District Strategic Plan
(FY 2018-19 to FY 2022-23)
I am pleased to present West Valley Sanitation District’s updated five-year Strategic Plan (FY 2018-19 to FY 2022-23). This Strategic Plan articulates the District’s Mission, Vision, and Values and serves to define our purpose and establishes a roadmap for the direction of our organization.

West Valley Sanitation District uses the strategic planning process as a management tool to help focus our efforts and energy to meet our organizational performance goals. Our commitment to this endeavor not only ensures all members of the West Valley Sanitation District team are working towards the same objectives, but it allows us to continuously evaluate and assess our progress in response to a volatile, uncertain, and ever-changing environment. For West Valley Sanitation District, the emphasis placed on strategic planning at all levels in the organization allows us to provide the highest level of quality customer service while ensuring our operational activities support our mission and vision.

I want to recognize and thank the Strategic Plan Team for their thoughtful input, devotion, and collaborative effort towards the creation of this Strategic Plan. I also want to give thanks to our Board of Directors who support the West Valley Sanitation District staff in achieving excellence.

Jon Newby, P.E.
District Manager and Engineer
April 4, 2018
District Background

The District was formed in 1948 as County Sanitation District No. 4 of Santa Clara County under the provisions of the County Sanitation District Act. In 1988, the District changed its name to West Valley Sanitation District of Santa Clara County to better reflect its geographical service area. West Valley Sanitation District provides sewer collection services for the City of Campbell, Town of Los Gatos, City of Monte Sereno, a portion of the City of Saratoga, and the intervening unincorporated areas of the county. Its service area encompasses approximately 28.3 square miles and serves a population of about 113,500.

Through 415 miles of sewer main and 210 miles of lower sewer lateral owned by the District, an estimated 10.0 million gallons per day (mgd) of wastewater is collected and conveyed to the San José-Santa Clara Regional Wastewater Facility (RWF) in Alviso for wastewater treatment, reuse, and disposal. In FY 2017-18, the District had an operating budget of approximately $15.6 million, of which $6.5 million was associated with the Capital Improvement Program (CIP) budget. The Treatment Plant operations and CIP costs apportioned to the District amounts to $22.8 million.

In 1998 the District developed a framework for a “strategic plan” based on a comprehensive long range strategy of continuous improvement and establishment of annual goals and objectives. These goals and objectives along with long range “standing goals” were presented, along with the District Mission Statement, to the Board for review, discussion, and acceptance. In 2013 the District established its first five year strategic plan, incorporating a Vision, Mission, and Values Statements along with Goals, Objectives and annual Action Items. This served as the basis for the current Strategic Plan.
District Organization

The District is a dependent special district governed by a five-member Board of Directors, comprised of elected officials from each of the four cities and county served by the District. Each member of the Board of Directors serves a one-year term and can be reappointed by their respective jurisdiction.

The District’s Chief Administrative Officer is the District Manager and Engineer. The District is currently staffed by 28 full-time and one part-time employee and is organized into two divisions; the Administration and Information Services Division, and the Engineering and Operations Division.

Purpose of the Strategic Plan

The overarching purpose of a strategic plan is to systematically guide an organization’s effort towards its vision of excellence as defined by the organization. A strategic plan sets the direction for an organization by reviewing and or establishing its vision, mission, values, and goals. Development of objectives and action items to accomplish each respective goal provides the means and a way to measure the level of success achieved in reaching those goals.

The District Strategic Plan (Strategic Plan) is a dynamic five-year plan that will help guide District priorities through development and implementation of its programs, resource utilization, and budgeting. As Action Items and Objectives are completed and when new opportunities or challenges are presented, the Strategic Plan must remain flexible and change to remain relevant in achieving the District’s Mission and Vision.

Strategic Planning Process

The initial development of the 2013 Strategic Plan was a collaborative effort involving all levels of District Staff and Board. A significant amount of effort was involved in the process through participation in self-assessment surveys, business risk assessment and prioritization evaluations, and numerous consultant facilitated workshops (“Road Maps” exercise, an organizational gap analysis, and other self-assessment exercises) to identify the District’s strengths and opportunities for improvement.
A self-assessment of the District was performed utilizing the concepts of Effective Utility Management (EUM) which encourages focus on all significant aspects (“Ten Attributes of Effectively Managed Utilities”) of utility management beyond just financial and operational goals. The self-assessment provided insight into our collective beliefs of the District’s general areas of strengths and weaknesses and the level of importance placed on those areas; e.g., product quality, customer service, employee and leadership development, operational optimization, etc. The evaluation of the EUM self-assessment along with specific Vision and Values workshops led to the review and revision of the District’s Mission Statement, and the creation of the District Vision and Values Statements.

This development of this Strategic Plan was assigned to the FY2017-18 Strategic Plan Team responsible for Action Item A.1.7 which consisted of all Senior Management and Supervisory Staff in the District. Due to the success of the 2013 Strategic Plan, the Team decided that the Strategic Plan update would utilize the same basic framework as the previous Plan. The only significant change made to the Strategic Plan is the extraction of the Action Items from the document since these are typically developed annually and do not remain static. Following past practice, the Action Items for each new fiscal year are developed and presented to the Board as a separate document along with the review of the previous year’s Action Items accomplishments.

The diagram below shows the Strategic Plan organization and how it directly connects and involves each District staff. Following this is the description of the District’s Mission, Vision, and Values Statements.
A Mission Statement conveys to stakeholders, both internal (staff) and external (customers), why an organization exists and what it does. The Mission is a proclamation of the District’s current overarching purpose. The two primary ingredients to a Mission Statement are the Purpose (the ultimate result an organization is trying to achieve) and the Business (the primary services provided by the organization to achieve its purpose). West Valley Sanitation District’s Mission Statement is:

“To protect public health and the environment for the communities it serves through the safe, reliable, and cost-effective collection and conveyance of wastewater for treatment at the San José-Santa Clara Regional Wastewater Facility”

A Vision Statement expresses what the District strives to achieve in the future. The Vision should be inspirational and consistent with the Mission, while being succinct. West Valley Sanitation District’s Vision Statement is:

“To be an industry leader in the greater San Francisco Bay Area by providing our customers with high-quality and value added services”

Value Statements are the fundamental concepts, beliefs, and principles that guide the organization in making decisions. The Value Statement informs the customers and staff about the District’s top priorities and what its core beliefs are. West Valley Sanitation District’s Values are described below.

West Valley Sanitation District strives to create an environment of continuous improvement by demonstration of it’s:

- Commitment to public good.
- Transparency of operations.
- Continuous environment of teamwork.
- Respect for others and diversity of opinions.
- Adherence to high ethical standards and integrity.
- Encouragement of innovation and continuous improvement to provide cost-effective, high-quality service.
- Responsive and respectful customer service.
The following describes the District’s Goals and Objectives.

**GOALS**

Goals are statements that establish a strategic foundation for achieving the District Mission and Vision. West Valley Sanitation District’s Goals are:

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OBJECTIVES

Objectives are more refined efforts that support Goals and establish strategies that are achieved through the implementation of Action Items. Action Items are discreet activities that can be implemented and measured. Action Items support the Objectives and collectively they work together to advance the District towards its Vision. The remainder of this document contains a restatement of the Strategic Plan Goals and the five year Objectives supporting each Goal. Since Action Items are typically updated on an annual basis, they are presented in a separate document prior to the beginning of each fiscal year.

GOAL A - Business and Financial Management

*Provide cost-effective, financially sustainable, quality services through improved business and work processes.*

**OBJECTIVE A.1** Continuously improve business processes to achieve a highly effective, efficient, and seamless workflow.

**OBJECTIVE A.2** Ensure all fiscal program elements and processes are transparent, sustainable, and fiscally sound.

**OBJECTIVE A.3** Maintain effective strategic partnerships with regulatory and other stakeholder agencies to ensure mutually supportive and respectful relationships and to achieve delivery of exceptional District services.

**OBJECTIVE A.4** Effectively serve the public and protect District interests by ensuring all District Codes, Ordinances, Standards, Policies, and Procedures satisfy current laws, regulations, and best management practices.
GOAL B - Sewer System Management

Ensure uninterrupted collection and conveyance of wastewater through effective and efficient operation, maintenance, and management of the District’s wastewater collection system.

OBJECTIVE B.1 Optimize accuracy, scope, and security of data records utilized for all District functions.

OBJECTIVE B.2 Ensure the sustained function and longevity of the District’s infrastructure.

OBJECTIVE B.3 Optimize District-wide proficiency by providing adequate physical resources and ongoing development of highly competent personnel.

OBJECTIVE B.4 Identify and implement strategies to improve Operational efficiency and effectiveness.

GOAL C - Communication & Customer Service

Continuously improve the District’s understanding and responsiveness to its customers and employees through increased collaboration and communication.

OBJECTIVE C.1 Improve focused Customer Outreach efforts to increase awareness of District’s services that are available to the community.

OBJECTIVE C.2 Enhance the level of Communication and Customer Service with each public interaction.

OBJECTIVE C.3 Strive for continuous improvement and excellence across all District functions.
GOAL D - Work Environment

Provide a safe and supportive work environment to increase morale and to address the challenges of a changing workforce by retaining, attracting, and motivating a high quality and high performing staff.

OBJECTIVE D.1 Retain, attract, and motivate high quality and high performing staff.

OBJECTIVE D.2 Provide sufficient training and work experience opportunities throughout the District to encourage knowledge and skill development.

OBJECTIVE D.3 Improve staff interaction and internal communication.