the five years of this plan.***

***3 - We will have a completed infrastructure master plan integrated into a Capital Improvement Program.***

***4 - We will be working in partnership with other local agencies to be ready and able to support additional water reuse projects.***

***5 - We will be continuing our commitment to environmental stewardship through the implementation of green business practices.***

***6 - We will continue to have a productive, top-notch workforce.***

***7 - We will continue to be committed to excellence in Board governance.***

## **Strategic Implementation**

The Implementation Plan below contains tactics organized around the Vision Strategies. Plan actions and initiatives have been sorted by year within the planning period. They are provided in tabular form in Table 1 - Strategic Plan “At-a-Glance” (pg. 18).

## **Strategic Thrust Areas**

Strategic Thrust areas are those specific aspects of Implementation that will be accomplished to ensure that the Board of Director’s Vision is met. The following seven strategic thrust areas have been identified and their implementation over the next five years is detailed below.

1. Study Bio-Solids Reuse Options
2. Commitment to Energy Self-sufficiency
3. Completed Infrastructure Master Plan
4. Partnership with other Local Agencies for additional Water Reuse Options
5. Continued Environmental Stewardship
6. A Productive, Top-Notch Workforce
7. Excellence in Board Governance



**1. We will have fully studied the full range of bio-solids reuse options and are planning to diversify as needed.**

*Our objective is to be confident with the efficient use of the public's resources, including bio-solids. Our strategy is to study a full range of biosolids reuse options taking into account our plant capacity, location and configuration to determine the best fit option(s) that provides the highest overall return on investment while providing a diversified set of feasible options for the District for this important resource.*

- 1.1 Issue Request for Qualifications for development of Biosolids treatment, reuse and disposal alternatives study** – A Request for Qualifications (RFQ) to assist in the identification and analysis of biosolids reuse options (Feasibility Study) will be prepared and sent out to qualified consulting firms. An RFQ selection process will allow the District to select and hire a consulting firm with direct experience in preparing similar studies for other wastewater agencies.
- 1.2 Completion of Biosolids Reuse Alternatives Feasibility Study** – The feasibility study will analyze the current state of the practice biosolids reuse options and assess their applicability to the District's specific resources and needs and evaluate feasible secondary options for biosolids for the District should they be needed. This study will provide the information needed to select the best biosolids reuse options to meet the District's needs.
- 1.3 Board consideration and direction on Biosolids Reuse Alternative(s)** – Once completed, the biosolids reuse alternatives study will be presented to the Board for consideration and direction.
- 1.4 Preparation of draft implementation plan based on selected Biosolids Reuse alternative(s)** – A draft implementation plan for the selected biosolids reuse alternative(s) will be prepared to identify the various resources, actions and schedule required for initiating the selected biosolids reuse alternative (funding design, permitting etc.).

**2. We will be demonstrating our commitment to energy self-sufficiency with actions within the five years of this plan.**

*Our objective is to make substantial strides toward full energy self-sufficiency for our Treatment Plant Facilities. Our strategy is to first implement the approved energy efficiency projects, then conduct an alternative energy alternatives analysis to select and implement a suite of alternative energy improvements that best match our near and long term energy demand needs.*

- 2.1 Implementation of Energy Efficiency Improvements** – The energy efficiency measures identified as part of the Energy Network’s Water Infrastructure System Efficiency (WISE) program (Plant-wide LED lighting retrofit and treatment process improvements) will be implemented as approved by Southern California Edison in order to obtain the approved incentive payments.
- 2.2 Preparation of RFQ to assist in the analysis and delivery alternative energy projects** – An RFQ to assist in the identification analysis and delivery of alternative energy production projects will be prepared and sent out to qualified Energy Service Company (ESCOs). The RFQ selection process will allow the District to screen ESCO’s based on their experience and qualifications in developing alternative energy production projects for other similar utilities.
- 2.3 Conduct Board workshop to select top ranked ESCO** – A workshop will provide the opportunity for the Board to understand the approach and methodology used by each proposing ESCO in order to select the most qualified ESCO to work with the District in implementing its alternative energy production projects.
- 2.4 Prepare Alternative Energy Production Implementation Plan** – Working with the selected ESCO, staff will prepare an Alternative Energy Production Implementation Plan for Board consideration that identifies the various resources, actions and schedule required for implementing the selected improvement projects. The identified projects will be incorporated into the District’s Capital Improvement Program.

### **3. We will have a completed Infrastructure Master Plan integrated into a Capital Improvement Program.**

*Our objective is to establish clarity for the infrastructure needs of the District over the long-term. Our strategy is to commission studies of the District's infrastructure followed by establishing logical and affordable funding mechanisms and implementation plans to complete the needed capital improvements.*

- 3.1 Develop Asset Registry of Plant Facilities for incorporation into a computerized Asset Management/CMMS Program** – Creating a digital inventory of the District's plant facilities is critical first step towards implementing a comprehensive asset management program. Once complete the asset registry will be uploaded into a Computerized Maintenance Management System (CMMS). The asset management information will be used to identify, prioritize and schedule future repairs and improvements to the District's treatment plant facilities.
- 3.2 Convert, update, and calibrate District's collection system hydraulic model** – The District's existing Hydra™ hydraulic model files will be converted to the GIS based InfoSewer™ program. The updated program has a user-friendly graphical interface that will allow District staff easily view and update the model as needed in the future. The new model will be calibrated based on existing flows to determine new baseline conditions and will then be used to forecast future build out flows and identify needed collection system improvements.
- 3.3 Prepare and issue RFP for preparation of a long-range Capital Improvement Program and Financing Plan** - An RFQ selection process will allow the District to hire a qualified firm to assist in the preparation of an updated long-range Capital Improvement Plan based on the information derived from the updated asset management and alternative energy production plans.
- 3.4 Preparation of updated long-range Capital Improvement Program and Financing Plan** – A long-range CIP/Finance Plan will provide the information necessary to

schedule, prioritize, fund and complete needed improvements to the District's infrastructure over the next 10 to 20 years.

**4. We will work in partnership with other local agencies to be ready and able to support additional water reuse projects.**

*Our objective is to participate in water reuse planning and projects, as our community needs. Our strategy is to be participants and/or leaders in all local reuse projects of community interest and continue to maintain strategic partnerships with other participating agencies and stakeholders.*

- 4.1 Continue to monitor legislation relating to reuse regulations** – Legislation relating to reuse continues to be introduced in response to the ongoing drought conditions in Southern California. Staff, in coordination with CASA, will continue to monitor reuse legislation and submit letters of support or opposition as needed.
- 4.2 Continue to work the Goleta Water District on the Potable Reuse Facilities Plan** – Working locally to expand a sustainable overall water inventory is a critical matter for our area. The Facilities Use Plan will evaluate potential potable reuse alternatives and the associated costs and resources needed to implement them. District staff will continue to work closely with GWD staff, as our operations will be affected by the future expansion of potable reuse in the community. The General Manager will report status to the Board of Directors on a quarterly or as needed basis.
- 4.3 Participate in and support WateReuse California** – WateReuse is an organization that is recognized internationally as a thought-leader on alternative water supply development. It is the go-to organization for policy guidance and educational tools on water reuse as well as the principal influencer of public opinion, lawmakers and policymakers on policy and projects related to water reuse. Designated staff will participate in local chapter meetings and attend annual conferences as needed to increase their knowledge and skills related to reuse policy and applications.

**5. We will be continuing our commitment to environmental stewardship through the implementation of green business practices.**

*Our objective is to be recognized as a sustainable public utility. Our strategy is to identify and implement appropriate green business practices and continue to support the Santa Barbara Green Business Program.*

- 5.1 Continue to financially support and participate in the Green Business Program of Santa Barbara County (GBPSBC)** - The GBPSBC provides resources and assistance to businesses wanting to implement environmentally sustainable business practices and certifies businesses through workshops and trainings, on-site visits and evaluation. The program is supported by several local agencies in order to reduce the costs to participating businesses. The District will continue to financially support the GBPSBC as part of its IWC education program and has designated staff participate in GBPSBC activities and board meetings.
- 5.2 Conduct an inventory of District's existing green business practices** – An inventory of existing business practices will be used to establish a baseline of current green business practices.
- 5.3 Review GBPSBC Certification Requirements to determine potential enhancements to District's green business practices** – A comparison of the District's business practices with the GBPSBC certification requirements will assist in identifying what changes might be considered in order to better demonstrate the District's commitment to the environmental stewardship.
- 5.4 Prepare and present report on recommended green business practices to Board for consideration** - Recommendations based on the comparison of GBPSBC certification requirements will be prepared and brought to the Board for consideration.
- 5.5 Implementation plan for approved Green Business Practices** – Staff will prepare an implementation plan for the approved green business practices that will identify the resources required and associated timelines.

**6. We will continue to have a productive, top-notch workforce.**

*Our objective is to make optimal use of the great employee base we now have and assure that those who are employed in the future are equally competent. Our strategy is to supervise and manage at the highest levels and employ methods that assure a top-notch workforce for the future.*

- 6.1 Develop succession and development plans for all senior staff positions** – As our workforce matures, several senior level staff members are approaching retirement. Succession plans for each position will be prepared so that to the extent possible, when senior staff retires, a qualified and trained employee is ready to assume the position.
- 6.2 Develop and implement ongoing supervisor training program** – Current supervisory staff and other staff that may be promoted into supervisory positions need ongoing training on how to properly supervise, manage, lead and inspire other staff. In order to ensure that our supervisory staff are adequately trained the District will provide access to various supervisor training opportunities and require all supervisors to attend training on an annual basis. The District's annual performance review forms will be revised to incorporate appropriate metrics for supervisory responsibilities.
- 6.3 Conduct salary survey of other agencies pursuant to Board policy** – Staff will continue to implement the Board's adopted policy of conducting salary and benefit surveys of other agencies every 5 years to ensure employee compensation remains competitive. A salary and benefit survey was last completed in 2011. An updated survey will be completed in 2016 and again in 2021.
- 6.4 Implement employee recognition program** – In order to recognize and encourage outstanding staff performance, the Board has adopted employee recognition and performance incentive programs. The employee recognition program includes 3-4 scheduled events throughout the year at which individual staff and/or divisions are recognized for their accomplishments. The performance incentive program is part of the annual performance review process in which staff may receive an incentive payment if they meet certain eligibility requirements based on tenure, performance and completion of their individual goals.

**7. We will continue to be committed to excellence in Board governance.**

*Our objective is to serve the Goleta community at the highest levels of Board leadership. Our strategy is to self-assess and improve how we serve and take active steps to continually improve.*

**7.1 Commission bi-annual Board self-assessment** – a Board self-assessment serves well to ensure Board Members’ accountability and facilitates use of best Board practices. This will be accomplished by utilizing a self-assessment tool and through the process of a workshop to review the assessment and work on issues identified.

**7.2 Employ training methods for the Board** – Best practices for Board leadership includes regular training and review of highest standards for Board work. Every Board member will strive to achieve SDLF recognition in Special District Governance by completion of the following training modules within 18 months of election;

- Governance Foundations
- Setting Direction/Community Leadership
- Board’s Role in Human Resources and
- Board’s Role in Finance and Fiscal Accountability
- Subscribe to GoodBoardWork.com, a weekly best board practice on-line based training

**7.3 Institute a New Board Member Orientation program** – the District will develop and maintain a strong New Board member orientation program. This will serve the District well in allowing new Board members to become as effective as possible as soon as possible. The District will conduct New Board Member orientation not later than the second Board meeting in February after every regular election cycle. In many cases, this training may include sitting Board members as well as new board members to review best practices.

**7.4 Review the District Strategic Plan annually** – As part of the Board’s annual planning meeting held in March the vision strategies and time frames will be updated to reflect progress towards actions identified during the previous calendar year.

**Table 1 –The Strategic Plan “Overview Table”**

<b><i>VISION STRATEGIES</i></b>	<b><i>STRATEGIC GOALS</i></b>	<b><i>Estimated Completion Date</i></b>
		<b><i>Fiscal Year Completed</i></b>
<b><i>1. We will have fully studied the full range of bio-solids reuse options and are planning to diversify as needed.</i></b>		
	1.1 Issue RFQ for development of biosolids treatment, reuse and disposal alternatives study	2016
	1.2 Completion of Biosolids alternatives Study	2017
	1.3 Board consideration and direction on Biosolids Reuse alternative(s)	2017
	1.4 Preparation of draft implementation plan based on selected Biosolids alternatives	2018
<b><i>2. We will be demonstrating our commitment to energy self-sufficiency with actions within the 5 year timetable of this plan</i></b>		
	2.1 Preparation of RFQ to assist in the analysis and delivery alternative energy projects	2017
	2.2 Conduct Board workshop to select top ranked ESCO	2017
	2.3 Prepare Alternative Energy Production Implementation Plan	2018



<b>VISION STRATEGIES</b>	<b>STRATEGIC GOALS</b>	<b>Estimated Completion Date</b>
		<b>Fiscal Year Completed</b>
<b>3. We will have a completed infrastructure master plan integrated into a Capital Improvement Program.</b>		
	3.1 Develop Asset Registry of Plant Facilities for incorporation into a Computerized Asset Management/CMMS Program	2017
	3.2 Convert, update and calibrate District's collection system hydraulic model	2017
	3.3 Prepare RFP for development of long-range Capital Improvement Program and Financing Plan	2017
	3.4 Preparation of updated long-range Capital Improvement Plan and Finance Plan	2018
<b>4. We will work in partnership with other local agencies, be ready and able to support additional water reuse projects.</b>		
	4.1 Continue to monitor legislation relating to reuse regulations	Ongoing
	4.2 Continue to work with the Goleta Water District on the Potable Reuse Facilities Plan	2016 - Ongoing
	4.3 Participate in and support WaterReuse California	Ongoing

VISION STRATEGIES	STRATEGIC GOALS	Estimated Completion Date
		Fiscal Year Completed
5. We will be continuing our commitment to environmental stewardship through the implementation of green business practices.		
	5.1 Continue to financially support and participate in the Green Business Program of Santa Barbara County (GBPSBC)	Ongoing
	5.2 Conduct an inventory of District's existing green business practices	2016
	5.3 Review GBPSBC Certification Requirements to determine potential enhancements to Districts' green business practices	2017
	5.4 Prepare and present report on recommended green business practices to Board for consideration	2017
	5.5 Implementation plan for approved Green Business practices	2018
6. We will continue to have a productive, top-notch workforce.		
	6.1 Develop succession and development plans for all senior staff positions	2016
	6.2 Develop and implement ongoing supervisor training program	2017
	6.3 Conduct salary survey of other agencies pursuant to Board policy	2016,2021
	6.4 Implement employee recognition Program	2016

<b><i>VISION STRATEGIES</i></b>	<b><i>STRATEGIC GOALS</i></b>	<b><i>Estimated Completion Date</i></b>
		<b><i>Fiscal Year Completed</i></b>
<b><i>7. We will continue to be committed to excellence in Board governance</i></b>		
	<i>7.1 Commission bi-annual Board self-assessments</i>	<i>2017</i>
	<i>7.2 Employ training methods for Board</i>	<i>2017</i>
	<i>7.3 Institute a New Board Member Orientation program</i>	<i>2018 (prior to next election)</i>
	<i>7.4 Review the District Strategic Plan Annually</i>	<i>Annually</i>