

LGVSD



STRATEGIC PLAN

2023-2027



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Core Values

In carrying out our commitment, our core values are:

- Protect public health and the environment
- Provide high quality customer service
- Use public funds responsibly
- Maintain a safe and challenging workplace

Our Board

Megan Clark, President

Craig K. Murray, Vice-President

Crystal J. Yezman, Director

Ronald Ford, Director

Gary E. Robards, Director

Our Mission

The Mission of the Las Gallinas Valley Sanitary District is to protect public health and our environment, providing effective wastewater collection, treatment, and resource recovery.

Our Vision

In the next 5 years, we will strengthen the District management of all assets, use practical operational methods, employ healthy organizational practices and properly analyze infrastructure investments and resource utilization.

Recognizing that sanitation and wastewater treatment is vital to protecting the public health, in the course of normal operations the District will:

- Manage our treatment and collection systems in a planned and sustainable way to reduce impact on natural resources;
- Proactively manage risks created by climate change, sea level rise, fire, earthquakes and flooding when developing and designing projects (“through the lens”);
- Create and maintain a more suitable workplace to promote a sustainable, motivated, long-term and cohesive workforce;
- Provide high-quality, transparent, and accessible customer service;
- Strive for zero spills;
- Meet or exceed regulatory requirements for treatment (effluent, emissions and biosolids);
- Strive toward beneficial recycling of wastewater, biosolids and other resources using safe and effective processes and systems to achieve our zero-waste vision;
- Collaborate with neighboring agencies to achieve efficiencies for the public;
- Cooperate with stakeholders to leverage opportunities for protecting the Bay and regional water resources;
- Increase public education, acceptance and understanding of what we do;
- Promote the District through industry participation and seek industry competitive awards;
- Responsibly manage the refuse franchise;
- Use public funds responsibly;
- Aggressively seek grant and financial opportunities for support of District priorities

MESSAGE FROM THE GENERAL MANAGER

“
Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.

- Pablo Picasso

Photo: San Pablo Bay

MESSAGE FROM THE GENERAL MANAGER

The Las Gallinas Valley Sanitary District (LGVSD) proudly presents our updated Strategic Plan covering Fiscal Years 2023 through 2027. This Strategic Plan is the result of collaborative work by the Board of Directors and LGVSD staff in casting a vision for the next five years as well as the specific implementation actions needed to fulfill that vision.

LGVSD has been providing excellent service to our customers in the North San Rafael area since the mid-1950s. We currently serve approximately 32,000 people in our service area and look forward to this Strategic Plan providing the roadmap to continue that excellent service in wastewater collection, treatment and resource recovery for years to come.

In 2023, the Board of Directors adopted the

Strategic Plan which reaffirms the Mission, Vision, and Core Values of the District. Although the past few years have been extremely challenging dealing with the COVID-19 pandemic, LGVSD staff, under the leadership of the Board of Directors, were able to continue to provide effective service to our community without interruption. LGVSD staff and the Board of Directors are excited to be able to now direct resources and energy towards the successful implementation of the Strategic Plan.

This Strategic Plan outlines the specific focus areas and objectives that LGVSD will employ. There is a lot of work to be done over the course of this Strategic Plan, and we look forward to using this roadmap to achieve continued effective and excellent service to our community.



Curtis Paxton
General Manager

PROCESS AND ORGANIZATION OF LGVSD STRATEGIC PLAN

In 2022, LGVSD retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the updating of the District's five-year Strategic Plan. BHI first gathered input directly from LGVSD staff and individual members of the Board of Directors. This was followed by two Board and staff planning workshops. At each meeting the District Mission and 5-year Vision, areas of strategic focus and implementation of actions were discussed.

The Board developed a new Mission Statement to describe the overall purpose of the District and cast a new Vision for the District. District core values were carefully reviewed and updated to reflect the Board's commitment to effective and ethical practices. The Board also identified five areas of strategic focus around which implementation of tactical tasks, projects and actions are organized.

The organization of the Plan is outlined by

Mission/Vision/Values, followed by five, five-year strategic focus areas, and the associated tasks, projects and actions needed to fulfill the vision. The Vision to Action Table, completes the plan by providing a one-page overview of the plan providing associated dates for action.

Using this process, this Strategic Plan provides a roadmap for the District guided by the Board's Vision for the next five years. A collective review of the Board of Directors was made a final time prior to Board approval.

Strategic Focus Areas

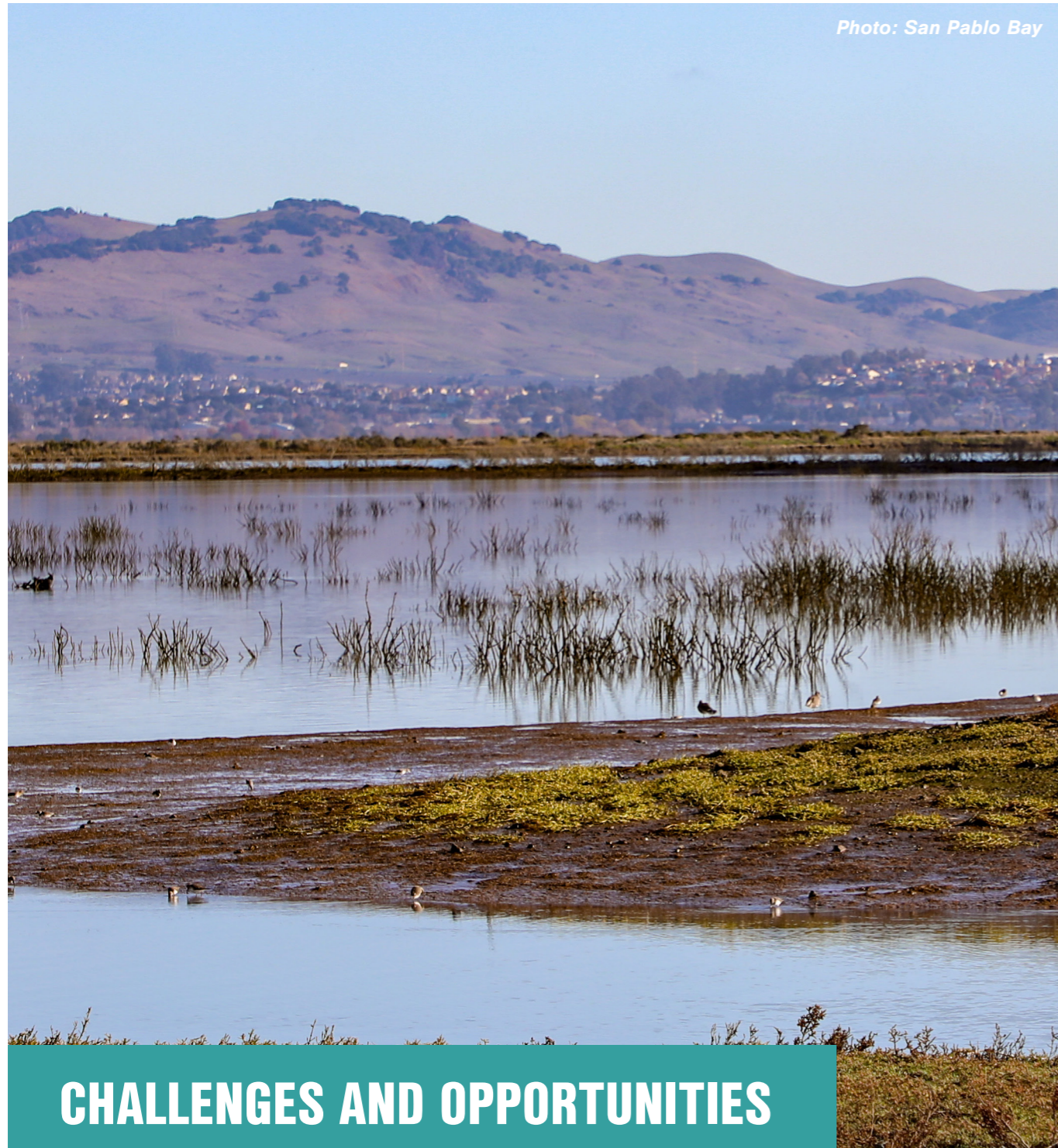
Strategic Focus Areas are the organized and prioritized directions for LGVSD in the next five years. Each will be described in further detail in the following pages. They are:

- 1.0 Integrated Wastewater Master Plan (IWMP)
- 2.0 Biosolids
- 3.0 Workplace
- 4.0 Workforce
- 5.0 Administrative and Executive Focus Areas



Photo: LGVSD Reclamation Ponds

Photo: San Pablo Bay



CHALLENGES AND OPPORTUNITIES

LGVSD has a number of challenges and opportunities over the course of this Strategic Plan. LGVSD has a variety of capital projects to address, especially with the sewer collection system. While the major project at the treatment plant has been completed, and a second phase of treatment plant upgrade projects are considered, a major focus of the capital program will be on rehabilitation and/or replacement of major sewers and pump stations.

As we seek to ensure a smooth transition as our workforce reaches retirement age, workforce development and succession planning efforts will help us maintain excellent service to our customers and community.

Maintaining and balancing adequate revenues with expenditures is another area of effort for the District. A four-year study is underway to ensure the District is adequately funded on both the operations and maintenance budget side as well as the ambitious capital program that is required.

1.0 INTEGRATED WASTEWATER MASTER PLAN (IWMP)

OUR OBJECTIVE IS TO ACTIVELY AND EFFECTIVELY PLAN AND MANAGE OUR WASTEWATER UTILITY.



There is immense power when a group of people with similar interests gets together to work toward the same goals.

- Idowu Koyenikan

1.1

Refine scope of work for IWMP for more plan completion FY 2023

1.1.1 Staff defined needed refinements (complete condition assessments, including sea level rise, and develop CIP project list). FY 2023

1.1.2 Prioritize projects identified. Board endorsement. Design and construct short-term projects identified above. FY 2023

1.2

Evaluate primary and disinfection treatment processes FY 2023 - 2027

1.2.1 Conduct a condition assessment to determine refurbishment needs. This assessment will forecast capacity needs and identify necessary resources to complete identified refurbishment actions within the scope of the five-year plan. FY 2023-2027

1.3

Refurbish collection system FY 2023 - 2027

1.3.1 Conduct a comprehensive condition assessment to identify system needs and determine a multi-year refurbishment plan. This assessment/plan will forecast capacity needs and identify necessary resources to complete identified refurbishment actions within the scope of the five-year plan. FY 2023-2027

1.3.2 Develop cost-sharing program for collection system upgrades. FY 2024

1.4

Using previously developed tools (i.e. - Heat Map, Effective Utility Management - EPA) as basis we will prioritize infrastructure work needed within planning term. FY 2024 - 2027

See Attachment - Heat Map

1.5

Integrate the management of LGVSD assets through a refined Asset Management Program FY 2025

2.0 BIOSOLIDS

OUR OBJECTIVE IS TO MIGRATE BIOSOLIDS FROM DISPOSAL TO BENEFICIAL USE.

2.1

Consider the feasibility of all options per the EPA National Priorities Program three-year research project, **Unregulated Organic Chemicals in Biosolids: Prioritization, Fate and Risk Evaluations for Land Applications (Research Project) and the Biosolids Program work being performed by GHD, Inc.**

(i.e. - Dedicated land disposal, land application, composting) for the beneficial use of biosolids. Implementation options that are best suited to LGVSD. FY 2027

2.2

Work with potential partners to create memorandums of understanding and agreements for the funding, design, constructions, and operations of the selected biosolids option. **Public/Private Partnerships (PPP) will be considered.** FY 2027



Photo: LGVSD Reclamation Ponds

3.0 WORKPLACE

OUR OBJECTIVE IS TO MAKE THE DISTRICT WORKPLACE ONE THAT IS SOUGHT OUT BY TOP TALENT.

3.1

Review project objectives, design (begun 2016), bid, and build an **Operations and Control Center.** FY 2022-2025

3.2

Build a new corporation yard and employee parking. FY 2023-2027

3.3

Consider an optional satellite corporation yard and employee parking. FY 2026

3.4

Improve software systems and IT infrastructure, **District-wide internet connectivity and cybersecurity to support operations and business management.** FY 2023-2027

3.5

Integrate low-emission and electric vehicles (EV) into our fleet. FY 2023-2027



Photo: LGVSD Reclamation Ponds

4.0 WORKFORCE

OUR OBJECTIVE IS TO MANAGE AND VALUE OUR WORKFORCE TO OPTIMIZE THIS GREAT PUBLIC ASSET.

4.1

Develop a workplace culture statement by the Board of Directors providing clear guidance to management, respecting the value of each employee and developing a strong team culture.
FY 2023

4.2

Develop a District succession plan to provide uninterrupted service to the public through organizational stability and a smooth transfer of knowledge.
FY 2024

4.4

Consider options regarding workforce housing opportunities.
FY 2025

4.3

Perform a comprehensive organizational analysis
FY 2023 - 2027

4.3.1 Perform a classification and compensation study.
FY 2026

4.3.2 Perform organizational health surveys/assessments.
Ongoing

4.3.3. Consider commensurate staffing changes necessary to support work as identified.
Annually, in yearly budget proposal.



Photo: Mother duck with ducklings



Photo: Heron

5.0 ADMINISTRATIVE AND EXECUTIVE FOCUS AREAS

OUR OBJECTIVE IS TO PRODUCTIVELY GOVERN AND MANAGE THE DISTRICT FOR THE GREATEST PUBLIC BENEFIT.

5.1

Provide a well-devised annual performance evaluation process for the General Manager.
FY 2023

5.1.1 GM self-assessment.

5.1.2 Full Board Participation

5.1.3. Cooperatively (Board/GM) developed annual performance goals and objectives.

5.2

Refine the LGVSD public relations program to potentially include comprehensive/intuitive website improvements, social media, school outreach, programs for the education of the public.
FY 2024

5.3

Achieve CSDA District of Distinction acknowledgement.
FY 2024

5.4

Consider alternate financial strategies for addressing Other Post-Employment Benefits (OPEB) liabilities.
FY 2024

VISION TO ACTION TABLE

Strategic Focus	Strategic Goals	Proposed Completion Dates
1.0 Integrated Wastewater Management Plan (IWMP)	1.1 Refine Scope of Work for IWMP for more plan completion. 1.2 Evaluate primary and disinfection treatment processes. 1.3 Refurbish collection system. 1.4 Using previously developed tools (i.e. Heat Map, Effective Utility Management - EPA) as a basis we will prioritize infrastructure work needed within planning term. 1.5 Integrate the management of LGVSD assets through a refined Asset Management Program.	1.1 FY 2023 1.2 FY 2023 - 2027 1.3 FY 2023 - 2027 1.4 FY 2024 - 2027 1.5 FY 2025
2.0 Biosolids	2.1 Consider the feasibility of all options per the EPA National Priorities Program three-year research project, Unregulated Organic Chemicals in Biosolids: Prioritization, Fate and Risk Evaluations for Land Applications (Research Project) and the Biosolids Program work being performed by GHD, Inc. 2.2 Work with potential partners to create a memorandum of understanding for the funding design, construction and operation of the selected biosolids option.	2.1 FY 2027 2.2 FY 2027
3.0 Workplace	3.1 Review project objectives, design (begun 2016), bid, and build an Operations and Control Center. 3.2 Build a new corporation yard and employee parking. 3.3 Consider an optional satellite corporation yard and employee parking. 3.4 Improve software systems and IT infrastructure, District-wide internet connectivity and cybersecurity to support operations and business management. 3.5 Integrate low-emission and electric vehicles (EV) into our fleet.	3.1 FY 2022 - 2025 3.2 FY 2023- 2027 3.3 FY 2026 3.4 FY 2023- 2027 3.5 FY 2023- 2027
4.0 Workforce	4.1 Develop a workplace culture statement by the Board of Directors providing clear guidance to management, respecting the value of each employee and developing a strong team culture. 4.2 Develop a District succession plan to provide uninterrupted service to the public through organizational stability and a smooth transfer of knowledge. 4.3 Perform a comprehensive organizational analysis. 4.4 Consider options regarding workforce housing opportunities.	4.1 FY 2023 4.2 FY 2024 4.3 2023 - 2027 4.4 FY 2025
5.0 Administrative & Executive Focus Areas	5.1 Provide a well devised annual performance evaluation process for the General Manager. 5.2 Refine the District public relations program to potentially include comprehensive/intuitive website improvements, social media, school outreach, programs for the education of the the public. 5.3 Achieve CSDA District of Distinction acknowledgement. 5.4 Consider alternate financial strategies for addressing other Post-Employment Benefits (OPEB) liabilities.	5.1 FY 2023 5.2 FY 2024 5.3 FY 2024 5.4 FY 2024

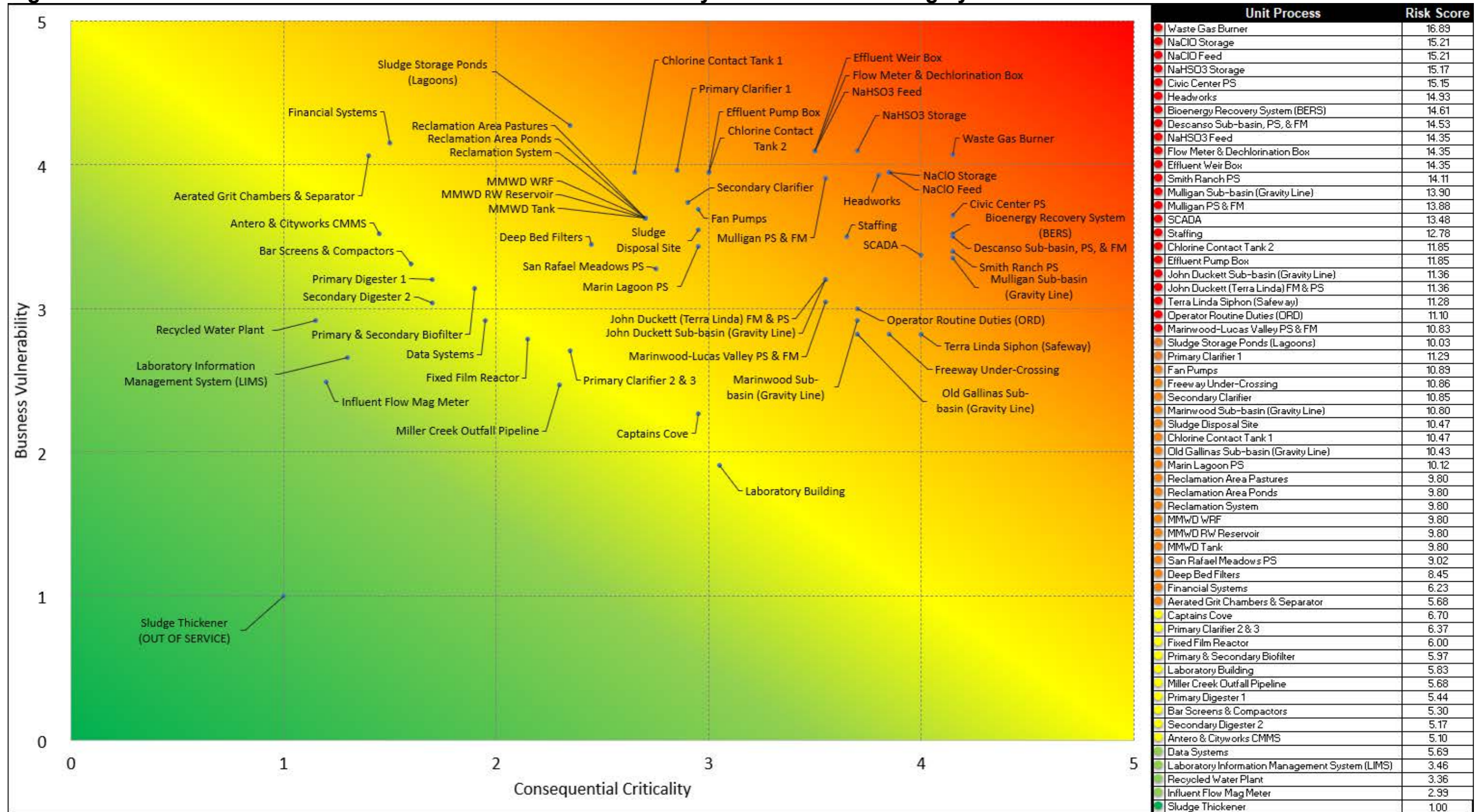


“
 If you want to go quickly, go alone.
 If you want to go far, go together.”

- African Proverb

ATTACHMENT - HEAT MAP

Figure 7: Total Risk Score Scatter Plot Shows that 42% of District Systems are Ranked Highly Critical



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*Photo: Sunset at San Pablo
Bay*