

FY 2023 STRATEGIC PLAN UPDATE

WEDNESDAY, JUNE 7, 2023

BOARD OF DIRECTOR'S MEETING, ITEM NO. 23-060



**WEST COUNTY
WASTEWATER**

STRATEGIC PLAN

FY 2021 - FY 2025

Embracing the future by planning...



Strategic Goal 1: *Infrastructure Strategy & Performance*



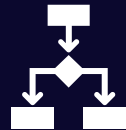
Strategic Goal 2: *Environmental Stewardship*



Strategic Goal 3: *Financial Viability*




Strategic Goal 4: *Information Systems & Data Management*



Strategic Goal 5: *Operational Optimization*



Strategic Goal 6: *Community Image*



WEST COUNTY
WASTEWATER

STRATEGIC GOAL 1: INFRASTRUCTURE STRATEGY & PERFORMANCE







Strategic Goal 1: Infrastructure Strategy & Performance

Objective 1: Create an organization-wide Asset Management Plan

Milestones Completed Through June of 2023:

- Completed Needs Assessment for a CMMS
- Obtained portal into the Hanson database for plant staff to start review
- Evaluated Current CMMS IPS – Hanson for meeting organization's needs w/ upgrades
- Created process and schedule to ensure SOPs remain current and in use; develop a way to ensure new ones are created as needed
- Entered into a contract with CMMS vendor
- Completed Asset Registry

Strategic Goal 1: Infrastructure Strategy & Performance

Objective 2: Complete a comprehensive set of organization-wide Standard Operating Procedures

Milestones Completed Through June of 2023:

- Inventoried existing Standard Operating Procedures
- Audited best practices and incorporate findings into SOP review
- Standardized SOP format
- Identified needed Standard Operating Procedures
- Drafted SOPs identified as missing or needing to be updated
- Developed and implemented Plant Odor and H2S Monitoring Plan
- Developed and implemented a WCW-wide odor complaint response, tracking, and mitigation plan
- Developed system for regularly reviewing and updating SOP's

Strategic Goal 1: Infrastructure Strategy & Performance

Objective 3: Prioritize and implement Capital Improvement Projects to increase system reliability

Milestones Completed Through June of 2023:

- Created an internal prioritization system and standards
- Prioritized current CIP
- Evaluated and determined viability of ESCO Project
- Updated CIP
- Entered into an agreement for ESCO Project
- Revised WCW code to ensure legal authority over sewer use

Strategic Goal 1: Infrastructure Strategy & Performance

Objective 4: Develop comprehensive preventative maintenance schedules

Milestones Completed Through June of 2023:

- Identified Nexus between CMMS and preventative maintenance records
- Completed development of equipment list for plant and lift stations
- Ensured maintenance practices are generally consistent with original equipment manufacturers' (OEM) recommendations
- Developed Preventative Summer Maintenance Schedule

Strategic Goal 1: Infrastructure Strategy & Performance

Objective 5: Complete the implementation of a new capital project delivery system

Milestones Completed Through June of 2023:

- Reviewed draft document through internal stakeholders and garner feedback
- Developed rollout strategy
- Facilitated training workshop
- Implemented beta testing of system

Strategic Goal 1: Infrastructure Strategy & Performance

Objective 6: Enhance partnerships with local public agencies, trade organizations, municipalities, and other entities

Milestones Completed Through June of 2023:

- Improved utility coordination meeting attendance consistency, identified personnel accountability
- Created an inventory of current interagency agreements
- Completed a review and update of interagency agreements, as identified
- Updated WCA JPA

Strategic Goal 1: Infrastructure Strategy & Performance

Objective 7: Develop a comprehensive organization-wide safety program

Milestones Completed Through June of 2023:

- Reestablished regular meetings for the Safety Committee
- Issued RFP for safety consultant to develop a work plan
- Recruited and hired Health & Safety Coordinator

STRATEGIC GOAL 2: ENVIRONMENTAL STEWARDSHIP



LANDFILL LOOP

WILDCAT CREEK

RICHMOND PARKWAY







Strategic Goal 2: Environmental Stewardship

Objective 1: Implement the Climate Action Plan

Milestones Completed Through June of 2023:

- Entered into an agreement with the San Francisco Bay Restoration Authority for planning for the Living Levee (Sea Level Rise Protection Project)
- Issued RFP for project planning team for the Living Levee (Sea Level Rise Protection Project)

Strategic Goal 2: Environmental Stewardship

Objective 2: Ensure employees reflect the organization's environmental stewardship values

Milestones Completed Through June of 2023:

- Formalized remote work arrangements
- Developed Green Team and established an Office Environmental Steward

Strategic Goal 2: Environmental Stewardship

Objective 3: Strengthen environmental and public health educational programs

Milestones Completed Through June of 2023:

- Built plan for flushable(s) and FOG outreach
- Ensured the organization is following basic public services, recycling practices

STRATEGIC GOAL 3: FINANCIAL VIABILITY



WEST COUNTY
WASTEWATER

PURCHASING POLICY

WEST COUNTY WASTEWATER DISTRICT
RICHMOND, CALIFORNIA
BIENNIAL BUDGET
FISCAL YEARS 2022 & 2023



The Government Finance Officers Association
of the United States and Canada

presents this
CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

Justin Lovell, Director of Administrative Services
West County Wastewater District, California



The Certificate of Recognition for Budget Preparation is presented to the Government Finance Officers of a community or other jurisdiction who have demonstrated their government's high standard of financial management through the preparation of a biennial budget presentation. It is a recognition of the quality and quantity of the budget preparation process.

Presented by: *Christopher P. Morill*
March 18, 2022



WEST COUNTY WASTEWATER DISTRICT
Richmond, CA

ANNUAL COMPREHENSIVE FINANCIAL REPORT

For the Fiscal Year Ended
June 30, 2021

Prepared by:
Administrative Services Department



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

West County Wastewater District
California

For the Biennium Beginning

July 01, 2021

Christopher P. Morill
Executive Director

Strategic Goal 3: Financial Viability

Objective 1: Develop comprehensive financial policies

Milestones Completed Through June of 2023:

- Review and update existing financial policies, including refunds and adjustments
- Updated reserves financial policies to set aside reserves for future needs
- Developed the budget document to link more closely with the organization's financial policies

Strategic Goal 3: Financial Viability

Objective 2: Evaluate rate and fee structure

Milestones Completed Through June of 2023:

- Compared sewer rates to Contra Costa County agencies
- Developed a five-year sewer rate plan
- Initiated study to revise connection fees
- Finalized Capacity Charge Study

Strategic Goal 3: Financial Viability

Objective 3: Enhance financial reporting

Milestones Completed Through June of 2023:

- Implemented Simpler Systems Software
- Rolled out Simpler Systems to key employees
- Created financial dashboard including graphs and graphical elements to track progress
- Identified financial benchmarks and metrics for the annual budget reporting

Strategic Goal 3: Financial Viability

Objective 4: Evaluate billing process and procedures

Milestones Completed Through June of 2023:

- Documented current billing process for residential, commercial, and industrial customers
- Conducted a review of financial and accounting procedures
- Transition sewer permit payments to electronic invoices

STRATEGIC GOAL 4: INFORMATION SYSTEMS & DATA MANAGEMENT

DocuSign®

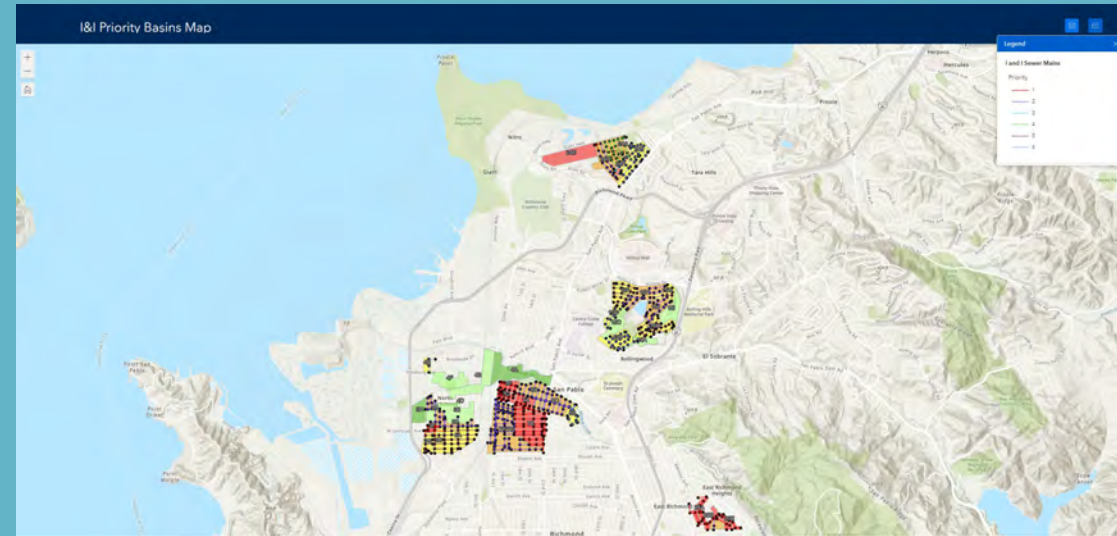
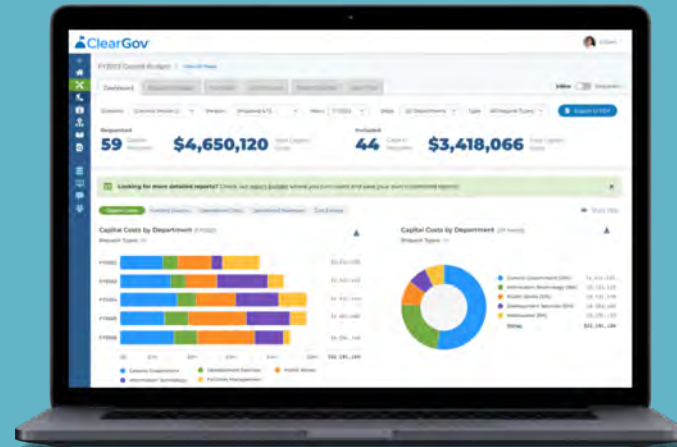
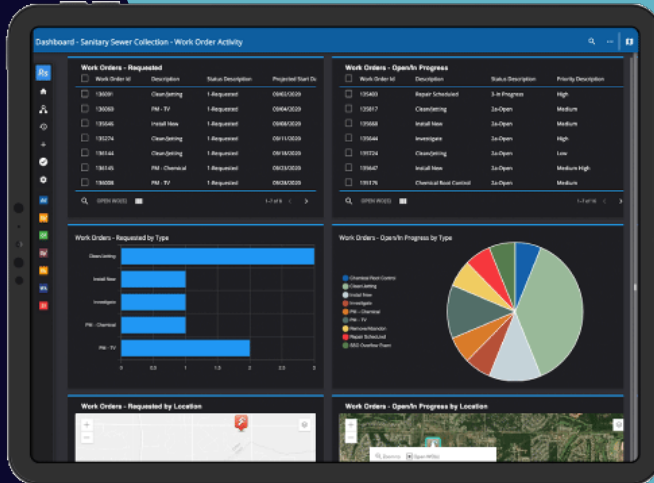


Laserfiche®



achieveit
Let's actually do this.™

ClearGov®



STRATEGIC GOAL 4: INFORMATION SYSTEMS & DATA MANAGEMENT



https://repository.laserfiche.com

Laserfiche Search repository Display Options HR Manager

Laserfiche > Human Resources > 2015 (1 selected)

	Name	Creation date	Last modified
Human Resources			
2012	Abernathy, Gale	2/5/2015 8:45 AM	6/8/2015 6:21 PM
2013	Baron, Michelle	1/5/2015 9:30 AM	6/8/2015 6:21 PM
2014			
2015	Castrapel, Ben	6/4/2012 7:15 AM	6/8/2015 6:28 PM
Employment Contracts	Chen, Laura	2/15/2014 9:00 AM	6/8/2015 6:22 PM
Insurance Records	Cruz, Paulina	8/13/2014 7:00 AM	6/8/2015 6:22 PM
Performance Reviews	Franco, Victoria	7/22/2011 9:00 AM	6/8/2015 6:22 PM
Tax Documents	Hernandez, Elias	3/28/2015 9:00 AM	6/8/2015 6:22 PM
	Lee, Bethany	11/18/2009 8:00 AM	6/8/2015 6:22 PM
	Steele, Alexis	5/22/2015 7:30 AM	6/8/2015 6:22 PM
	Xiang, William	5/21/2012 8:30 AM	6/8/2015 6:22 PM

★ Starred

🕒 Recently Opened Documents

📁 Records Management

🗑️ Recycle Bin

Castrapel, Ben ☆

Metadata Fields Thumbnails More

Life Cycle Edit properties

6/4/2012 Filing date

2/23/2015 Employment Ended

6/8/2015 Cutoff Eligible for cutoff 1/1/2015

1/1/2020 Eligible for destruction

Details

Location Current file area

Status Cutoff

Path Laserfiche\Human Resources\2015\ Castrapel, Ben

Permanent No

Cutoff Instruction

Name	End of Employment
Type	Time-Event
Cycle	CY (Calendar Yearly)



Strategic Goal 4: Information Systems & Data Management

Objective 1: Develop an IT Master Plan

Milestones Completed Through June of 2023:

- Completed needs assessment for a CMMS
- Improved and expanded access of maintenance database
- Organized and formed an IT Committee
- Implemented Lab Lynx – LIMS
- Completed GIS Masterplan

Strategic Goal 4: Information Systems & Data Management

Objective 2: Develop and implement a records management program

Milestones Completed Through June of 2023:

- Completed a Needs Assessment for a CMMS
- Obtained Access Portal into the Hanson database for plant staff to start a review
- Implemented an electronic Document Management System (DMS)
- Turnkey integrated iCompass with Laserfiche

Strategic Goal 4: Information Systems & Data Management

Objective 3: Implement project management system software

Milestones Completed Through June of 2023:

- Explored vendor options for capital improvement project management system software
- Procured FOG/Pre-Treatment Program Management software
- Complete implementation of E-Builder

Strategic Goal 4: Information Systems & Data Management

Objective 4: Complete implementation of work collaboration software

Milestones Completed Through June of 2023:

- Migrated from on premise email exchange to cloud based Microsoft 365 including use of Teams
- Provided group training on Monday.com
- One-on-one coaching sessions – Monday.com

Strategic Goal 4: Information Systems & Data Management

Objective 5: Evaluate IT hardware to support organizational needs

Milestones Completed Through June of 2023:

- Created specifications for standardizing hardware by employee classification
- Evaluated current phone system and replaced with a cloud-based Voice over IP phone
- Implemented additional network security protocols
- Replaced outdated and unsupported SCADA servers
- Increased internet bandwidth between Hilltop and Plant
- Replaced outdated radio communications system between West County Agency partners
- Expanded network bandwidth at Hilltop
- Replaced Hilltop server hardware
- Upgraded to Microsoft 365 Business Premium
- Implemented Mobile Device Management
- Provided field staff mobile access to critical systems and information (GIS)

Strategic Goal 4: Information Systems & Data Management

Objective 6: Implement a paper-free workplace

Milestones Completed Through June of 2023:

Reviewed paper-based processes

STRATEGIC GOAL 5: OPERATIONAL OPTIMIZATION





EMPLOYEE
HANDBOOK

2022



West County Wastewater District

Published by Kate Gibbs · September 7 at 12:51 PM · 🌐

What better way to celebrate #WaterWednesday 💧 than with the announcement of another great internship opportunity at WCW! 📝✍️

We've, once again, teamed up with our Clean & Green Project partners, [ENGIE North America](#), and are offering a student internship in our Environmental Services Division. 🌍

Thanks for sharing, liking, and spreading the word!



WEST COUNTY WASTEWATER

**JOIN THE ENVIRONMENTAL
PROGRAMS DIVISION**

**ARE YOU A COLLEGE STUDENT MAJORING IN A
STEM FIELD? ARE YOU LOOKING FOR A PAID
INTERNSHIP?**

APPLY TODAY: [BIT.LY/WCW2022ENGIE](https://bit.ly/wcw2022engie)



EQUITY VS. EQUALITY

EQUALITY

EQUALITY = SAMENESS
GIVING EVERYONE THE SAME THING
only works if everyone starts from the same place

EQUITY

EQUITY = FAIRNESS
ACCESS TO SAME OPPORTUNITIES
We must ensure equity before we can enjoy equal!

WHAT'S THE DIFFERENCE?

EQUITY (noun): the quality of being fair and impartial.

EQUALITY (noun): the state of being equal, especially in status, rights, and opportunities.

"Equality is the measure of the action we take. Equity is when all parties experience the same outcomes." (Madison, 2021)

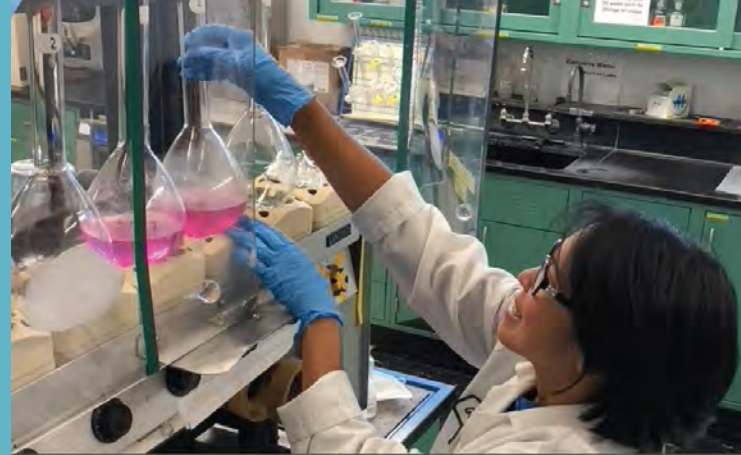


DIVERSITY
of people, perspectives

EQUITY
in policy, practice & position

INCLUSION
via power, voice & organizational culture





LAB INTERNSHIP

APPLY NOW

bit.ly/LABINTERN2022

West County Wastewater @WestCountyWD · 7s

Come and meet us TOMORROW Saturday, June 25, from 10 - 2 at the Hilltop Community Church Career Fair! 3118 Shane Drive. We'll be there with one of our WCW trucks to talk to you about careers in [#Wastewater](#), [#PublicWorks](#), and the [#environment](#)!



WCW is Hiring!

(C'mon, get in!)

www.wcwg.org/careers/



Strategic Goal 5: Operational Optimization

Objective 1: Expand and streamline current recruiting efforts

Milestones Completed Through June of 2023:

- Reviewed current recruiting tools
- Implemented an online assessment program
- Expanded recruitment outreach
- Formalized “fit” interview panel and process
- Formalized recruitment brochure template
- Recruited two Environmental Compliance Inspectors/Re-Classify the current inspector to a Senior position

Strategic Goal 5: Operational Optimization

Objective 2: Enhance on-boarding experience

Milestones Completed Through June of 2023:

- Formalized remote worker on-boarding process
- Completed employee handbook
- Implemented online on-boarding process
- Reviewed and refined on-boarding check list
- On-boarding work-flow process improvement
- Employee orientation (pre-boarding/first day)

Strategic Goal 5: Operational Optimization

Objective 3: Build on the employee experience

Milestones Completed Through June of 2023:

- Explored options for a new evaluation process
- Created a program on Equity, Belonging, and Respect
- Reviewed performance evaluation software

Strategic Goal 5: Operational Optimization

Objective 4: Support employees by providing career enhancement opportunities

Milestones Completed Through June of 2023:



Formalized the education reimbursement program

Strategic Goal 5: Operational Optimization

Objective 5: Optimize how and where staff works

Milestones Completed Through June of 2023:

- Completed space planning effort
- Remote working options

Strategic Goal 5: Operational Optimization

Objective 6: Complete the implementation of a wellness program

Milestones Completed Through June of 2023:

- Completed the employee wellness survey
- Developed employee wellness initiatives



STRATEGIC GOAL 6: COMMUNITY IMAGE



WEST COUNTY
WASTEWATER




SAT, APR 23 AT 11 AM
Earth Day at Point Molate Beach Park
Richmond
Party · 154 people

Interested



West County Wastewater District Outreach Tara Bravo • 3 days ago



Who doesn't love a makeover?! Check out our gardening project at the front entrance of the Plant! We are feeling fancy and looking great!! Happy first day of SUMMER!! #stayhydrated #makeover

Posted to **Subscribers of West County Wastewater District**
 4 · 891 Impressions Like 1 Comment Share



West County Wastewater @WestCountyWD · Jul 18
 Hey, that's us! 🙌🙌🙌🙌🙌 thanks @PublicCEO for spreading the word!

PublicCEO @PublicCEO · Jul 18
 The @WestCountyWD is looking for a new records program coordinator. Learn more about this job and how to apply at #PublicCEO bit.ly/3uVF4Q5



 **West County Wastewater District** is at **West County Wastewater District**.
Published by Kate Gibbs · July 18 at 1:40 PM · Richmond · 🌐

Hitting the ground running on a sunny, summer Monday! 🌞

You may be used to seeing our trucks and crews throughout the district taking care of the infrastructure but we also have hard-working staff who hold it down **100** inside our Hilltop offices!

❤️💧



11:12 5G 🔋

West County Wastew...
401 Tweets

Tweets Replies Media Likes

 **West County Wastewater** @WestCo... · 20h
Happening in Pinole on Sunday, June 11! ❤️ =

 **Mayor Devin T. Murphy** 🏳️‍🌈 🇺🇸 🇨🇦 · 1d



2 6 250

 **West County Wastewater** @WestCo...
WCW is proud to celebrate #PrideMonth! 🌈
Send us your requests to add to our "All"

🏠 🔍 🗣️ 🔔 19 ✉️

Strategic Goal 6: Community Image

Objective 1: Complete and implement Communications Master Plan

Milestones Completed Through June of 2023:

- Ensured Communications Master Plan dovetails with Strategic Plan
- Prioritized outreach efforts
- Finalized communications plan

Strategic Goal 6: Community Image

Objective 2: Develop and implement effective external communication tools

Milestones Completed Through June of 2023:

- Completed new logo rollout and implementation
- Redesigned website
- Implemented iCompass Agenda Management
- Created templates for Staff Report
- Published "The Lateral" quarterly

Strategic Goal 6: Community Image

Objective 3: Develop and implement effective internal communication tools

Milestones Completed Through June of 2023:

- Created weekly employee newsletter
- Created standard recurring report on Strategic Plan Milestones
- Created annual Strategic Plan update
- Created standard reporting for financial reporting
- Created standard reporting on capital reports
- Identified key performance indicators (KPI)
- Created a dashboard for KPI
- Completed monthly dashboard for Board updates
- WW101 Video and Corresponding Presentation Deck
- Created an audio version of "The Drop" (an internal podcast)

NEXT STEPS

- Executive Leadership Team to collaborate with departments/divisions to create milestones for FY 2024
- Explore additional software platforms to enhance our reporting and tracking capabilities
- Work with the Board of Directors to review and update the Five-Year Strategic Plan in the Spring of 2024



WEST COUNTY
WASTEWATER



QUESTIONS?

A decorative wavy teal line on a dark blue background, positioned on the left side of the image.

END