

**WEST VALLEY SANITATION DISTRICT****MEMORANDUM**

**DATE:** June 5, 2018

**TO:** Board of Directors

**FROM:**  Jon Newby, District General Manager

**SUBJECT:** STRATEGIC PLAN AND OBJECTIVES FOR FISCAL YEAR 2018-2019

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**Recommendation**

Adopt the Annual Objectives and Action Items for Fiscal Year 2018-2019.

**Background**

At the Board meeting of April 11, 2018, the Board adopted the District's updated Five Year Strategic Plan setting forth the District's Mission, Vision, Values, and Goals. Based on these adopted guiding statements, staff has prepared objectives consistent with meeting the District's Goals over a five-year term.

**Discussion**

In May 2018, District management met and reviewed the achievements of the current fiscal year. These achievements included recently completed work plans and other studies, which lend themselves to annually reviewing the District's Five Year Strategic plan. The annual review includes consideration of current events, emerging issues, and alignment to long-range strategies. The review and long range goals set forth in the Five Year Strategic Plan provides the foundation for preparing the District proposed annual objectives and action items for Fiscal Year 2018-19.

The objectives and action items set forth for next fiscal year emphasize fiscal and financial health with two action items aligned to ensure sufficient revenue and minimize risks associated with enormous increases in cost imposed by the City of San Jose. Other areas addressed by the proposed objectives include the development of Sewer System Management Plan stipulated outreach, and the assessment of District employee compensation and benefits in preparation for the collective bargaining negotiations.

Attached to this report is the list of the Annual Objectives and Action Items for Fiscal Year 2018-2019.

## **Annual Objectives and Action Items for Fiscal Year 2018-2019**

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

**ACTION ITEM A.2.1** Fulfill qualification requirements to renew the District's Transparency Certification of Excellence with the Special District Leadership Foundation.

**ACTION ITEM A.2.2** Update the financing plan to evaluate an appropriate timetable, amount, and obtain the lowest cost for debt financing.

### **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.**

**ACTION ITEM A.3.1** Monitor and work with the tributary agencies to revise and update the Master Agreement for Treatment Services with the City of San Jose.

### **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.**

**ACTION ITEM A.4.1** Review and update the District Ordinance to ensure uniformity and consistency of all the chapters.

### **OBJECTIVE B.2 Ensure the sustained function and longevity of the District's infrastructure.**

**ACTION ITEM B.2.1** Develop future inflow and infiltration phases by identifying areas within sub-basins that have displayed excessive inflow and infiltration characteristics.

**ACTION ITEM B.2.2** Review and identify modifications required to the District design standards to ensure they are in conformance with current codes, District engineering guidelines, and best engineering practices. Review and update existing District Standard Details.

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

**ACTION ITEM B.4.1** Review recommended updates in the 2018 Sewer System Management Plan (SSMP) audit and incorporate recommendations into the SSMP to comply with State standards.

**OBJECTIVE C.1 Improve focused customer outreach efforts to increase awareness of District's services that are available to the community.**

**ACTION ITEM C.1.1** Update outreach program as presented in the 2018 SSMP and create sanitary sewer overflow response training/informational sheet for contractors.

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

**ACTION ITEM D.1.1** Assess District employee compensation and benefits to ensure competitiveness with other comparable agencies.

**ACTION ITEM D.1.2** Successfully negotiate a new multi-year memorandum of understanding (MOU) with the employee union.

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

**ACTION ITEM D.2.1** Plan and coordinate events to provide staff training, team building, and skill development to improve District operational effectiveness and efficiencies.