



BOARD OF DIRECTORS

Agenda Report

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File #: 2021-1956

Agenda Date: 11/17/2021

Agenda Item No: 24.

FROM: James D. Herberg, General Manager

SUBJECT:

STRATEGIC PLAN 2021

GENERAL MANAGER'S RECOMMENDATION

RECOMMENDATION:

- A. Adopt the Orange County Sanitation District Strategic Plan 2021; and
- B. Direct staff to implement the goals contained in the Strategic Plan.

BACKGROUND

The Orange County Sanitation District (OC San) has updated the 2019 Strategic Plan. The Strategic Plan is a policy level roadmap which defines the future desired state of the agency and lays out initiatives to move toward that desired state. The Strategic Plan is intended to be a living document that is adjusted to address new needs, or regulatory requirements faced by OC San.

The original plan included 14 individual policy areas which comprised the overall Strategic Plan. As part of the update, and Board Member feedback, a 15th policy area was added to capture the agency's organizational outreach and advocacy.

The policy statements were developed by the Executive Management Team based on input previously provided by Board Members and staff. The Board of Directors' input and direction drives the development and updating of the Strategic Plan.

The adopted Strategic Plan will be the basis of Fiscal Year 2022-23 and 2023-24 budget development.

RELEVANT STANDARDS

- Maintain and adhere to appropriate internal planning documents: Strategic Plan
- Sustain 1, 5, 20-year planning horizons
- Build brand, trust, and support with policy makers and community leaders

PROBLEM

The current Strategic Plan was adopted by the Board of Directors in November 2019 and is currently in effect. The strategic planning process is intended to be reviewed every two years to make necessary adjustments due to new issues of concern for OC San.

PROPOSED SOLUTION

Review and update the Strategic Plan to assure the Board of Directors and staff remain aligned on policy and execution expectations as the budget cycle approaches. The Strategic Plan and the corresponding goals and initiatives will be reviewed and updated every two years.

PRIOR COMMITTEE/BOARD ACTIONS

September 2021 - Information Item - Proposed Strategic Plan 2021

August 2021 - Information Item - Levels of Service

June 2021 - Information Item - Core Values

May 2021 - Strategic Plan Workshop Recap

April 2021 - Special Board of Directors Meeting, Strategic Plan Workshop No. 3

March 2021 - Special Board of Directors Meeting, Strategic Plan Workshop No. 2

February 2021 - Special Board of Directors Meeting, Strategic Plan Workshop No. 1

January 2021 - Steering Committee reviewed the Strategic Plan development outline

ATTACHMENT

The following attachment(s) may be viewed on-line at the OC San website (www.ocsan.gov) with the complete agenda package:

- Orange County Sanitation District Strategic Plan 2021
- Presentation