



Wastewater
Treatment



TRANSFORMING
WASTEWATER
TO RESOURCES



Recycled
Water



Energy
Production



Biosolids
Reuse

FY23/24 Strategic Initiatives

Board of Directors Meeting
September 13, 2023

Overview

Strategic Planning Activities



Staff has identified **eleven Strategic Initiatives** for FY23/24 to directly support six Goal Areas in Strategic Plan

Strategic Plan Goal Areas

- 1 Infrastructure Investment
- 2 Environmental Stewardship
- 3 Fiscal Responsibility
- 4 Organizational Change
- 5 Workforce Development
- 6 Customer Services and Engagement

Strategic Plan Goals

1

Infrastructure Investment

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

2

Environmental Stewardship

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

3

Fiscal Responsibility

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

4

Organizational Change

Embrace innovation, engagement, and change to enhance service delivery, work processes, and use of technology to drive sustained improvement in organizational effectiveness and efficiency

5

Workforce Development

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

6

Customer Services and Engagement

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

FY23/24 Strategic Initiatives

1. Utilize a strategic, integrated planning, and cost-effective approach in addressing near-term **nutrient management** regulatory requirements at the District's WWTP, including **targeting available funding** at the federal and state level to **reduce financial impacts to customers**. (1 2 3 4 5)



2. Maximize receipt of applicable **tax credits** for the **Cogeneration System Improvements Project** under the **federal Inflation Reduction Act** by implementing project decisions and actions (e.g., pre-purchasing major equipment, fast-track design, tax advisor engagement) necessary to ensure start of construction by December 2024. (1 2 3)

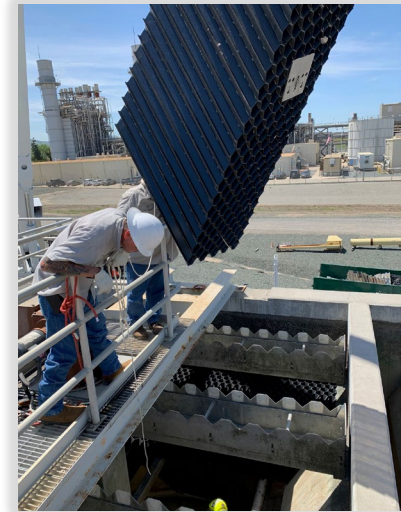


Strategic Goals 1 Infrastructure Investment 2 Environmental Stewardship 3 Fiscal Responsibility
4 Organizational Change 5 Workforce Development 6 Customer Services and Engagement

FY23/24 Strategic Initiatives

- 3. Develop an updated **Recycled Water Master Plan** to assess capital investment needs at the District's RWF, meet Calpine agreement obligations, and evaluate strategic opportunities to expand recycled water production and distribution. (1 3 2)

- 4. Evaluate potential information technology solutions (e.g., **laboratory information management systems**) to enhance compliance with NPDES permit self-monitoring program requirements and TNI laboratory accreditation standards. (2 3 4 5)



Strategic 1 Infrastructure Investment 2 Environmental Stewardship 3 Fiscal Responsibility
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FY23/24 Strategic Initiatives



5. Encourage **employee engagement** with District strategic initiatives, peer agency counterparts, and applicable industry associations **at all levels** in the organization to support **workforce development**, a “**learning culture**”, continuous improvement through **innovation**, and **information sharing**. (5 4 3 6)



6. Conduct a **detailed review of key business service function** (finance/budget administration, accounting, payroll, purchasing/procurement) **processes and workflows** to identify opportunities to enhance organizational effectiveness and efficiency. (4 3 5 6)



Strategic Goals ① Infrastructure Investment ② Environmental Stewardship ③ Fiscal Responsibility
 ④ Organizational Change ⑤ Workforce Development ⑥ Customer Services and Engagement

FY23/24 Strategic Initiatives

7. Implement a streamlined, effective approach to the **performance planning and appraisal process** that reinforces **supervisor-employee engagement**, supports **professional development**, and aligns with District needs, **behavioral values**, and strategic goals and objectives. (5 6)



8. Reinforce effectiveness of the **District's Safety Program** through an enhanced near-miss program, **development of performance indicators**, **recognition of safety achievements**, implementation of a **revamped training** program, and updates to key **safety directives**. (5 4 2)



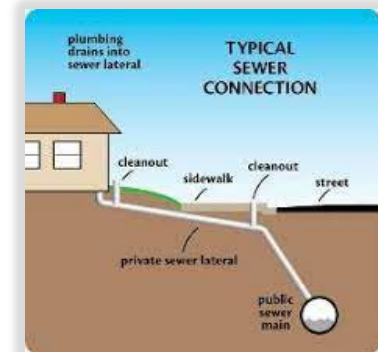
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FY23/24 Strategic Initiatives

9. Ensure development and implementation of updated **Business Continuity** and **Emergency Response Plans** to maintain operational effectiveness and resiliency during extreme climate event and/or local emergencies. (2 5 4 6 1)



10. Develop recommended updates to the District's **Capital Facilities Capacity Charges** to ensure effective cost recovery and appropriate allocation to customers; and update associated District Code sections, as needed. (3 1 6)



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FY23/24 Strategic Initiatives

11. Conduct a **critical, prioritized review of District Code** to ensure compliance with legal, regulatory, and code requirements. (4 2 3 6)



Strategic ① Infrastructure Investment ② Environmental Stewardship ③ Fiscal Responsibility
Goals ④ Organizational Change ⑤ Workforce Development ⑥ Customer Services and Engagement

Next Steps

- Receive comments on FY23/24 Strategic Initiatives
- Staff will initiate development of an update to the Strategic Plan in March 2024
- Staff will provide a progress report on Strategic Plan Implementation and FY23/24 Annual Performance Report in July 2024

