



OJAI VALLEY SANITARY DISTRICT

A Public Agency

1072 Tico Road, Ojai, California 93023

(805) 646-5548 • FAX (805) 640-0842

www.ojaisan.org

NOTICE OF SPECIAL MEETING & STRATEGIC PLANNING SESSION

NOTICE IS HEREBY GIVEN that the Ojai Valley Sanitary District Board of Directors will hold a special meeting at 6:00 p.m. on Monday July 14, 2014 at the District Office located at 1072 Tico Road, Ojai, California.

If you require special accommodations for attendance at or participation in this meeting, please notify our office 24 hours in advance at (805) 646-5549. (Govt. Code Section 54954.1 and 54954.2(a)).

The Ojai Valley Sanitary District Board of Directors encourages all interested parties to speak on any issue or subject matter subject to the District's jurisdiction. It is the desire of the Board that its business be conducted in an orderly and efficient manner.

PUBLIC INPUT:

All comments from the public are to be addressed to the Board of Directors, not to District Staff, Consultants or District Legal Counsel.

Items Not On The Agenda:

All speakers are requested to fill out a **Speaker Card (Green)** and submit it to the Clerk of the Board. All speakers are requested to present their information to the Board as concisely as possible with a three (3) minute time limit. This time limit may be modified by the Board Chairperson if necessary. If a member of the **public does not wish to speak** but wishes the Board to have benefit of their position on an issue, **they can present a Comment Card (Peach)** which will be acknowledged by the Chairperson. No response will be given or action taken unless an emergency exists as defined in subdivision (b) of the Government Code 54954.2. Items requiring action will be referred to staff or placed on a subsequent agenda.

Items On The Agenda:

All speakers are requested to fill out a **Speaker's Card (Green)** and submit it to the Clerk of the Board before the item is taken up for consideration. All speakers are requested to present their information to the Board as concisely as possible with a three (3) minute time limit. Allowing an individual to speak more than three minutes is at the discretion of the Chairperson of the Board. Speakers are encouraged to refrain from restating previous testimony. If a member of the **public does not wish to speak** but wishes the Board to have benefit of their position on an issue, they can present a **Comment Card (Peach)** which will be acknowledged by the Chairperson.

AGENDA

The agenda is posted at the District Office no later than 24 hours preceding this Board meeting, and contains all items on which Board action will be allowed pursuant to Government Code Section 54956. Action will be taken on unanticipated items only when an emergency (as defined in Section 54956.5) exists or as otherwise allowed under Section 54954.2(b). All Board meetings are tape recorded in their entirety (excluding authorized closed sessions).

The business to be transacted is as follows:

1. **Call to Order**
2. **Roll Call**
3. **Pledge of Allegiance**
4. **Additions or amendments to the Agenda (Special Meeting None Permitted)**
5. **Public Concerns** (items not on the agenda - three minute limit).

This is an opportunity for members of the public to speak on items not on the agenda.

6. **Board Concerns** (Items not on the agenda - three-minute limit)

ACTION ITEM:

7. **Strategic Plan 2014**
 - a. Provide direction to staff for the development of a revised Strategic Plan for the District; and
 - b. Direct staff to present the revised Strategic Plan for adoption at a future meeting of the Board.

INFORMATION ITEM:

8. **Discussion** (items not on the agenda - three-minute limit)
 - a. Public - (Public is requested to present completed speaker's card to Clerk of the Board)
 - b. Board Members
 - c. General Manager
9. **Adjournment**


Brenda Krout, Clerk of the Board

July 9, 2014 @ 1:30 p.m.
Date & Time Posted At District Office

A staff report providing more detailed information is available for most agenda items, and may be reviewed in the District office during regular business hours (Monday through Friday from 8 a.m. to 5 p.m.). Copies of individual reports may be requested from the Clerk of the Board (646-5548).

ITEM NO. 7



OJAI VALLEY SANITARY DISTRICT

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www.ojaisan.org

July 9, 2014

Board of Directors
Ojai Valley Sanitary District
Ojai, CA 93023

STRATEGIC PLAN – 2014

Attached for your review is the draft 2014 Strategic Plan; this Plan is a revised version of the 2011 Strategic Plan. The draft is presented to you in a tracking format showing the revisions (additions & deletions) to the 2011 Plan.

At your meeting I will present a brief power point presentation highlighting various aspects of the proposed 2014 Plan which will assist in facilitating our discussion and review of the proposed Plan.

RECOMMENDATION

It is recommended the Board:

- a. Provide direction to staff for the development of a revised Strategic Plan for the District; and
- b. Direct staff to present the revised Strategic Plan for adoption at the July 28, 2014 Board meeting.



Jeff Palmer
General Manager

Enc. Draft 2014 Strategic Plan

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Strategic Plan 2014



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Governing Board of Directors

~~William C. Russ Baggerly~~ Murphy, Chairman

~~Peter William~~ M. ~~Stone~~ Kaiser, Vice President

William D. O'Brien, ~~William C. Murphy~~, Secretary

~~George Galgas~~ John R. (Randy) Burg, Assistant Secretary

Russ Baggerly

~~John R. (Randy) Burg~~

Stan Greene

Peter M. Kaiser

~~William D. O'Brien~~

District Staff

~~John K. Correa~~ Jeff Palmer, District Manager

Brenda Krout, Administrative Officer

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Executive Summary

The Ojai Valley Sanitary District (District) has used planning as a formula for stability, fiscal responsibility and success throughout its existence. The District has been effective in managing the core mission of the District while enjoying excellent relationships with both rate-payers and regulators. The District is widely recognized for its innovation, solid planning, environmental consciousness, and prudent financial management. It is in this spirit of management excellence that the District embarks on continued means of ensuring continues to ensure that a proactive and deliberate strategic plan exists to guide them into the future.

A strategic plan major responsibilities and identifies and plans for actions necessary to assure that an organization becomes and remains productive and successful. A strategic plan often takes the form of annual activities or future planning efforts. These actions fulfill the specific strategic goals of the District. This plan, as a top-level document, is no exception in that it looks into the future and, given the mission of the District, identifies actions, activities and planning efforts in the future that will comprise the roadmap for continued success in the operations and management of the Ojai Valley Sanitary District.

A number of factors have been considered in conducting this planning effort.

- Collection, treatment, and discharge regulations are likely to evolve over time.
- Associations with partner agencies and stakeholders are valuable.
- Technology that can present Budget and process related opportunities that will continue to evolve over time
- Changes in State and local laws and land use policies can have significant effects over District operations and opportunities.
- The District will continue to seek grant funding and subsidizing loan opportunities for qualifying projects.
- Regulations & costs for water, energy, chemicals and other resources
- Projected carbon footprint analysis of all future projects

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The issue of resolving the appropriate location of the District's treatment plant for the long-term has developed as an urgent item of the Board's consideration. There is a new public and agency interest on natural floodplain management and moving the treatment plant from the floodplain to create a more natural corridor for habitat, wildlife, recreation trails and reduce liability of flood hazards. Locating a critical facility in the main floodway is not prudent. The District needs to determine the treatment plant's location before any long-term infrastructure improvements are made.

Attempts have been made herein to anticipate, prepare, and position the District for these and other potential effects. The plan is organized so that specific strategic goals are derived from the overall mission of the District. Strategic goals are actions and activities that serve to assure that the mission and elements are well-planned and forecasted for resource identification and allocation in both in the near and long term.

- Experienced staff, knowledge and expertise

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Mission Statement of the Ojai Valley Sanitary District

IT IS THE PURPOSE of the District to serve the people of the District by collecting and treating residential and commercial sewage, to make effective use of water and other resources, and to protect human health and the community environment, all in a competent and cost effective way.

TO DO THIS EFFECTIVELY the District will encourage community understanding and participation, develop professional competence in sanitary system technology and administration, and create an organization of dedicated people who are proud of themselves, their work, and their District.



As a matter of strategic plan maintenance, the plan will be reviewed bi-annually, in January or February of odd numbered years, with updates of the plan being conducted at least every five years. Strategic Plan updates should be carefully documented in Board meeting minutes. Plan updates should involve a comprehensive overview with a specific view to 15 years into the future.

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Table ES-1 below reflects the strategic elements and supporting strategic goals of the strategic plan.

Table ES-1 - Strategic Elements and Goals

Strategic Element	Strategic Goals	Timeframe For Board Review
1.0 Strategic Partnering	1.1 Partnering for the Ventura River 1.2 District Monitoring of Regulations 1.3 Watershed planning 1.4 Grant Assistance opportunities	Ongoing Ongoing Ongoing Ongoing
2.0 Stakeholder Interactions	2.1 Connect with the public 2.2 Work with local groups 2.3 Permits	Ongoing Ongoing Ongoing
3.0 Infrastructure	3.1 Systems Reliability - CS & TP CIP Studies 3.2 Other studies 3.3 Evaluation of new technologies 3.4 Review Operations & Maintenance Programs 3.5 Security for computer network & District facilities	3-5 year frequency 3-5 year frequency Ongoing Annually Annually
4.0 Personnel Management	4.1 Perform compensation assessments 4.2 Update all job descriptions 4.3 Succession Plan 4.4 Perform comprehensive staffing review 4.5 Training Programs	5 yr frequency 2015/2016 2011/2012 2015/2016 On-going
5.0 Administrative Management	5.1 Perform comprehensive Policy and Procedures review 5.2 Review program for admin. equip. upgrades and replacement	3- 5 yr. frequency Annually
6.0 Financial Management	6.1 Perform rate and fee reviews 6.2 Conduct Financial Audit 6.3 Seek grant funding 6.4 Seek private funding 6.5 Conduct revenue study to determine potential funding sources 6.6 GASB 45 Compliance	Annually Annually Ongoing Ongoing 3-5 yr frequency On going
7.0 Environmental	7.1 Reclaimed Water 7.2 Biosolids Recycling Program 7.3 Public Education Programs 7.4 Habitat Conservation Plan 7.5 Nutrient and other TMDLs	Ongoing Ongoing Ongoing Ongoing Ongoing

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Strategic Plan

Introduction

Throughout its history the Ojai Valley Sanitary District (District) has consistently planned for success. The District enjoys excellent relationships with both rate-payers and regulators and is recognized for its innovation, planning, and prudent financial management and wise investments. It is with this solid heritage and as an example of excellence in management that the District has embarked on means of insuring that the high standard of proactive and deliberate management will continue into the future by means of this strategic plan.

A strategic planning effort seeks to serve as a framework for decision making in the moderate term (0-15 years). It provides a strategic basis for detailed planning. As a top level planning document, a strategic plan begins by dovetailing with current activities, detailing actions and activities to support goals in the 1 to 15 year timeframe and by establishing clear connections with a long-term plan (15 years and beyond). It seeks to create a clear roadmap of actions and activities into the future. A strategic plan should be visionary, conceptual, and directional in nature. The plan should identify and forecast areas where attention is required now or will be needed. A strategic plan also seeks to assure that actions will be taken in the proper sequence and at the appropriate time to protect the District. These plans often take the form of actions that may be conducted annually or in planning efforts to be performed in the future to identify specific key need areas.

This plan, as a top-level document, is no exception in that it looks into the future and, given the mission of the District, identifies actions, activities, and planning efforts needed to reflect the roadmap of activities for continued success in operations and management. It works to build on strengths, address weaknesses, build on opportunities, and avoid threats.

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It is well understood that in the 6-15 years timeframe that a lower level of confidence should be assigned to the projected future activities and conditions. This plan seeks to prepare the District for known issues while, simultaneously, providing general direction for the District in areas where future conditions may be more difficult to anticipate. In recognition of these future uncertainties, the plan provides for periodic reviews and updates in a planned and deliberate fashion.



A number of factors have been considered in conducting this planning effort.

- Collection, treatment, and discharge regulations are likely to evolve over time.
- Associations with partner agencies and stakeholders are valuable.
- Technology can present process-related opportunities.
- Changes in State and local laws and land use policies can have significant effects over District operations and opportunities.
- [District Employees are the greatest resource](#)
- [Experienced employees provide knowledge and effective operations](#)
- The District will continue to seek grant funding opportunities for qualifying projects.

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The plan is organized so that strategic elements are derived from the overall mission of the District with strategic goals closely aligned in support. Strategic goals are specific plans and activities to assure that the mission and strategic elements are accomplished and well-planned. The strategic plan is used by the staff to develop the Operations Plan to guide the day to day activities of the District.

The following Purpose and Value Statements have been used to guide the development of this plan.

Purpose Statements

- To collect and treat residential and commercial sewage
- To make effective use of water resources
- To protect human health and the community environment

Value Statements

- In a competent way
- In a cost effective way
- Encourage community understanding and participation
- Develop professional competence
- Promote a dedicated and proud staff

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District Core Values

- We are committed to protecting public health
- We are dedicated to being Stewards of the Environment
- We are committed to cost effective and efficient Customer Service
- We believe in efficient, progressive techniques, equipment and methodologies
- We encourage and value public involvement and education
- We are dedicated to employee health and welfare
- We are committed to quality service in all aspects of our activities

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Strategic Elements and Goals

Strategic elements of this plan represent the areas of District operations, planning, and management that must be carefully and thoroughly covered and projected in order to ensure the best possible readiness for the future. Strategic elements are supported by the District's philosophical approach through linkage to the core values and mission statement of the District. They are linked to action in the form of strategic goals that serve to implement the plan in the future.

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1.0 Work with Partner Agencies and Professional Organizations

Element Objective: Partnering with local agencies has been and remains one of the most important pieces of strategy for the District. The District relies on cooperation between itself and its partners, stakeholder groups and others to achieve openness and opportunity for the challenges the District has faced throughout the years. These associations also allow for opportunities to gain acceptance for grant funding.

1.1 Partnering for the Ventura River -- The District is a participant in all aspects of protecting and maintaining the Ventura River. ~~For the past ten years, the~~The District has been providing tertiary treated effluent to enhance river wildlife habitat benefitting plants, birds and fish. The District is a member of the Ventura River Habitat Conservation Plan (HCP), and the Ventura River Watershed Management Council . The Watershed Management Council consists of regulators, public agencies, and for profit and non-profit organizations and has provided direction for the development of the Ventura County Integrated Regional Watershed Management Plan.

Members of the HCP include:

- ~~Ojai Valley Sanitary District~~

The most important factor in working with stakeholders is to provide for working in ways together, that can be leveraged to achieve the District Goals. Avoidance of conflicts or projects that are inefficient help all groups and agencies achieve their goals. Each agency has unique responsibilities, including the District and achieving these in the most cost effective, efficient manner while avoiding mis-use of District funds and resources is a primary objective.

The District maintains open and interactive communication with various agencies and groups through a variety of outreach methods. These groups include:

- Casitas Municipal Water District
- City of Ventura
- County of Ventura (Including solid waste & parks)

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- Ventura River ~~County~~ Water District
- Meiners Oaks Water District
- Ojai Basin Groundwater Management Agency
- Ventura County Watershed Protection District

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Members of the Ventura River Watershed Management Council include:

- Ojai Valley Sanitary District
- Casitas Municipal Water District
- City of Ventura
- County of Ventura
- City of Ojai
- Ventura River County Water District
- Santa Barbara Channel Keepers
- Ventura Hillside Conservancy
- Ojai Valley Land Conservancy
- California Coastal Conservancy
- California Dept. of Water Resources
- California Dept. of Fish & Game
- California Regional Water Quality Control Board
- California State Parks
- Calleguas Municipal Water District
- Ojai Water Conservation District
- The Nature Conservancy
- Trust for Public Land
- U.S. Forest Service
- U.S. Army Corps of Engineers
- Ventura County Resource Conservation District
- Ventura County Resource Management
- Ventura County Watershed Protection District
- South Coast Habitat Restoration
- Golden State Water Company
- Matilija Coalition
- Natural Resources Conservation Service
- Ojai Basin Groundwater Management Agency

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- Wetlands Recovery Project
- Wildscape Restoration

~~This Council is developing the Ventura River Watershed Management Plan.~~

The District should continue to partner with and encourage this ~~type of stakeholder group approach in~~ approaches in meeting the District discharge permit (NPDES) requirements and stewarding the restoration and enhancement of the Ventura River.

1.2 Regional & Statewide Organizations - There are a number of organizations that the District depends on to maintain knowledge of and compliance with applicable laws and to operate the District in a fiscal sound manner. Those organizations include:

- California Special Districts Association
- Ventura County Special Districts Association
- Local Agency Formation Commission
- California Sanitation Risk Management Association
- Ventura County Regional Energy Alliance
- Ventura/Santa Barbara Employment Relations Consortium
- Southern California Alliance of Publicly Owned Treatment Works

1.3 District Monitoring of Regulations – Potential exists for continuing escalation of regulations. The District should continue its positive involvement in professional organizations, with legislators, partner groups, and other local decision makers. These efforts should be formalized as a clear expectation of the District senior staff, through continued involvement and participation in Southern California Association of Publicly Owned Treatment Works (SCAP), California Water Environment Association (CWEA), Water Environment Federation (WEF), California Association of Sanitation Agencies (CASA), and California Special Districts Association (CSDA). Further, associations with regulators such as the State Water Resources Control Board and the Los Angeles Regional Water Quality Control Board are vital. This is important to assure that knowledge of and, where possible, influence in, emerging regulatory initiatives can be gained. Leadership positions in these and other similar organizations should also be encouraged.

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1-4 Watershed Planning -- The District should maintain and expand its interactions with:

- Los Angeles Regional Water Quality Control Board in the development of and modifications to the Nutrient TMDL ~~and diversion TMDL~~, as well as amendments to the Basin Plan for the Ventura River. The District should focus on District missions and roles in these efforts.
- The Ventura County Watershed Protection District and other agencies and non-profit groups in proactive planning for the Ventura River.

1-5 Grant Assistance Opportunities -- The District should continue pursuit of grant assistance through federal, state, and local government programs whenever feasible. If appropriate, the District should encourage and pursue grant opportunities with other strategic partners such as Ojai Valley Land Conservancy (OVLC), County of Ventura Departments, City of Ventura, etc.

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2.0 Public Relations

Element Objective: Good Public Relations is an objective for the District. It is through successful proactive association with the public that the District is allowed a measure of latitude with management of the primary role of wastewater treatment and effluent management. District philosophy is to maintain positive relationships and communications with the community and interested parties.

2.1 Connect and educate with the public -- The District should continue to be involved in Ojai Day and the annual Ojai Garden Tour as well as producing an annual newsletter. District should maintain and improve its interactions with the public through ongoing educational activities, such as plant tours, Audubon group outings and environmental education and other topics related to the District's planning and operations in order to assure continued strong relationships and associations. Proper



resources and allowances must also be allocated as needed to continue the relationships.

The web site and other current means of communication should continue to provide access to District issues. Improved communication with media outlets is important. Expanded public outreach through post cards, mailings and/or other means to provide information on District operations is encouraged.

2.2 Work with local groups – The District should continue to encourage activities working with local agencies such as the City of Ojai, County of Ventura, Casitas Municipal Water District, Meiners Oaks Water District and Ventura River Water District. Relationships between local agencies where resources, knowledge, information and expertise can be shared and leveraged provides value to the District. Cooperation with other local groups such as the Friends of the Ventura River, Santa Barbara ChannelKeepers, the Ojai Valley Land Conservancy, Green Coalition and others also provide value. The District will seek cooperative development of

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public outreach materials, strategy and campaigns with partnering organizations. Such activities with interest groups and the general public encourage understanding of the District's operations and develops knowledge of the District's strong environmental philosophy.

2.3 Permits -- The District, through its senior staff, should work proactively with regulatory agencies to be positioned in operations and relationships that allow for smooth permitting. Additionally, staff should keep and maintain a clear schedule that assures that all dates and actions necessary in the permitting process are met.

2.4 Regulate the Public - Maintain meaningful regulations regarding sewer use such as those for the Fats, Oil & Grease (FOG) program, unpermitted connections, etc. Effective and proper regulation efforts on these and other programs benefit the District as a whole.

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3.0 Infrastructure

Element Objective: Proper management, operations, and assessment of infrastructure are critical to properly forecast and plan for continued District success. This has been a strength of the District. This is usually done through engineering studies and evaluations, and daily close-coupled monitoring of the equipment and facilities by staff.



3.1 Systems Reliability - The District will continue to plan for the Treatment Plant and Collection System Facilities, as well as the District's technology infrastructure, vehicles and buildings, to assure the long-term reliability of all physical systems within the District. Several efforts such as the FOG program and ensuring that each entity has proper on-site FOG controls such as a grease trap, Inflow and Infiltration (I&I), Nutrient reduction, Hazardous Materials controls, alternative energy development to offset energy usage, the compost program and equipment/vehicles all are important efforts. Staff should provide for development of management strategies and programs to move these efforts forward.

3.2 Other Studies -- Studies to be addressed within the 5-15 year timeframe should include:

- Regular infrastructure audits
- Air Quality study
- Advanced tertiary treatment

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- Beneficial Reuse
- Vulnerability Studies
- Feasibility Studies
- Multiple Benefit Projects
- Relocation of Treatment Plant Facilities Away From The River
- Nutrient Removal Options
- Reduction of Carbon Footprint
- I&I control and reduction
- Collection System rehabilitation
- Treatment Plant Masterplan
- Administrative/Collection System Site Masterplan
- Site Safety and Security

These studies and reviews should be scheduled by District leadership as needed.

3.3 Evaluation of New Technologies – Continue to evaluate state of the art equipment and technological advances as they become available for potential advantages for the District. An example in this area is the evaluation of solar power for energy generation, improved monitoring and control system to increase operations effectiveness and cooperation with other agencies such as the Ventura County Regional Energy Alliance.

3.4 Review Operations & Maintenance Programs – Continue to review and improve operations and maintenance activities and processes. Perform annual review with periodic in depth reviews of specific areas.

3.5 Maintain constant review and monitoring of security vulnerability of all facilities.

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4.0 Personnel Management

Element Objective: The District is committed to its employees. The strategy for managing this key asset must be based on the knowledge that high quality employees are hard to find and keep. Moreover skilled and experienced candidates are in short supply in the current market. Thus a clear strategy must be developed to assure proper management of this critical resource.

4.1 District staff represent the greatest asset of the District. Long term, knowledgeable, experienced and effective staff provide for enhanced operations, effective management and safe operations, cost effective implementation of operations and projects and provide for a stable working environment. Effective communication of high quality values, good judgement and a high quality work ethic are important.

4.1 Perform compensation assessments -- The District should continue to perform compensation studies every five years. These studies should include salary and whole compensation package value comparisons with similar competing agencies. Studies should project trends in the market and have a clear eye toward the cost of replacement of each position. Results of studies should play a key role in annual compensation package determinations.

4.2 Update all job descriptions -- The District should review and update job descriptions every five years. Updates to the job descriptions should be based on a standardized format that allows for proper use during employee recruitment, selection, and performance management. Job descriptions should seek to carefully and completely create accurate descriptions of duties, reporting relationships, and expectations.

4.3 Succession and Retention Plan -- The District should begin succession and retention planning. This planning should be a comprehensive study of all personnel and consultant areas and create a plan for anticipating staffing gaps and provide for adequate staffing in the future. Strategies to provide a transition or carryover during staff transitions is important. The District has a small staff and so critical hiring and training is important.

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4.4 Perform comprehensive staffing review -- A comprehensive staffing review should include the study of staffing mix and organizational structure to ensure that levels are correct in terms of overall effectiveness, best practices, cost effectiveness, workflow, proper staffing levels, etc.

4.5 Training Programs – As part of the District’s commitment to its employees the District should provide function-specific training and development program for all employee levels. This training should be designed to promote the development of employee’s skills, knowledge and abilities as well as a clear element of professional development. Function-related training should also include safety related training associated with the function.

The District should also provide training for all supervisory personnel.

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5.0 Administrative Management

Element Objective: Careful assessment and management of administrative policy, procedure and supportive tools is important. The District acknowledges that it must assure that these are maintained in an organized, up to date and functional manner.

5.1 Perform Comprehensive Policy and Procedures review -- The District should periodically conduct a comprehensive policy and procedures review. The review should cover a study of all current District procedures regarding policy, policy gap analysis, procedures, records keeping, as well as overall information and records management. The review should also identify policies and procedures that may be needed in the future.

5.2 Review program for administrative equipment upgrades and replacement -- The District should engage in a periodic review of all administrative equipment and tools. This review should cover all computers, copiers, fax machines, office-related equipment including furniture, internal LAN and server systems, webpage management, internet service provision, and other aspects of the administrative information management of the District.

5.3 Conduct Management audit -- The District should continue to conduct a periodic comprehensive Management audit. The District will annually review staff moral and management plans for moral boosting activities.

5.4 Research the potential and cost effectiveness of a paperless office, and continue progress toward computerized archiving of District records.

~~5.5 Conduct comprehensive review of the District's election divisions for population equality after each National census.~~

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6.0 Financial Management

Element Objective: Strategic planning regarding financial management is crucial to assure that the District can continue to provide for services. Goals herein must reflect known fiscal conditions and provide proper flexibility to assess and respond to potential threatening changes in the future.

6.1 Perform annual rate and fee reviews -- The District should continue with annual rate analysis. Formal rate studies should include factors such as the Nutrient TMDL, Collection System condition assessment, I&I reductions, energy use reductions, equipment upgrades, regulation compliance and site safety and security.

6.2 Conduct Financial audit -- The District should continue to conduct an annual comprehensive financial audit.

6.3 Seek grant funding -- The District should seek to diversify its revenue stream by expanding on its ability and experience in identifying, positioning, and applying for grants. This may require employing the services of professional grant writing firms.

6.4 Seek private funding -- The District should seek to diversify its revenue stream by seeking opportunities for public/private cost-sharing of projects and operations of mutual benefit.

6.5 Conduct revenue study to determine potential funding sources – Due in part to the small growth potential within the District which limits the spreading of increasing operational cost, the District should continue to investigate additional funding sources. The District has a limited number of potential sources of funding or revenue that should be organized and presented to the Board.

6.6 GASB 43/45 Compliance – Governmental Accounting Standards Board (GASB) Statements 43 & 45 deals with accounting, reporting and disclosure requirements for post employment benefits other than pensions. It requires that both the annual and actuarial accrued liability for previously accrued costs be disclosed. This was first accomplished for fiscal year

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ending June 30, 2008. The District is in full compliance with Governmental Accounting Standards Board GASB 43/45. The District should continue to adequately fund this liability.

6.7 Conduct review of the established Reserve Funds and develop a Board policy on the purpose and use of each of these Reserve Funds.

~~6.8 Conduct review of established District procedures and develop a Board policy on purchasing.~~

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7.0 Environment

Element Objective: Placing the environment in the proper priority position has been a true success for the District and is very important to its continued success. As such, these goals seek to assure that the District maintains and enhances its careful management of this public trust.

7.1 Reclaimed Water – ~~The District should develop a policy for NPDES permits are essentially linked to the sale of river dynamics and/or storage of reclaimed water in the winter months, continuing to Basin Plan objectives. Enhancement of the Treatment Plant discharge to the Ventura River during since the summer months. Review existing reclaimed water policies related to effluent inception of the District in 1963 and the protection Clean Water Act in 1972 have all been as a result of improvement of river conditions. Use of reclaimed water, at the detriment of and in conflict with the NPDES permit and Basin Plan objectives would be in conflict with the stewardship of the environment and other District goals.~~

7.2 Biosolids Recycling Program -- The District should continue to participate with Ventura Regional Sanitation District (VRSD) and Southern California Alliance of Publicly Owned Treatment Works (SCAP) Biosolids Committee and the California Association of Sanitation Agencies (CASA) to understand the biosolids issues and pursue possible alternative options for disposal. Evaluate regulatory changes that impact composting operations for the District so that it can continue to produce compost for beneficial reuse. Other options such as thermal drying should be investigated, however composting has been successful, historically less costly and has the “green ethics” that fit the District’s environmental philosophy.

7.3 Public Education Programs – The District should continue its efforts dedicated to environmental education as a high priority.

~~7.4 Habitat Conservation Plan – The District should continue to work with other agencies and regulators to develop the Habitat Conservation Plan for the Ventura River Watershed.~~

~~7.5 Nutrient & Diversion TMDL – The District should continue to work with other agencies and the community to develop rational TMDL Plans for the Ventura River.~~

7.6 Carbon Footprint – The District should evaluate the carbon footprint for all of its existing facilities as a whole and each future project going forward.

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Strategic Plan Maintenance

Reviews of this plan should be conducted bi-annually, in January or February of odd numbered years, with updates of the plan being carried out every five years. Reviews to be conducted internally by staff and presented to the Board with updated strategies are recommended. Strategic Plan updates should be carefully documented in Board meeting minutes. Updates should result in and be documented by an updated plan with new and revised elements as needed.

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