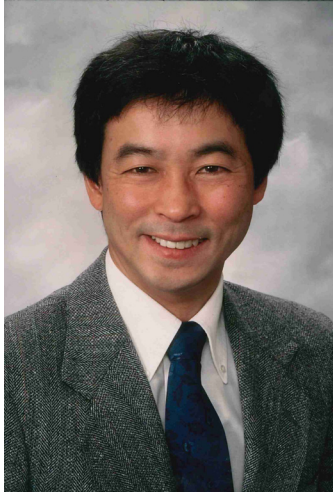


# Castro Valley Sanitary District Strategic Plan 2019–2024



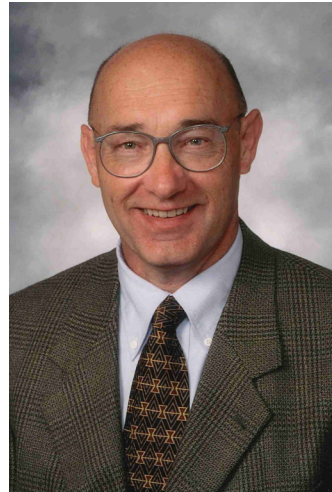
# Board of Directors



Daniel M. Akagi



Melody Appleton



Ralph Johnson



Timothy McGowan



Dave Sadoff

# General Manager's Message

I am pleased to launch Castro Valley Sanitary District's (CVSan's) five-year Strategic Business Plan (Plan). This Plan is based on input from our Board of Directors and the Executive team. It provides a strong foundation to guide us as we strive to meet the future public health needs of our customers, protect the environment, and address the increasing regulatory standards of our industry in a cost-effective manner.

Since our last Strategic Plan was adopted in 2014, the nation's wastewater and solid waste industries have been called upon through new legislation to not only focus on the health and safety of the communities we serve and protection of the environment, but also to focus on resource recovery from wastewater flows and from the solid waste collection we do. Therefore, in this Plan you will see a newly established vision that complements our progressive efforts to achieve zero waste by 2029, and to be a leader in creating resources from wastewater such as recycled water and exploring the generation of new green energy.

Our ongoing strategic business planning goals provide a flexible framework, which inspires teamwork while allowing for individual creativity and accountability. I understand it is no small feat to make a commitment for CVSan to be a leader in our industry and am conscious of the ambitious nature of this new Strategic Business Plan. While we pursue these ambitious goals, we also embrace the need to maintain rates that are appropriate for our region.

I am very proud of the integrity, commitment, and resourcefulness of the CVSan team in serving our customers.

Roland P. Williams, Jr.  
General Manager



# Timeline of Major Events

**1939**

CVSan is established to serve the largely agricultural community of Castro Valley.

**1967**

The Castro Valley/Oro Loma Wastewater Treatment Plant expands to accommodate the rising population.

**1974**

The Castro Valley/Oro Loma Wastewater Treatment Plant begins discharging wastewater through the Outfall Pipe, a five-mile long pipe that extends out into the San Francisco Bay.

**1997**

CVSan hosts the first 3rd Grade Field Trip to teach students how to reduce, reuse, and recycle. Composting (rot) and Zero Waste are added as field trip topics later.

**1991**

CVSan residents begin recycling plastic, metal, paper, and glass curbside.

**1994**

CVSan residents begin diverting plant debris and yard trimmings curbside to be composted.

**2002**

CVSan hosts the first Recycles Day event to help residents properly recycle e-waste and tires.

**2003**

CVSan hosts the agency's first Earth Day Clean-Up event benefitting schools and public sites throughout Castro Valley.

**2006**

CVSan completes a major \$32 million renovation project at the Castro Valley/Oro Loma Wastewater Treatment Plant to increase the amount of wastewater that can be treated.

**2016**

CVSan completes the Ecotone Horizontal Levee Project at the Castro Valley/Oro Loma Wastewater Treatment Plant to protect it from predicted rising sea levels.

**2019**

CVSan celebrates 80 years of service.



# Strategic Plan Breakdown

## Mission Statement

Castro Valley Sanitary District (CVSan) is a public agency that provides wastewater and solid waste services (recycling, organics, and garbage) to the community of Castro Valley. This includes maintaining 156 miles of sewer pipes, eight pump stations, and 90 public garbage and recycling cans on Castro Valley Boulevard. CVSan also owns 25% of the Castro Valley/Oro Loma Wastewater Treatment Plant (WWTP) and participates in the management of the WWTP's ongoing operations. Quality service and reasonable rates are standard practice at CVSan.

CVSan was founded in 1939 and serves over 61,000 residents and 580 businesses in an 8.5 square mile area.

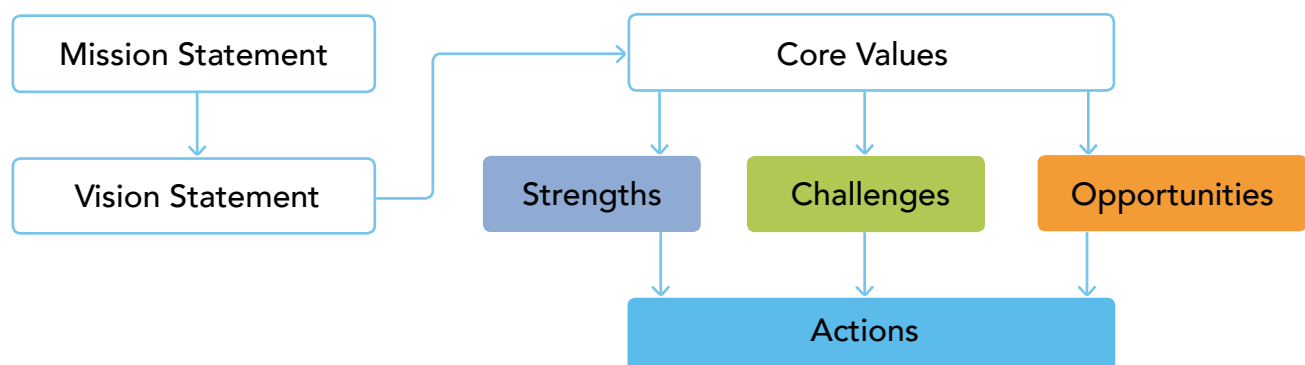
## Vision Statement

CVSan will be leaders in creating resources from wastewater and achieving zero waste.

## Core Values

As evidenced by the awards given to the CVSan organization over the last strategic planning period, CVSan staff accomplished a lot of good work with a relatively small staff. CVSan leaders are committed to maintaining a learning organization. The hiring process for new employees will continue to search for people with the "right attitude" who demonstrate the potential to be a team player and to learn and grow with an exemplary organization providing valued services to our customers.

There will be an organized effort to capture and document the core values and culture of the organization during this next planning period.





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# Strengths





The Board and the Executive team identified the strengths that they feel CVSan has and should be proud of. The numbers that follow the stated strength refer to a specific action that staff will focus on.

Strengths	Action
A CVSan has award-winning, innovative Zero Waste Programs (first to implement a food to compost program).	1
B CVSan has award winning wastewater programs (most recently California Water Environment Association (CWEA) Collections System of the Year at the state level).	2
C CVSan manages its finances carefully, maintains an impressive AA Bond rating, and maintains adequate reserves to minimize financial uncertainties to its ratepayers.	3
D CVSan has high quality staff and is a well-run organization as evidenced by a greater than 80 percent approval/confidence rating from a public input survey taken in 2018.	4
E CVSan Board of Directors operate well and have healthy Board dynamics. They encourage the formulation of strong partnerships at the local level as well as working with other organizations through the California Association of Sanitary Agencies (CASA) where the CVSan General Manager is on the Board of Directors.	5
F CVSan has placed a high priority on maintaining its infrastructure, resulting in a low occurrence of overflows.	6
G CVSan has made safety a core value in all its activities, resulting in a record low number of lost time accidents.	7
H CVSan's outreach is very effective and includes communications through social media and the Castro Valley Forum, as well as educational materials on its website and in its brochures. CVSan makes special outreach efforts to connect with the community to maintain transparency through its Community Advisory Committee (CAC) as well as by conducting field trips to educate its ratepayers.	8
I CVSan proactively implements pioneering projects ahead of regulations that require innovation. A great example is the Ecotone Slope Project being implemented to reduce nutrients in wastewater, Private Sewer Lateral Program to reduce inflow and infiltration (I&I), and Recycles Day Events to collect E-waste, household hazardous waste (HHW), and used cooking oil.	9





# Challenges

The Board and Executive team described areas that they feel are challenges and need to have attention given as a part of this strategic planning effort. The numbers that follow the stated challenge refer to a specific action that staff will focus on.



Challenges	Action	
A	CVSan would like to increase visibility on the positive efforts relative to its wastewater functions.	10-12
B	CVSan would like to decrease high I&I in its wastewater collection system.	13
C	CVSan is negotiating the terms of the East Bay Dischargers Authority (EBDA) Agreement.	14
D	CVSan has kept rates within 10 percent of the median rate for Alameda County and would like to continue to do so.	15
E	CVSan is aware of the need to maintain public acceptance related to spending funds on infrastructure such as new facilities that will consolidate operations.	16
F	CVSan will continue implementing its succession planning and add focus on management level positions and legal counsel.	17
G	CVSan staffing has grown from 12 employees to 25 employees who are not centrally located.	18
H	CVSan would like to retain quality staff and minimize turnover.	19
I	CVSan needs to adapt to staff unionizing and avoid an “us versus them” mentality while maintaining its nimble processes relative to salary and conditions of employment. A new employee contract will need to go through a formal negotiation process.	20
J	CVSan’s service area is near build-out which reduces income from new connection fees.	21
K	CVSan must adapt to changes in recyclables market due to China and other countries’ new policies related to accepting recyclables. New sorting practices that include clear communication to CVSan’s customers and monitoring/enforcement will need to be developed.	22
L	CVSan wants to continue to provide staff with development opportunities to be a high-performance organization.	23
M	CVSan operates a wastewater collection system in a seismically active region.	24
N	CVSan desires to have a long-term master plan for its wastewater treatment plant co-owned with Oro Loma Sanitary District (OLSD) that addresses the investments needed to meet current and future regulations, seismic activities, biosolids handling into the future, and sea level rise.	25
O	CVSan faces continually changing regulations associated with wastewater treatment and potential fines related to collection system spills.	26
P	CVSan should focus on completing its current set of capital projects (capacity improvement and pump station rehabilitation).	27
Q	Given the fast pace of change related to maintaining cybersecurity, CVSan should identify ways to improve the security and redundancy of its Information Technology (IT).	28
R	CVSan should focus on completing its current set of capital projects (capacity improvement and pump station rehabilitation).	16
S	CVSan would like to continue to improve its state-of-the-art Information Technology (IT)	17



# Opportunities

## What is a Private Sewer Lateral?

Private Sewer Laterals (PSLs) are the sewer pipes that connect a building's plumbing system to the public sewer main.

In CVSan boundaries, property owners are responsible for the ongoing maintenance and repair of their PSL.



## What problems can damaged PSLs cause?

Over time, PSLs can crack, become disjointed, or filled with tree roots, causing leaks and blockages. When PSLs become structurally damaged, they can cause plumbing issues for the property owner.

Damaged PSLs can also cause a problem called inflow and infiltration (I&I). This means that rainwater is able to flow into the PSL through its damaged areas. High levels of I&I can cause sewer overflows, along with adding costs when clean rainwater is unnecessarily treated at wastewater treatment plants.



Learn more about how to keep your sewer pipes healthy by preventing blockages.



The Board and Executive team described opportunities for CVSan that should be focused on as a part of this strategic planning effort. The numbers that follow the stated opportunities refer to a specific action that staff will focus on.

	Opportunities	Action
A	CVSan is interested in developing recycled water projects in partnership with the other EBDA member agencies (local purple pipe, Indirect Potable, Livermore-Amador Valley Water Management Agency (LAVWMA) pipeline/ Dublin San Ramon Services District (DSRSD).	29
B	CVSan would like to study the potential to consolidate all staff at one location and potentially construct a local HHW facility.	30
C	CVSan is interested in exploring sustainable energy resource opportunities.	31
D	CVSan would like to develop a strategy for the solid waste disposal and hauler agreement set to expire in 2029.	32
E	CVSan would like to continue to adopt new technologies such as smart lids, flow meters, and sonar testing.	33
F	CVSan would like to leverage existing outreach and education to raise awareness of recycling challenges due to China and other foreign country restrictions to meet 2029 CVSan zero waste goals.	34





# Actions



Actions were laid out to address the strengths, challenges and opportunities identified in the strategic planning process. It is recognized that not all actions can occur in the first year of the strategic plan, and several of the actions will require multiple years of effort. The anticipated year of commencement for an action is included. For the actions that require new resources, those will be laid out as a part of the annual Performance Indicators that are generated for the Board of Directors as a part of the preparation for the budgeting process.

In addition, while actions were identified for every challenge, there are a few opportunities and strengths that didn't require any action in this plan.

The actions fall into three groups. The first group are actions that play to strengths. These are the actions that typically start with the word "Continue" and reflect the great work that the CVSan Board, managers, and staff have been doing.

Actions to address strengths		Strength	Year
1	Continue working towards the goal of Zero Waste by 2029 by continuing the 3 <sup>rd</sup> grade 4Rs field trips and biannual Recycles Day Collection events.	A	2019
2	Continue to aggressively invest in the wastewater collection system, avoid spills, and compete in CWEA annual challenges.	B	2019
3	Continue financial best management practices, maintaining financial transparency, and competing in public agency competitions related to financial management.	C	2019
4	Continue CVSan's track record of providing exceptional customer service and being a high-performance organization.	D	2019
5	Board to continue to work with staff to maintain local and regional partnerships and create new partnerships at the state level through involvement with CASA.	E	2019
6	Continue CVSan's excellent record of complying with all applicable federal, state, and local laws. Continue to avoid spills.	F	2019
7	Continue to make safety a core value and maintain high quality safety manuals and training.	G	2019
8	Continue to invest CVSan time and resources into community outreach that informs the ratepayers through transparency and educates all residents on the work being done to maintain the strengths, and address the challenges and opportunities, laid out in this Strategic Plan.	H	2019
9	Continue to pursue proactive and innovative practices that can help meet anticipated new regulations and environmental laws.	I	2019

The next group of actions are required by challenges facing CVSan. These are the areas where some additional outreach or investigation will help CVSan better meet their mission statement.

	Actions to Address Challenges	Challenge	Year
10	Expand educational outreach program to include wastewater.	A	2020
11	Explore teaching a wastewater program at the same time water is covered as a part of the curriculum.	A	2020
12	Explore conducting wastewater treatment plant field trips at the time water is a part of the curriculum.	A	2020
13	Conduct a formal investigation where I&I is occurring.	B	2020
14	Create and implement an equitable negotiation strategy with EBDA partners.	C	2019
15	Continue CVSan’s practice of establishing reasonable rates and fees.	D	2020
16	Create a proactive communications plan specifically to address rate increase concerns and engage the ratepayers through the CAC and any other opportunity to solicit community input.	E	2020
17	Require management and legal counsel to create detailed desk manuals and further implement existing succession plan.	F	2021
18	Complete a facilities plan that lays out all options related to consolidation of staff and operations and a potential HHW facility.	G	2020
19	Create CVSan core value statements and continue to motivate staff with career development opportunities.	H	2020
20	Use a collaborative process to agree on the principles and then negotiation of a new employment contract.	I	2019
21	Work with Alameda County Planning Department to find out plans associated with higher density living to help address housing shortages and look for outside grants and loans to see what funding might be available for new infrastructure and replacement of old. Engage with CASA staff who are developing a guide to state and federal funding for public agencies.	J	2020
22	Consult with fellow entities and state regulatory agencies responsible for reshaping how MSW organics and recyclables will be sorted and managed. Based on that information, develop a CVSan plan that includes consultation with rate payers, education, and enforcement.	K	2022

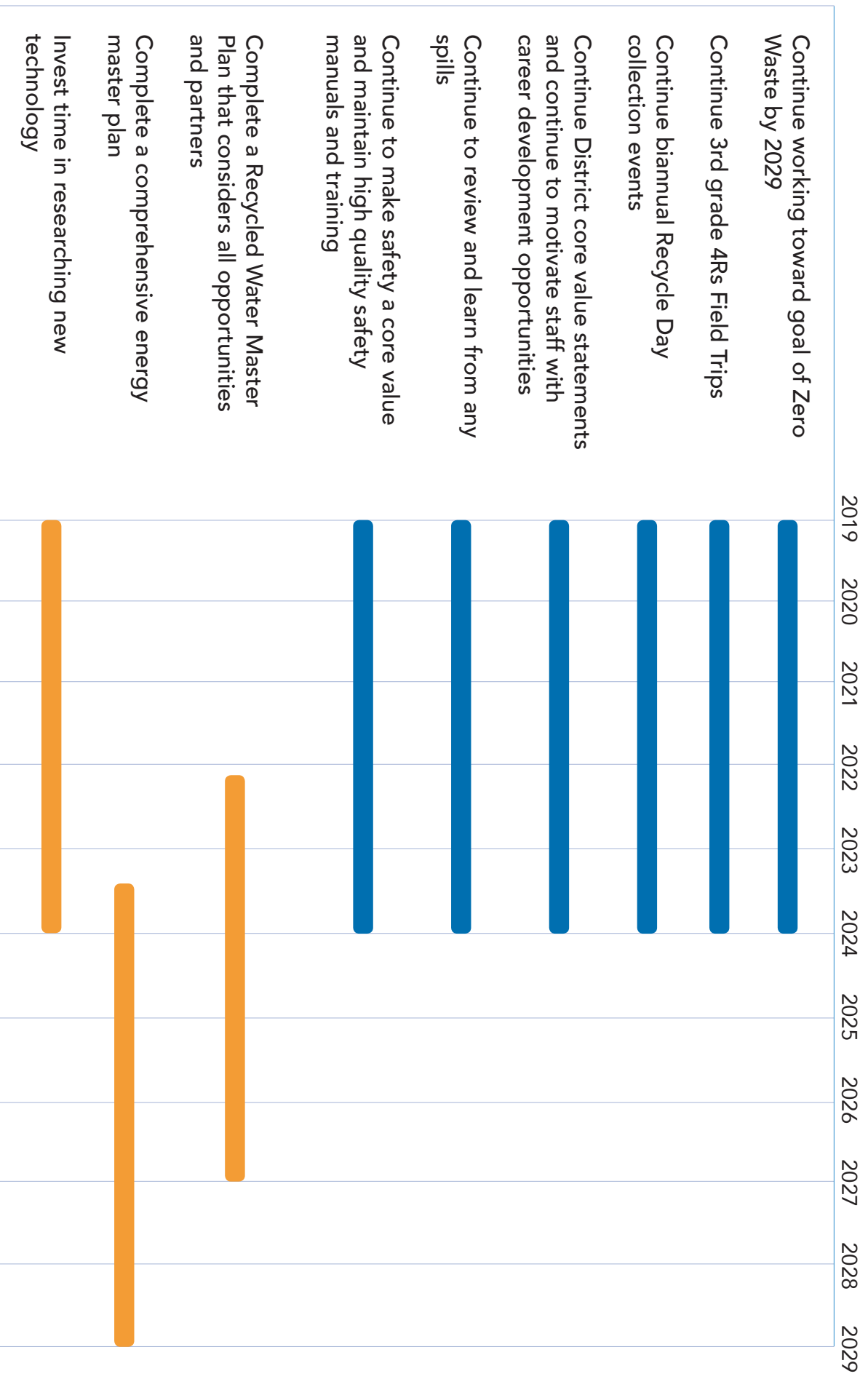


23	Complete a seismic vulnerability assessment to identify the highest vulnerabilities associated with CVSan's infrastructure and identify the costs associated with mitigating the risks.	L	2024
24	Complete a treatment master plan (that includes long-term management of biosolids and addresses the need to anticipate seismic activities and sea level rise) with OLSD.	M	2024
25	Continue CVSan's excellent record of complying with and anticipating new federal, state, and local laws. Continue to avoid spills.	O	2019
26	Prioritize existing known capital projects in the wastewater collection system to be completed in the next 10 years.	P	2020
27	Complete the current IT Strategic Plan and stay current with the evolving cybersecurity best practices for a public agency.	Q	2021

This last group are strictly opportunity based. As the wastewater utilities continue to evolve, there are new technologies that can be explored, new relationships to build, and new opportunities to improve CVSan's operations.

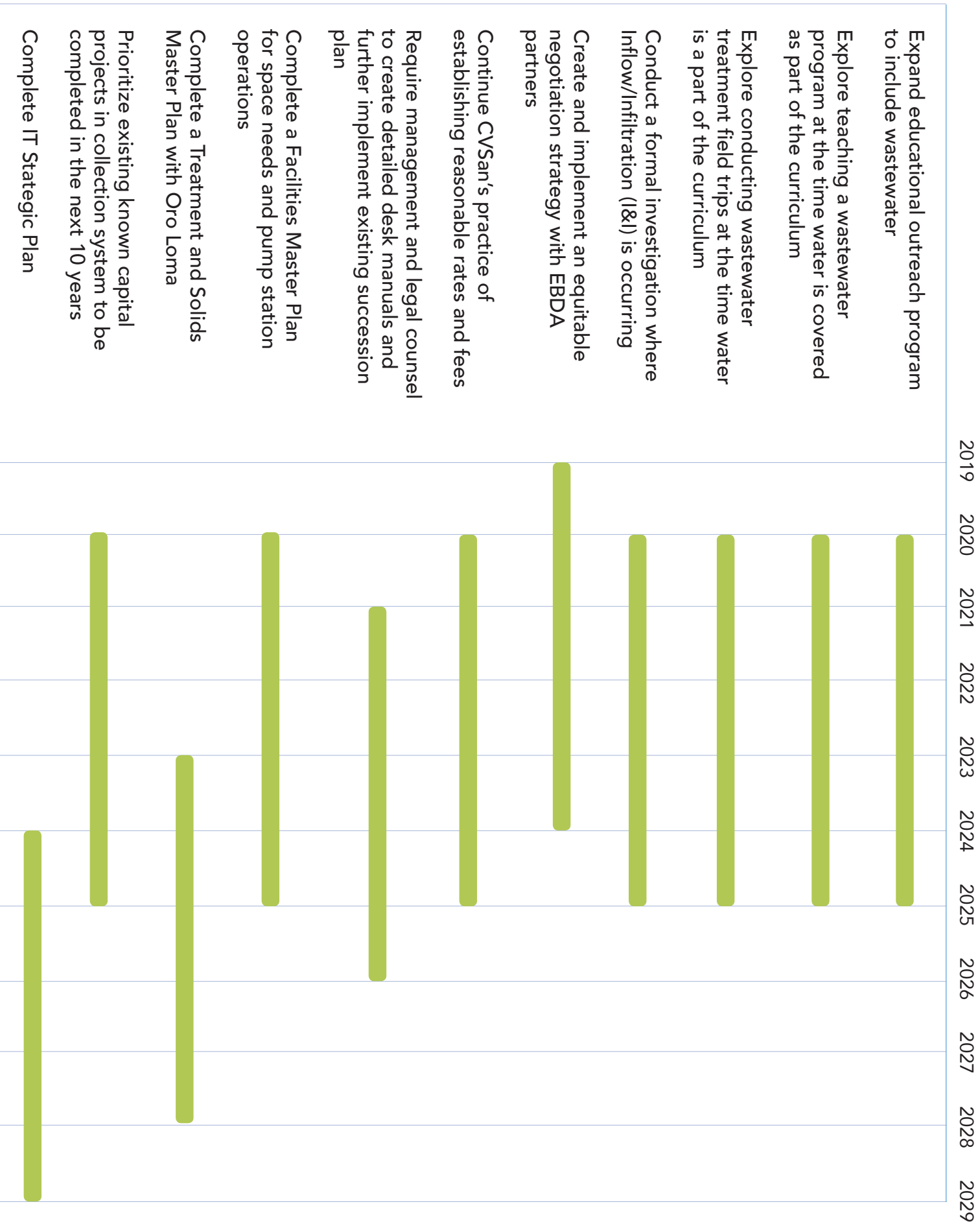
Actions Focused on Opportunities		Opportunity	Year
28	Once partners are identified, complete a recycled water master plan that considers all opportunities and partners.	A	2024
29	Complete a facilities plan that lays out all options related to consolidation of staff and operations and a potential HHW facility.	B	2020
30	Complete a comprehensive energy master plan.	C	2023
31	Generate negotiating a strategy for the solid waste disposal agreement that is set to expire in 2029 that includes new rules, education, and enforcement related to new sorting practices.	D	2025
32	Invest time in researching new technology.	E	2019





■ Strengths
 ■ Opportunities
 ■ Challenges (next page)









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