CASTRO VALLEY
SANITARY DISTRICT

STRATEGIC PLAN
2014-2019

Approved February 4, 2014

BOARD OF DIRECTORS

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Introduction

A Strategic Plan (Plan) serves as a framework for decision making over a specific period of time, in the case of this Plan over a five (5) year period. The Plan will guide disciplined efforts to produce fundamental decisions that shape what Castro Valley Sanitary District (CVSan) plans to accomplish in the specified time.

CVSan as a public agency has a responsibility to wisely use the public’s resources while providing the level of service desired and expected from the public. Strategic planning is used to ensure that all programs and projects are focused on the goals and objectives of CVSan.

CVSan selected a term of five (5) years for this planning effort as it is long enough to produce meaningful results, yet immediate enough to permit the development of work plans and revenue projections. The five (5) year priorities will reflect the overall objectives of the Mission Statement and are further broken-down into objectives. The objectives are then broken-down even further into annual District Performance Indicators or DPIs. The annual DPIs are tasks that are achievable within the current revenue projections and with the existing work force and will be identified as a line item or a project element in the annual budget. Thus, management and employees are jointly accountable for the efficient and economical performance of the objectives.

CVSan is comprised of four main departments:

Administration  
Wastewater Collection System  
Solid Waste  
Wastewater Engineering

The five (5) year Plan considers the goals and objectives of each department, provides overall direction to each individual, and CVSan as a whole.
How this Plan was developed

This is the fourth Plan developed by CVSan. The first two Plans were structured by department and listed specific projects to be completed within the plan time frame of five (5) years. This Plan and the prior Plan are structured differently in that they are a compilation of CVSan’s mission, vision and strategic goals. It is then broken down into strategic goals, priorities, objectives and annual DPIs.

The Plan takes a long-term view of CVSan’s future. In this case, the view period is five (5) years. This was the case of the prior two Plans as well. The Plan works in concert with CVSan’s other planning documents such as the Multi-Year Budget, Sewer System Management Plan and Wastewater Collection System Master Plan.

The Plan is not intended to be a one-time document, but a living document to be used often by staff and the Board of Directors (Board). The document is to be reviewed and modified as needed. The Plan should be reviewed at the annual Board Workshop held in December of each year.

This Plan was developed in a collaborative process involving all levels of CVSan. The General Manager initiated the process in late 2013 with the Board of Directors. The Board confirmed the core values of CVSan and defined its strengths, limitations, opportunities and threats (SLOTS). The Plan was then discussed with CVSan Department Heads. The Department Heads are the staff responsible for certain areas of operation at CVSan. Those positions are the following:

- General Manager – Overall Operations
- Administrative Services Supervisor – Administration/Accounting/HR
- Collection System Maintenance Supervisor – Wastewater Collection System Maintenance
- Solid Waste Supervisor – Solid Waste Services
- Associate Engineer – Wastewater Engineering (currently vacant)

The Plan was also developed with the input from each staff member of CVSan in a series of teambuilding meetings. Staff discussed and collaboratively refined the Plan at these meetings. The Plan was also reviewed by CVSan’s Community Advisory Committee (CAC). The CAC is one of CVSan’s major stakeholders as they review and provide feedback on many CVSan programs and projects. The CAC provided valuable feedback that has been incorporated into this Plan.

This Plan is the culmination of all the work put forth by many individuals who are deeply committed to the continued success of CVSan. The goals, priorities and objectives are used to keep CVSan moving in the appropriate direction. These principles will then be incorporated into department and employee goals, which are part of each employee’s annual performance evaluation. The flow chart
below shows how the Plan organizes the various components into a cohesive plan.

MISSION STATEMENT

VISION STATEMENT

STRATEGIC GOAL

CORE VALUES

PRIORITIES

OBJECTIVES

ACTION STEPS

ANNUAL DPIs

EMPLOYEE GOALS

EMPLOYEE MONTHLY OBJECTIVES
In 2014, CVSan celebrates 75 years of service to the community of Castro Valley. In that time CVSan has changed as the community has changed from providing service to a primarily agrarian constituency to a sophisticated progressive environmentally concerned community. Below is a brief explanation of CVSan.

The Castro Valley Sanitary District of Alameda County became a political entity July 25, 1939. Castro Valley, an active agricultural and poultry center, had become a thriving residential community which, without wastewater facilities, presented serious health problems and made necessary the creation of CVSan and the installation of a sanitary sewer system.

CVSan is an independent political subdivision of the State of California and is a public corporation governed by a Board of Directors elected by CVSan residents. CVSan operates under the authority of the Sanitary District Act of 1923 (Division 6, Part 1 of the Health and Safety Code of the State of California). CVSan is not a department of, nor subordinate to, the County of Alameda or any other local political entity.

Since the formation of CVSan, the growth of the area has been phenomenal. In 1940, there were five thousand (5,000) persons in the immediate area. By 1950, the population had grown to over twenty thousand (20,000). Currently, there are some nineteen thousand five hundred (19,500) dwellings, offices and commercial units, supporting a population of approximately fifty-five thousand (55,000). The original District has been enlarged by annexations from time to time and now has an area of about thirteen (13) square miles with an assessed valuation of six billion four hundred thirty-four million, three hundred seventy-one thousand four hundred twelve ($6,434,371,412) dollars in Fiscal Year 2013/2014.
As a result of prior development and land ownership, post-war growth followed a filling-in process rather than a solid blanketing of previously undeveloped farmland. Small residential subdivision tracts have been built where sufficient vacant land has been available with developable land becoming scarce in the valley proper, pressures to build on the rear portions of deep lots have increased; and subdivision of the more rugged hill areas has been permitted in limited cases by the County of Alameda, the land-use control agency for Castro Valley. Although single-family homes predominate, multiple-residential units continue to develop rapidly.

Castro Valley is principally residential in character, with adequate shopping facilities within Castro Valley and other major commercial areas close at hand. There are no significant industries in Castro Valley.

Beginning in 1964, a "pay as you go" reconstruction program was initiated to replace, enlarge and extend major trunk lines within CVSan. This capital improvement program continues today, subject to the availability of funds.

The wastewater collection system in CVSan comprises approximately one hundred sixty (160) miles of sewers and nine wastewater pumping plants, together with five (5) miles of outfall sewer lying outside CVSan boundaries. Wastewater from CVSan is treated under contract by the Oro Loma Sanitary District at the Oro Loma/Castro Valley Water Pollution Control Plant in San Lorenzo, of which Castro Valley Sanitary District owns twenty-five (25%) percent. CVSan is entitled to a nominal average dry-weather flow of five (5.0) million gallons per day (MGD) through the plant. Daily dry-weather flows have recently been averaging three million seven hundred thousand (3.7) MGD. Under drought conditions in the recent past, the daily dry-weather flow averaged two million three hundred thousand (2.3) MGD. Wastewater treatment costs for CVSan is approximately forty-nine (49%) percent of the total annual budget for wastewater operations, exclusive of capital improvements. The solid waste programs expenses are a separate cost center and are mainly funded by user fees.
Maintenance of the one hundred sixty (160) mile wastewater system, including
nine pump stations, equipment, and building maintenance, is accomplished by
two crews, a maintenance technician, and a supervisor of the field crew.
Technical support for maintenance crews is provided by the Wastewater
Engineering Department (Engineering). The Engineering department consists of
two engineering technicians, one associate engineer, and a consultant District
Engineer. CVSan also has eleven other full-time employees and three interns to
handle administration, solid waste management, recycling, community outreach
and education, financial record keeping, clerical work, permits, filing and
inspection.

A bond issue of two million nine hundred seventy-five thousand ($2,975,000)
dollars was approved by the voters of CVSan in September of 1966. This amount
covered the cost of the five (5) mile outfall sewer from CVSan to the treatment
plant, and Castro Valley’s share of the cost of constructing the plant. The last of
these bonds was paid off in 1998.

The current cost to provide the residents of Castro Valley with wastewater
collection and treatment services as required by Federal and State law is two
hundred eighty-one ($281) dollars annually per household. Other rates are
prescribed for commercial and institutional users of the sewer system.
CVSan is administered by five elected Directors. Each Director serves a four-
year term, with elections for either two or three Board seats being held every
even-numbered year. Directors receive one hundred seventy-six dollars and
thirty-four cents ($176.34) per meeting attended, with one regular meeting
scheduled on the first Tuesday of each month at 6:30 P.M. in CVSan Office.

Like all other wastewater agencies, CVSan must comply with Federal and State
environmental requirements regarding the quality and method of discharge of
treated effluent to the nation’s waterways. The Federal Clean Water Act of 1972,
and similar State legislation, required elimination of the former near-shore
discharge into San Francisco Bay. The
local cost to Castro Valley residents was
minimized by joining with four other
agencies (the Cities of San Leandro and
Hayward, and the Union and Oro Loma
Sanitary Districts). Federal and State
grants totaling eighty-seven and twenty
hundredths (87.2%) percent were
obtained in order to construct a joint
project, more commonly known as the "Super Sewer." Castro Valley's share of the construction costs was approximately eight million ($8,000,000) dollars, of which six million ($6,000,000) dollars was provided by Federal grants, one million ($1,000,000) dollars by State grants, and one million ($1,000,000) dollars in local funds. The "Super Sewer" was put into operation in April of 1981.

CVSan is a member of the Alameda County Waste Management Authority, a County-wide organization to divert materials from the landfill into reuse, recycle and reduction programs.

Through a franchise agreement with Waste Management of Alameda County CVSan collects garbage, organics and recyclables within CVSan.

The enactment, in 1989, of the California Integrated Waste Management Act (AB 939) has resulted in a major refocusing of CVSan activities in an attempt to meet the very ambitious goals mandated by this legislation of reducing the amount of material sent to the Altamont Landfill by twenty-five (25%) percent by the year 1995 and by fifty (50%) percent by the year 2000. Alameda County has set a countywide goal at seventy-five (75%) percent diversion by 2010. As a first step, CVSan implemented a residential curbside recycling program in April of 1991. In 1993, additional materials were added to the program. To date the program has been met with success beyond expectations.

The curbside program operates as a "mini" household hazardous waste collection, accepting used motor fluids and filters. In 2013, CVSan received a Program Innovation Award from CalRecycle for its Used Motor Oil Filter Exchange Program entitled, "Don’t Forget the Filter."

In late 1994, a yard waste collection program was implemented and has resulted in a large diversion of residential "organics", such as grass clippings and yard trimmings. CVSan’s 1995 and 2000 diversion goals were easily achieved with the residential recycling and organics programs.

In March 2002, CVSan launched its successful residential curbside food waste collection program. As of 2013, 50% of residents were participating by placing food scraps and food soiled paper in the green organics cart. In November 2002, CVSan launched its construction and demolition debris recycling program.

In 2005, CVSan began targeted Commercial and Multi-Family outreach and recycling program implementation. In
October 2008, CVSan won a 1st place gold Public Education Excellence Award for its Multi-Family Recycling Program efforts from Solid Waste Association of North America (SWANA). By the end of 2013, 25% of multi-family complexes had an average diversion rate of 52% (by volume). 85% of business accounts implemented a recycling program with CVSan, and 100 accounts (or 50% of food service establishments) had implemented an organics (food scrap recycling) program with CVSan.

In 2009, CVSan started its 4R Business, 4R Planet Recognition Program to recognize and reward businesses for being a company where green practices are business as usual. By 2013, CVSan certified a total of 73 4R Star Businesses.

A Green Ribbon Schools Program was launched in October 2007 to guide schools towards sustainable implementation of waste reduction and recycling programs and educate the younger generation. In Year One, eight schools in CVSan or Castro Valley Unified School District met or exceeded the program requirements and became Green Ribbon Certified Schools. In 2012/13, 13 schools were certified and received $25,540 in awards.

A ten (10) year franchised municipal solid waste collection agreement and twenty (20) year disposal agreement with Waste Management of Alameda County, Inc. (WMAC) began May 1, 2009. The program includes franchised commercial recycling and organics collection, expanded recycling of plastics #1-7, plastic film (Bag-a-Bag), aluminum foil and pans, and scrap metals. Residents are able to set out additional flattened cardboard next to the cart, and receive curbside battery and used motor oil and filter collection.

In 2012, CVSan received 4 awards for its Reduce Your Waste Size Program: Award of Excellence for Innovation (California Association of Public Information Officials - CAPIO), Award of Excellence for Dollar Stretcher (CAPIO), Silver Marketing Excellence Award (SWANA), and Special Honorable Mention for Public Outreach & Education (California Association of Sanitation Agencies). By
December 2013, 957 single-family residences downsized to a 20-gallon garbage cart and received a $50.00 credit on their next WMAC bill.

Guiding Principles
CVSan has developed a set of guiding principles for the organization. These principles are embodied in CVSan Mission Statement, Vision Statements and Strategic Goal. Below are the principles that are the cornerstone of this Plan.

Mission Statement
"We protect public health and the environment by providing wastewater and solid waste services."

Vision Statement
- We will continue to provide excellent customer service resulting in a high degree of customer support.
- We will continue to have an efficient and motivated workforce.
- We will continue to strive to maintain wastewater rates to stay within the lowest ten (10%) percent of the Bay Area.
- We will devise an Infiltration and Inflow (I & I) program and plan.
- We are continue to be proactive in our assessment of sewer easements and will begin to consider acquisitions.
- We will continue to be a leader in decreasing the amount of waste to our landfill.
- We will establish a succession plan.
- We will identify and mitigate potential business continuity issues.
- We will develop and maintain comprehensive emergency preparedness and business continuity plans.
- We will continue practicing environmental stewardship to protect our resources.
- We will continue proactively enhancing our strategic partnerships.
- We will proactively maintain current infrastructure to sustain collection system reliability.
- We will improve the existing collection system to reduce risk of Sanitary Sewer Overflows (SSOs).
- We will continue to anticipating infrastructure replacement.
- We will maintain a stable financial position.
- We will develop and implement programs to promote organics at businesses and multi-family dwellings.
- We will continue our education programs to promote the Four ‘R’s’.

Strategic Goal
"CVSan will continue to lead the community through the use of innovative programs to increase solid waste diversion to seventy-five (75%) percent and beyond and manage wastewater to mitigate sewage overflows. CVSan will
provide excellent service to its customers with reduced complaint calls and improved customer satisfaction. We will institute procedures which will continue to grow investments for the stability of CVSan to achieve a pay-as-you-go capital improvement policy when fiscally prudent."
Priorities
This Plan has established a set of six (6) priorities which follow the guiding principles set forth in the Mission Statement, Vision Statements and Strategic Goal. These priorities are actionable goals that are based on the core values of CVSan.

Priorities define where CVSan is going. They should not change throughout the duration of the Plan Period. The priorities are as labeled below. On the following pages the priorities are further defined with objectives. The objectives are listed under each priority. **Priorities are not listed in any particular order.**

- Priority #1 – Provide Exceptional Customer Service
- Priority #2 – Maintain Regulatory Compliance with all Applicable Federal, State and Local Laws
- Priority #3 – Reasonably Establish Rates and Fees
- Priority #4 – Be a High Performance Organization
- Priority #5 – Develop & Sustain Strategic Partnerships
- Priority #6 - Infrastructure

**Priority #1 – Provide Exceptional Customer Service**

1. Assess Customer Satisfaction:
   a. Evaluate responses from Wonderful, Outstanding, Works (WOW) surveys.

2. Monitor/Maintain high customer service:
   a. Maintain customer service guidelines and etiquette
   b. Provide WOW customer service survey.

3. Provide responsive customer service:
   a. Handle all customer service inquiries at the earliest possible stage
   b. Courteously respond to all customer calls within twenty-four (24) hours
   c. Send a “like” response to all correspondence.

4. Customer Care Resolution Process:
   a. Develop process to resolve reported customer concerns and issues.

5. Provide & enhance public communication & access:
   a. Phone system, website, newsletter, maps online, CVSan logo & permits
   b. Solid Waste public education and CVSan media plan
   c. Public outreach community group speaking; tours, 4R’s, Lear4n Workshops, and community events.
**Priority #2 – Maintain Regulatory Compliance with all Applicable Federal, State and Local Laws**

1. Comply with employment law:
   a. Maintain all postings and policies that are consistent with Department of Fair Employment & Housing (DFEH)
   b. Review all employees and interns in a timely manner including 1 week, 30, 60, 90 days for new hires on probation and annually for all regular employees.

2. Comply with Generally Accepted Accounting Principles (GAAP):
   a. Implement applicable recommended practices of Government Finance Officers Association (GFOA)
   b. Complete annual June 30 year-end audits by November of that year
   c. Review and consider auditor comments for implementation
   d. Comply with all applicable Governmental Accounting Standards Board (GASB) regulations by the prescribed effective date.

3. Determine and comply with all applicable environmental standard practices:
   a. Meet all requirements of the Regional Water Quality Control Board (Region 2) Sewer System Master Plan (SSMP). This will include an annual audit of CVSan specific program and internal quality control
   b. Meet all requirements of the State of California Wastewater Discharge Requirements (WDR) for electronic reporting Sanitary Sewer Overflows (SSOs)
   c. Implement Solid Waste programs to meet diversion from landfill goals in accordance with AB 939 and the Alameda County Waste Reduction & Recycling Act of 1990.

4. Comply with all Federal, State Occupational Safety and Health Administration (OSHA) and industry practices related to safe work practices:
   a. Research and maintain a comprehensive safety program that is in compliance with OSHA regulations
   b. Maintain proper Workers Compensation program
   c. Maintain a safety sensitive commercial driver program for all employees who are required to possess a class B license. The program will include a substance abuse policy.

5. Comply with Assembly Bill 1234 (AB 1234) Ethics Training for Local Officials:
   a. Conduct annual workshops with the Board and to discuss ethics matters
   b. Maintain policies and procedures that will meet or exceed AB 1234.
6. Maintain and update CVSan Codes by ordinances.

7. Complete all applicable reports on time.

**Priority #3 – Reasonably Establish Rates and Fees**

1. Implement formal long range planning:
   a. Provide a ten (10) year cash flow projection to aid in rate smoothing and anticipate rate adjustments to wastewater fees
   b. Provide an annual ten (10) year plan for capital improvement projects
   c. Provide an annual Trending of Project Cost review of capital improvement projects.

2. Review and determine the feasibility of the current pay-as-you-go approach to project funding in comparison with the State of California’s low interest revolving fund loan program.

3. Effectively control costs:
   a. Establish a two (2) year budget plan for 2013/2014 and 2014/2015 (fiscal year July 1 through June 30)
   b. Implement a cost accounting program to track certain cost of operations
   c. Establish a reserve fund balance sheet that will be updated regularly. This sheet will include all grants, restricted and unrestricted funds.

4. Establish Solid Waste Rates and Fees:
   a. Mail a Proposition 218 (5-year) Notification with maximum rates and fees for 1x/week services and conduct a Public Hearing (2014)
   b. Calculate actual annual rate adjustments per the Refuse Rate Index (RRI) and conduct a Public Hearing the April before the effective date of July 1st each year (2015, 2016, 2017 & 2018)
   c. Conduct quarterly Quality Control Audits to ensure excellent services.

5. Maintain the position of being one of the lowest cost providers of wastewater services in Alameda and Contra Costa Counties.

6. Maintain a position of providing the best in class service and price in Alameda County for Solid Waste services.
**Priority #4 – Be a High Performance Organization**

1. Have a corporate culture that embraces diversity and teamwork:
   a. Maintain a teambuilding program that includes quarterly meetings, review and evaluation of Employee Team Mission Statement
   b. Provide alternative staffing strategies and flexible work schedules
   c. Promote employee participation in social and physical activities that promote teambuilding and good health
   d. Use employee feedback discussions and exit interviews to improve the quality of work life at CVSan.

2. Enhance training opportunities:
   a. Provide all job required training at CVSan expense
   b. Encourage job and career related training
   c. Provide training for certifications that will improve the operation of CVSan
   d. Review appropriate training for new and refined job skills required
   e. Evaluate the proper level of training for employees based on appraisals, reporting, and implementation of skills learned.

3. Enhance leadership performance and responsibility:
   a. Develop cross training and mentoring programs
   b. Identify CVSan leaders and provide specific training for potential progression within the agency
   c. Develop means and methods for delegation of proper task and duties to leadership subordinates
   d. Establish and maintain annually a Key Person Plan for loss of employees due to retirement, turnover and termination.

4. Have a safe and healthy workplace:
   a. Achieve and maintain an injury and illness incidence rate at or below the national average
   b. Achieve and maintain lost work days due to on-the-job accidents at or below the national average. (Gold standard is no lost time due to accidents)
   c. Consider an incentive program for minimal sick leave usage

5. Effective and Efficient Work Practices:
   a. Cost budgets for all major functions and annually track through project completion
   b. Provide monthly data on the cost of operations including but not limited to wastewater collection activities, solid waste programs, engineer activities and projects, administrative operations
c. Methods to determine the effectiveness and the success of appropriate CVSan activities. All employees are empowered to ask, “is what we are doing achieving the stated goal?”
d. Annually update and maintain CVSan’s Policy and Procedures manual.

6. Improve effective employee recruitment and retention practices:
   a. Research alternative compensation, recognition and motivation methods
   b. Research and develop cost cutting incentives.

7. Maintain an organizational culture with intentional and strategic principles that are communicated through a Plan:
   a. Board to review the Plan December of each year:
      i. Board to review the Plan at the June Board workshop
   b. Staff to create annual DPIs by methods including review of the Plan:
      i. Staff to develop DPIs for implementation each July
   c. Staff to review the Plan one year before the Plan expires:
      i. Develop a Plan to be adopted for implementation January 1, 2019
      ii. Department Heads participate in an offsite workshop dedicated to creating the upcoming Strategic Plan.

Priority #5 – Develop & Sustain Strategic Partnerships

1. Strengthen relationships with strategic partners external to CVSan:
   a. Legislators:
      i. Communicate with legislators to develop relationships
      ii. Quarterly Legislative Updates to Board.
   b. Media:
      i. Maintain relationships with media
      ii. Respond within twenty-four (24) hours to inquiries.
   c. CAC:
      i. Provide appropriate support for clear direction & objectives
      ii. Develop a method for recommendation feedback.
   d. Schools:
      i. Provide support and technical assistance for waste reduction & recycling programs.
   e. Other agencies:
      i. Facilitate resource sharing
      ii. Support & maintain networking.
   f. Professional & Civic Organizations:
      i. Connect with appropriate groups
      ii. Promote active memberships.
   g. Volunteers:
      i. Identify needs and maintain list of tasks for volunteers
ii. Communicate volunteer opportunities
iii. Actively recognize volunteer efforts.

Priority #6 – Infrastructure

1. Maintain current infrastructure to uphold collection system reliability.
2. Improve existing collections system to reduce risk of SSOs.
4. Invest in future repairs and upgrade.