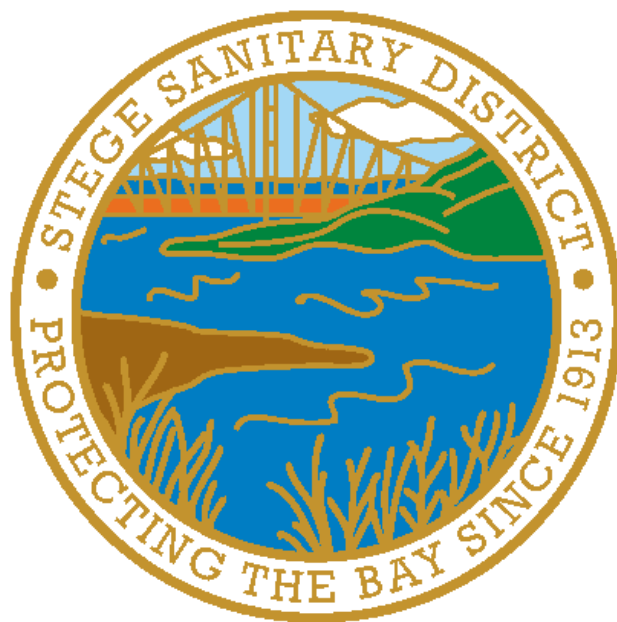


**STEGE SANITARY DISTRICT**

# STRATEGIC PLAN



MARCH 2022

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# STEGE SANITARY DISTRICT STRATEGIC PLAN

## I. MISSION

To protect public health and the environment for the communities we serve through planning and operation of a safe, efficient, and economical wastewater collection system.

## II. VISION

The District will continue to:

- a. Protect public health and the environment
- b. Meet all legal and regulatory requirements
- c. Work in a safe and efficient manner
- d. Provide excellent customer service
- e. Employ our proactive asset management methods to provide a sustainably reliable collection system and reduce sewer system overflows (SSOs)
- f. Utilize a Pay-as-you-go (PayGo) with existing funds rather than borrowed financial policy for maintenance and construction including prudent, justifiable reserves
- g. Manage resources to accomplish our mission while maintaining an affordable and reasonable rate structure
- h. Provide a safe, enjoyable, and rewarding work environment that recognizes the worth and value of our employees
- i. Use governance and transparency practices that qualify for the Special District Leadership Foundation District of Distinction Accreditation and the District Transparency Certificate of Excellence
- j. Anticipate and plan for future changes
- k. Keep customers informed through newsletters, public appearances, website, and other appropriate outreach

## III. VALUES

The District will adhere to the following set of core values in all aspects of operations:

- a. Safety
- b. Fiscal Responsibility
- c. Fairness

- d. Ethical and Transparent Governance
- e. Professional Excellence
- f. Education and Training
- g. Appropriate, Safe and Secure Up-To-Date Technology and Equipment
- h. Continued Improvement
- i. Sustainable Environmental Practices (Reduce, Reuse, Recycle)

#### **IV. GOALS/OBJECTIVES & WORK PLAN**

1. Comply with State and Federal Regulations
  - a. Meet United States Environmental Protection Agency Consent Decree requirements including submittal of an Annual Report by September 30<sup>th</sup> of each year
  - b. Meet State of California Wastewater Discharge Requirements (WDR) requirements including electronic reporting of Sanitary Sewer Overflows (SSOs)
  - c. Meet Regional Water Quality Control Board (Region 2) Sewer System Management Plan (SSMP) requirements including a documented self-audit every 3 years
  - d. Complete a comprehensive legal review and update of the District's Ordinance Code by June 2028 and at least every ten (10) years thereafter
  - e. Maintain a safety sensitive commercial driver program which includes a substance abuse policy for all employees who are required to possess a class B license
  - f. Work with professional associations such as CWEA, CASA, CSDA and BACWA that monitor and advocate on behalf of wastewater agencies before state and federal regulators on pending and proposed legislation or regulations
2. Maintain and Improve Infrastructure
  - a. Perform proactive maintenance and assessment of the sewer system through cleaning, CCTV inspection, and chemical root control to eliminate "preventable" SSOs
  - b. Update and implement sewer system master plan to prioritize sewer replacement, funding, and maintain a sewer system life cycle of 60+ years by June 2023 and at least every two (2) years thereafter
  - c. Update and maintain the District's Asset Management and Data Collections Program which includes the Geographic Information System (GIS) and Computerized Maintenance Management System (CMMS)
  - d. Work with the Regional Private Sewer Lateral (PSL) and Regional Technical Support Program (RTSP) to facilitate property owner replacement of leaky laterals and elimination of cross connections including promoting participation in the District's PSL Loan Program
  - e. Conduct risk assessments for cyber security and natural disasters by June 2025 and

- at least every five (5) years thereafter
  - f. Conduct risk assessments for pump stations, force mains, and siphon by June 2025 and at least every five (5) years thereafter
  - g. Work with local agencies to develop growth strategies that ensure necessary sewer collection infrastructure is prudently funded and installed
  - h. Annually review the District's Emergency Management Plan
3. Ensure Financial Stability and Efficiency
- a. Annually review the Sewer Service Charge
  - b. Conduct a Financial Plan and Rate Study by June 2024 and at least every five (5) years thereafter
  - c. Annually develop and implement a financial budget by June of each year
  - d. Annually undertake an independent financial audit by December of each year
  - e. Change auditors by June 2023 and at least every five (5) years thereafter
  - f. Annually review the District's Connection Charge by January of each year
  - g. Annually review the District's Long Term Financial Plan by June of each year
  - h. Annually review the District's Working Capital and Reserve Policy by June of each year
  - i. Annually review the District's Investment Policy by July of each year
  - j. Conduct a retiree medical actuarial evaluation by March of every even year
  - k. Annually compare service rates with East Bay agencies by January of each year
  - l. Monthly Board review of financial statements
  - m. Establish and follow a plan to fully fund retirement liabilities
  - n. Annually review the District's San Pablo Avenue Specific Plan Impact Fee by June of each year
4. Provide a Safe and Rewarding Work Environment that Recognizes the Worth and Value of Employees
- a. Provide employees with the proper tools, resources, and technology necessary to perform their duties safely, effectively, and efficiently
  - b. Annually review employee salary and benefits by July of each year and conduct a survey vs. comparable agencies by June 2023 and at least every five (5) years thereafter
  - c. Encourage employee participation in professional organizations
  - d. Provide effective training, professional development, and quality educational opportunities at District expense to promote professional development and certification
  - e. Provide a flexible work schedule as a benefit for employees to support employee morale, retention, and recruitment

- f. Provide an incentive award program and safety awards to recognize employee achievements
  - g. Maintain a succession plan that will identify and cross-train back-up staff to mitigate the extended absence, loss, or retirement of key employees and maintain institutional and technical knowledge
  - h. Provide a safety and wellness program that promotes a safe work environment and good health
5. Maintain and Improve Community Outreach and Communication
- a. Keep the District website updated with current information that maintains a high level of transparency and accessibility for the public
  - b. Publish the Endeavor Newsletter twice a year, mail to every District resident, and provide copies to service area libraries, community centers, senior centers, cafés, coffee shops, donut shops, & waiting rooms
  - c. Maintain a 24-hour “live” person contact phone number
  - d. Send a customer service satisfaction survey after each service call to track fulfillment of expectations
  - e. Participate in community events such as the 4<sup>th</sup> of July Fair
  - f. Provide educational pamphlets, door hangers, and notices, such as Proposition 218 notices, to inform the public of rate changes, proper disposal of “flushable” wipes & other non-flushables, Fats, Oils & Grease (FOG) disposal, Underground Service Alert (USA) damage prevention services, backflow prevention device (BPD) installation and maintenance, actions that can help prevent SSOs, construction notices, new owner information packets, and the Private Sewer Lateral (PSL) Replacement Loan Program.
  - g. Work cooperatively with other agencies within and around our service area
  - h. Maintain a presence on social media and online communities such as Facebook, Twitter, Nextdoor, and Yelp
  - i. Maintain governance and transparency practices that qualify for the Special District Leadership Foundation District of Distinction Accreditation and the District Transparency Certificate of Excellence