

Strategic Planning Process Outline

The current [Strategic Plan](#) was adopted by the Board of Directors in November 2019 and is currently in effect. The Plan defines the strategic initiatives to be pursued by the Sanitation District and provides a basis for long-term financial, capital, and operational planning.

During this preparation phase, it has been identified that a review of the Levels of Service, Risk Register, and Core Values will be evaluated and updated as needed. The process will begin in January 2021 by initiating discussions with staff and management, there will be small group meetings, as well as surveys to gather the pertinent information.

Due to the high number of newly appointed OC San Board Members, additional efforts will take place to establish a foundation with our Board of Directors on the current Strategic Plan and the policy direction which staff is working from. This foundation will be established through a high-level introduction at the Board Orientation on February 4, 2021 with specific follow up informational presentations during February, March, and April.

The process will be facilitated by Vice Chair John Withers, Assistant General Manager Rob Thompson, Administration Manager Jennifer Cabral, and supporting staff members.

The plan will be finalized and submitted to the Board in November 2021 in time to be incorporated into the Fiscal Year 2022-2023 budget cycle and will remain in place for two-years.

Current policy topics:

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| 1. Budget Control & Fiscal Discipline | 9. Environmental Water Quality, Stormwater Management and Urban Runoff |
| 2. Asset Management | 10. Chemical Sustainability |
| 3. Cybersecurity | 11. Biosolids Management |
| 4. Property Management | 12. Constituents of Emerging Concern |
| 5. Energy Independence | 13. Resilient Staffing |
| 6. Climate and Catastrophic Event Resiliency | 14. Safety and Physical Security |
| 7. Food Waste Treatment | |
| 8. Water Reuse | |

These topics will be reviewed and validated to ensure the policy direction is consistent and/or if there is a need to be modified and/or replaced with new issues of concern for OC San.

Schedule:



January (tentative):

- Strategic Planning sessions with staff
 - Levels of Service review and update w/ Management – small group meetings
 - Core Values review – survey to employees

February:

- 2/4 - Board Orientation – Strategic Plan introduction
- 2/17 – Board informational sessions to introduce current policy topics (5 policies)
- Follow up meetings with staff regarding Levels of Service
- Follow up meetings with staff regarding Core Values (focus groups)

March/April:

- 3/17 - Board of Directors informational sessions to introduce current policy topics (5 policies)
- 4/21 – Board of Directors informational session to introduce current policy topics (4 policies)
- Consideration - Survey to follow regarding additional topics to consider or revision of existing policy topics

May/June:

- 5/26 – Strategic Planning Discussion/Recap Development of policy papers and PowerPoint presentations for Board
- May - EMT Retreat and Policy discussions
- 6/16 – Board Strategic Plan (if needed)

July/August:

- Strategic Plan development

September:

- Draft Strategic Plan presented to Board of Directors

November:

- Final Strategic Plan presented to Board of Directors for Adoption.