

**ROGUE VALLEY SEWER SERVICES  
JACKSON COUNTY, OREGON**

**RESOLUTION NO. 19-27**

**Rogue Valley Sewer Services Strategic Plan**

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WHEREAS, Rogue Valley Sewer Services strives to be the best run, best managed, and most capable sanitary and storm sewer provider in the state, and to use our abilities to improve water quality and quality of life throughout the region; and,

WHEREAS, RVSS has developed a strategic plan to help guide future decisions to fulfill this vision,

NOW, THEREFORE, BE IT RESOLVED, Rogue Valley Sewer Services adopts the attached Strategic Plan, dated October 25, 2019.

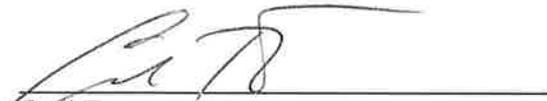
ADOPTED by the Board of Directors of Rogue Valley Sewer Services at its Regular Meeting held December 18, 2019.

ROGUE VALLEY SEWER SERVICES



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Kay Harrison, Chair  
Board of Directors

COUNTERSIGNED:



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Carl Tappert, Manager



Rogue Valley Sewer Services

# Strategic Plan

**October 25, 2019**

Prepared by Carl Tappert, General Manager

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# 1 Introduction

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## 1.1 Organization

Rogue Valley Sewer Services is a Sanitary Authority organized under ORS 450.705 to 450.980. It is governed by a Board of Directors consisting of five members elected from within the district and managed by a General Manager and six department managers.

## 1.2 Objectives of the strategic planning process

The objectives of the strategic planning process are to:

- Define Strategic Long-Term Goals for the organization.
- Establish specific goals to be met over the next five years.
- Define the operational objectives and tasks needed to achieve the strategic goal.
- Establish performance metrics to measure progress towards completing goals.

## 1.3 Methodology

This plan is developed by using a collaborative approach that includes the Board, management and staff.

# 2 Organizational Profile

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## 2.1 History

Rogue Valley Sewer Services (RVSS) is a special district that provides sewer and stormwater quality services in Jackson County, Oregon. RVSS is governed by a five-member elected Board of Directors. RVSS serves the cities of Talent, Central Point, Eagle Point, Jacksonville, Phoenix, Shady Cove and a portion of the city of Medford, Oregon, and serves a population of approximately 90,000.

Rogue Valley Sewer Services (originally Bear Creek Valley Sanitary Authority) was established under Oregon Revised Statutes Chapter 450.705 through a special election in August, 1966.

The primary purpose of RVSS at the time of formation was to construct and maintain a regional sewer interceptor connecting the cities of Medford, Central Point, Phoenix, and Talent to the regional wastewater treatment plant on Kirtland Road. RVSS also assumed management of the collection system in Talent.

When the interceptor system was completed in 1973, sewer service rapidly expanded to serve areas of the county suffering from failing septic systems.

In 1975 the White City Sanitary District became part of RVSS.

In 1998 the City of Eagle Point held an annexation election. Annexation was approved by 90% of the city voters.

In 2001 the City of Central Point held an annexation election. Annexation was approved by 94% of the city voters.

In 2005 the City of Jacksonville held an annexation election. Annexation was approved by 97% of the city voters.

In 2006 the City of Phoenix held an annexation election. Annexation was approved by 93% of the city voters.

In 2003 RVSS relocated its offices to 138 West Vilas Road in Central Point and officially changed its name from Bear Creek Valley Sanitary Authority to Rogue Valley Sewer Services.

On July 1, 2004, RVSS started providing Stormwater Quality management services for the cities of Talent, Central Point, and Phoenix, Oregon, along with many of the unincorporated areas of Jackson County. RVSS holds the Municipal Separate Storm Sewer System (MS4) permit under the National Pollutant Discharge Elimination System (NPDES) on behalf of these agencies.

In 2011 RVSS entered into a 5 year agreement to manage the sewer system for Shady Cove. This agreement was extended for an additional 10 years in 2016. Citizens of Shady Cove voted to annex into RVSS in November 2018. Annexation was approved by 62% of voters.

In 2017 RVSS entered into a 5 year agreement to manage the sewer system for Gold Hill.

## 2.2 Vision

Rogue Valley Sewer Services strives to be the best run, best managed, and most capable sanitary and storm sewer provider in the state, and to use our abilities to improve water quality and quality of life throughout the region.

## 2.3 Mission

Manage, maintain, and improve storm and wastewater systems to protect and preserve public health, quality of life, and economic vitality in our community.

## 2.4 Values

The core values of the organization are:

- **System Integrity** – The primary function of RVSS is to manage the sewer and stormwater infrastructure to ensure reliable service. This commitment ensures that we have state-of-the-art equipment and a proactive capital improvement plan.
- **Customer Service** – RVSS treats all of our customers with respect and honesty.
- **Fiscal Responsibility** – RVSS focuses on efficient operations and preventative maintenance to control costs and keep rates low while still providing excellent service.
- **Environmental Protection** – RVSS works to protect our natural resources in all aspects of our operations.
- **Innovation** – RVSS draws on the creativity of our employees to develop new and innovative approaches to doing our work.
- **Employee Empowerment** – RVSS believes giving employees more responsibility improves efficiency and strives to engage staff to develop their individual talents and to participate in company decisions.
- **Joy** – RVSS believes that the work environment should be enjoyable.

## **2.5 Current approach**

RVSS does not currently have an articulated strategic plan.

RVSS developed a strategic plan in 2003 that included 10 goals. These goals lacked specificity but to the extent that they could be measured, they were all deemed to be accomplished.

In 2008 RVSS developed a Sustainability Plan focused on reducing our use of natural resources. That plan identified 23 specific projects or strategies to promote sustainability. Twelve of these strategies were fully implemented and another five were partially implemented. The remaining six have not been implemented.

In 2014 RVSS developed an Energy Plan that established a goal of reducing electric use at the Shady Cove Treatment Plant by 10% over 5 years, and at RVSS as a whole by 5% over 5 years. The plan identified five capital projects to help achieve these goals. Four of the projects were completed. Power use at the Shady Cove treatment plant peaked in FY2014 and has declined every year since. Consumption for FY2019 was 18.9% lower than in FY2014. Electric use for the rest of RVSS peaked in FY2016 and has declined since then. Consumption in FY2019 was 12% lower than in FY2014.

## **2.6 Current challenges**

RVSS has the opportunity to expand into areas that have not been traditionally part of our organization.

The assumption of the operation of Gold Hill adds a second treatment plant to our responsibility, which increases the need to provide trained treatment plant operators.

The expansion of the Stormwater management area increases our responsibility in this area. Most of our staff have little experience or understanding of stormwater quality management.

The need to find a reliable solution to the disposal of Fats, Oils, and Grease pushes us into unfamiliar territory.

RVSS has suffered through some difficult labor relations over the past few years. The current state of labor relations is good, however RVSS must remain cognizant going forward of potential relation challenges in order to maintain the good working relations with our staff.

# 3 Context

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## 3.1 Environment

Rogue Valley Sewer Services has a staff of 37 spread across six departments, as of 2019: Customer Service; Engineering; Finance; Information Technology; Operations and Maintenance; Stormwater; and Treatment. The wide range of responsibilities coupled with the relatively small staff requires most employees to perform a diverse range of tasks rather than specializing in a single area.

## 3.2 Stakeholders

**Rate payers:** Ratepayers are the primary source of funding for RVSS. Their primary concerns are reliable service and affordable rates.

**Developers:** Developers have the most interaction with RVSS staff. Their primary concerns are consistent standards, quick plan reviews, and affordable development fees.

**Contractors:** Contractors are mostly concerned with having consistent construction standards and timely inspections.

**Cities/County:** RVSS provides various local governments with sewer and stormwater services. Cities and the county generally do not want RVSS to be an impediment to development and have concerns when RVSS operations disrupt traffic or inconvenience their residents.

**Septic Pumpers:** Septic pumpers are primarily concerned with having a reliable and convenient location to dump. Tipping fees are important but less critical.

**Regulators:** The Oregon Department of Environmental Quality is the primary regulator of RVSS. Their primary concern is compliance with various permit conditions and timely reporting.

**Employees:** RVSS staff are charged with the responsibility to manage District resources to meet the needs of the other, sometimes competing, stakeholders. Decisions made daily by employees can have a profound impact on other stakeholders.

### 3.3 Internal Strengths and Weaknesses

#### Strengths

- **Quality Staff:** RVSS' staff is well trained and dedicated to the organization's mission. This is evidenced by relatively low turnover, with a median staff tenure of 8 years.
- **Employee benefits:** Employees receive a competitive pay and generous benefit package that includes full coverage of health insurance, a health reimbursement account, paid time off, and retirement benefits. Many employees cited the benefit package as being instrumental in their decision to work for RVSS.
- **Quality Equipment:** RVSS has been very proactive about acquiring and maintaining high quality equipment. The Board has long viewed equipment purchases as an important investment. Over the last 10 years, RVSS has spent an average of \$288,000 per year on new equipment, this constitutes about 16% of our capital budget.
- **Financial stability:** RVSS is primarily funded through user rates, which account for about 90% of General Fund revenue, and 75% of the total revenue of the organization. This revenue stream is largely independent from the overall economic conditions which allows RVSS to make accurate revenue projections years into the future. Additionally, as a special district, there is little pressure to redirect revenues away from core functions. The result of this is a highly stable and predictable revenue stream.
- **Information Technology:** Over the past few years RVSS has moved to integrate various databases and work tracking activities into a cohesive GIS based system. So far the applications that have been developed are working well.
- **Public Perception:** Staff reports that the contacts they have with the public are generally positive.
- **Organizational Culture:** RVSS has a culture that encourages and promotes innovation and self-reliance. The default mode for most work activities is to do it in-house to take advantage of our staff's talent and skill. As an extension of this, RVSS has been hired to do specialized work for several other cities and agencies.
- **Infrastructure:** RVSS has the advantage of having a relatively young infrastructure by sewer system standards. The majority of the collection system is less than 50 years old. On top of this, RVSS has a very aggressive capital improvement program that seeks to replace or rehabilitate the older sections of pipe.
- **Board Stability:** The recent death of Board Chair Robert Dunn was the end of an era. Bob served on the Board for 48 years. Overall RVSS has had 29 different Directors, with an average tenure of just over 9 years. The current makeup of the Board, as of July 2019, has a combined 41 years of experience on the RVSS Board of Directors.

## Weaknesses

- **Poor communication:** Poor communication was the most commonly cited weakness among staff. Overall, this can be grouped into two basic categories:
  - Chain of command: The chain of command can be blurry which can cause friction. For example, the construction crew is under the supervision of O&M but receives direction on projects from engineering and needs to follow erosion practices enforced by the stormwater department; the flusher crew receives requests from the construction crew, treatment department, or stormwater department.
  - Inattention: many employees do not fully appreciate how their actions impact other employees. For example, one employee does lien searches and needs to know when certifications are sent out but is not always in the loop on this. The front office gets calls when people see our equipment in unusual places and needs to know if we are doing anything out of the ordinary.
- **Lack of teamwork:** The lack of teamwork appears to have more to do with conflicts between department heads than between regular staff. Staff noted obvious conflicts between O&M, Treatment, Stormwater, and Engineering department heads.
- **Interpersonal conflict:** Many of the comments center on both employees and managers highlighting the failures or mistakes of other employees, with no other purpose other than to disparage fellow employees. This can be crushing for morale, discouraging open communication, preventing employees from asking for help when they need it and stifling creativity.
- **Training deficiencies:** There is a general consensus among staff that they would like more and varied training opportunities.
- **Limited Career Advancement:** The size of RVSS and the relatively long tenure of most employees do not afford many opportunities for employees to advance within the organization. Additionally, O&M employees now have less access to the treatment plants which limits their ability to attain DEQ Treatment certifications.

### 3.4 External Opportunities and Threats

Opportunities:

- **Expansion of Services:** RVSS is a recognized expert in the sanitary sewer and stormwater fields. As a result, many other public agencies in the region have called on RVSS for assistance with sewer and storm related problems. This gives RVSS the opportunity to expand our services geographically into areas we currently do not serve and to increase the types of services we provide to municipalities currently within our boundaries.
- **Public Outreach:** RVSS maintains a public website and a Facebook page as a means of informing the public of RVSS activities. In addition, we publish an annual newsletter. There is a lot of room to raise the public profile of RVSS.
- **Development of Assets:** RVSS controls several properties that are under-utilized. The largest of these is the White City Lagoon, which has over 50 acres. There is over an acre of unused land at the main office site and many pump stations have secure fencing and vacant land inside. These areas could be improved in a variety of ways to benefit RVSS.
- **Training:** RVSS has made trainings available to non-RVSS employees. The erosion control class that is given by our Stormwater Department is recognized state-wide. In addition, RVSS staff have presented classes at various short-schools and on one occasion allowed an employee from another sewer district to spend a week training with our staff. There is a shortage of training opportunities for wastewater operators and RVSS is in a position to help fill that void.

## Threats

- **Public Perception:** As a public agency RVSS is subject to criticism from the general public. Most criticism focuses on rate increases or seemingly unnecessary expenses (i.e. new flusher trucks). Staff believes that much of this criticism is based on a lack of understanding noting that many of our customers confuse RVSS with the garbage company or other municipalities. Many RVSS staff believe that a lack of public awareness of our activities is evidence that we are doing a good job. This sentiment conflicts with the idea that most criticism stems from a lack of knowledge of RVSS' services and with the stormwater program, where we are required to include public outreach and participation in our program.
- **Natural Disaster:** RVSS has not done a comprehensive risk assessment for natural disasters and would be unprepared to deal with a major disaster, such as a catastrophic earthquake.
- **Infrastructure failure:** RVSS has the resources to handle most types of infrastructure failure, however we lack the resources to handle a larger failure, such as the collapse of an interceptor pipe.
- **Crime:** RVSS is exposed to several types of crime
  - **Property Crime:** RVSS has had several minor incidences of theft and vandalism.
  - **Personal Crime/ Workplace Violence:** RVSS office staff do occasionally deal with angry customers. Such encounters have the potential to turn violent. In the field crews sometimes work in isolated areas, such as along the interceptor, where they may encounter unstable or violent people. Employees involved in enforcement, such as inspectors, FOG coordinators, or stormwater staff, can receive hostile and potentially violent receptions from people who disagree with enforcement actions.
  - **Cyber-Crime:** Most RVSS employees use computers with access to the internet. This provides an opportunity for cyber-criminals to gain access to our computer network and cause mayhem.
- **Regulatory Burden:** RVSS has to comply with regulations that are imposed on our operations as well as enforcing regulations on our customers. Changes in regulations at the state or federal level can make both compliance and enforcement more difficult and expensive.

# 4 Plan

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## 4.1 Overview

The plan identifies a series of strategic goals intended to address RVSS' stated values. Within each goal are a series of specific tasks and operational targets intended to meet the goal.

## 4.2 System Integrity

**Goal #1: Ensure that the sewer collection system has adequate capacity to support future growth.**

1. Develop computer model to simulate future flows and identify capacity limitations. (District Engineer)
  - Complete working model of core system by the end of FY 2021. Calibrate and run model based on flow data to inform development of Capital Improvement Plan for FY 2023.
  - Complete working model of Shady Cove system by the end of FY 2022. Calibrate and run model based on flow data to inform development of Capital Improvement Plan for FY 2023.
  - Complete working model for Gold Hill system by the end of FY 2023. (note: the current operation contract with Gold Hill expires at the end of FY 2022. This task assumes that RVSS operation of the system continues either through a contract extension or through annexation)
2. Install flow meters at all pump stations. (District Engineer)
  - Install an average of 5 meters per year to complete installation of flow meters at all 26 pump stations by the end of FY 2025. Use data from flow meters to assess I&I rates and target rehabilitation projects.

**Goal #2: Ensure that the sewer collection system is maintained in a way that minimizes blockages and system failures.**

1. Replace STEP Tanks: Eliminate all 84 STEP and 22 STEG systems by either constructing normal gravity sewers or by replacing the tanks with modern grinder pump systems. (District Engineer)
  - Incorporate STEP/STEG elimination projects in the annual CIP to eliminate an average of 10 tanks per year, with a goal of eliminating 50% of all tanks by the end of FY 2025.
2. Eliminate Special Cleaning and Root List: Develop engineering solutions to remove all pipe sections from the list. (District Engineer)

- Incorporate root problem areas into annual CIP to eliminate an average of 10 pipe sections per year.
- 3. Upgrade all Pump Station Equipment: Upgrade all pump stations with smart-run technology. (District Engineer)
  - West Gregory PS: FY 2020
  - Arborwood PS: FY 2024
  - Shady Cove #2: FY 2020
  - Shady Cove #4 – The Cove FY 2024
- 4. Upgrade all Pump Telemetry: There are four pump stations that still need the new Mission telemetry. (Operations Manager)
  - Arborwood – FY 2020
  - Shady Cove 3 FY 2020
  - Shady Cove 4 – FY 2020
  - West Gregory – FY 2020
- 5. Replace minor pump stations with grinders: There are three minor pump stations that should be replaced with modern E-1 grinders. (District Engineer)
  - West Glenwood – FY 2022
  - Shady Cove 5 – FY 2024
  - Shady Cove 6 – FY 2025
- 6. Inspect all Critical Facilities: RVSS has defined critical facilities as pipe sections for which emergency repairs would present a high degree of difficulty. These include creek crossings, railroad crossings, freeway crossings and siphons. These facilities need to be inspected annually to identify any major problems before they become emergencies. (Operations Manager)
  - Annually inspect all critical facilities
- 7. Flush and TV all Sewer Mainlines (Operations Manager)
  - Annually flush 1/3 of all pipes 18” in diameter and smaller.
  - Annually TV 1/5 of all pipes 18” in diameter and smaller.
- 8. Correct System Defects: System defects identified through TV inspections or other means need to be repaired. (District Engineer)
  - Review current list of outstanding repair orders. Current list has over 1,100 items. Remove repair orders that are duplicate or have already been addressed by Dec. 31, 2019.
  - Develop work plan with a goal to reduce the backlog of outstanding repair orders by 5% per year, beginning in FY 2021.
  - Create a System Defect/Repair dashboard in GIS to replace the existing database. Complete by end of FY 2024

**Goal #3: Protect infrastructure from damage**

1. Convert record maps to NGVD 88. (District Engineer)
  - Identify gaps in data where elevations are not on proper datum by the end of FY 2020
  - Survey gap areas to complete maps by the end of FY 2024.
2. Survey Shady Cove Manholes to put on proper coordinate system and datum. (District Engineer)
  - Complete survey work by end of FY 2021
3. Complete all contractor locate requests on time. (Operations Manager)
  - Continuous activity

**Goal #4: Ensure storm drainage systems have adequate capacity to avoid flooding.**

1. Transfer of ACAD system map for the White City Storm Drain into GIS. (Stormwater Manager)
  - Complete task by end of FY 2020
2. Prepare storm drainage master plan for White City Industrial Area (District Engineer)
  - Develop computer model of storm drainage system by the end of FY 2024.
  - Run model to identify capacity deficiencies and opportunities for water quality improvements by end of FY 2025
  - Complete master plan by the end of FY 2026

**Goal #5: Ensure storm drainage systems are maintained to avoid blockages.**

1. Identify open ditches that are classified as jurisdictional waters, obtain permit to conduct maintenance operations. (Stormwater Manager)
  - Submit permit application by the end of FY 2020
2. Clean all pipes and ditches. (Operations Manager)
  - Visually inspect all pipe entrances and catch basins annually.
  - Clean as needed.

**Goal #6: Manage stormwater quality facilities to minimize discharge of pollutants into streams.**

1. Inspect public water quality facilities to determine if there is a need for maintenance. (Stormwater Manager)
  - 100% of facilities inspected annually
2. Clean/maintain public water quality facilities identified in inspection. (Stormwater Manager)
  - Clean 100% of identified facilities cleaned/maintained annually.
3. Inspect private water quality facilities to determine if there is a need for maintenance. (Stormwater Manager)
  - Inspect 1/5 of private water quality facilities annually
  - Notify facility owner if there is a need for maintenance.
4. Conduct dry season screening of SW system for cross connections (Stormwater Manager)
  - 20% of system investigated annually

**Goal #7: Maintain mechanical systems at treatment plants to ensure continuous operation.**

1. Develop routine maintenance schedule for all pump and motors at plants. (Treatment Manager)
  - Complete by end of FY 2020
2. Maintain stock of spare parts to ensure that any mechanical failure can be remedied using stock on hand. (Treatment Manager)
  - Identify needed spare parts by Dec. 31, 2019
  - Include purchase of needed parts in FY 2021 budget.
3. Develop facilities plan for Shady Cove Treatment Plant. The City of Shady Cove commissioned a full facilities plan in 1998, which led to the construction of the secondary clarifier. Since that time all capital investment in the plant has been devoted to upgrading and maintaining existing processes. The new facilities plan will be needed to address any new conditions when the NPDES discharge permit is renewed. The timing of this project is dependent upon issuance of the new NPDES discharge permit by DEQ. The permit renewal application was submitted in 2015 and there is no firm schedule on when the new permit will be issued. (General Manager)
  - Definition of service area and population projections. Complete by end of FY 2021.
  - Evaluation of existing facilities to meet current permit conditions. Complete by end of FY 2021
  - Complete facilities plan with recommendations for future capital improvements. Complete within 2 years from issuance of new NPDES permit.

**Goal #8: Ensure systems can resume operations following a natural disaster.**

1. Develop a pump station priority list based on the average time to overflow without power. (District Engineer)
  - Complete by the end of FY 2021
2. Conduct a 'Fragility Analysis' of collection system to identify potential risks to system during an earthquake. (District Engineer)
  - Complete by the end of FY 2022
3. Identify facilities located within flood plains to identify potential risks to system during a flood. (District Engineer)
  - Complete by the end of FY 2023
4. Develop Disaster Response Plan (General Manager)
  - Complete by the end of FY 2025

**Goal #9 Develop master plans for RVSS properties.**

1. Develop master site plan for 138 West Vilas Road to address anticipated office and equipment storage needs. Include potential to acquire adjacent properties if/when they become available (General Manager)
  - Complete by the end of FY 2025
2. Develop master plan for White City Lagoon site. RVSS commissioned a study in 2004 to identify beneficial uses of the site. The study identified three viable uses: regional septic treatment; regional vector waste treatment; and aggregate mining. Since that time RVSS has developed the site for regional septic treatment and made some improvements for vector waste receiving. There is currently interest in developing the site to improve wild bird habitat and for treating biosolids (see Goal #22). The goal is to complete a master site plan of the area to maximize the benefit to RVSS and the community. (General Manager)
  - Complete by the end of FY 2021
3. Develop plan for Dunn Pump Station site. In 2003 RVSS purchased additional land surrounding the Dunn Pump Station to facilitate the installation of bypass pipe needed to conduct maintenance operations on the pumps. In 2018 RVSS installed a 100 kw solar power system covering much of the unused land, but much of the area under RVSS control is still vacant. The goal is to identify potential uses of the vacant land. (General Manager)
  - Complete by the end of FY 2025

## 4.3 Customer Service

### **Goal #10: Ensure that the general public has ready access to information.**

1. Maintain public website with relevant information. (Network Administrator)
  - Develop SOP that identifies the specific information that will be posted on the website, the process of reviewing and updating the information, and the individuals responsible for making updates by the end of FY 2020.
2. Respond timely to public records request. (General Manager)
  - Create a public records request form for the web site and build a database to monitor and track requests. Complete by the end of FY 2020.
3. Develop public-facing development tool that will allow the public to track progress of both public and private construction projects. (Network Administrator)
  - Have tool operational by the end of FY 2024.
4. Publish annual newsletter in May. (General Manager)
  - Annual activity
5. Use notes on monthly bill to provide key information to customers. (General Manager)
  - Monthly activity
6. Develop Social Media Policy (General Manager)
  - Develop policy to address use of official RVSS social media platforms. Submit to Board of Directors for approval by the end of FY 2020
7. Develop Public Information Policy (General Manager)
  - Develop policy to address the issuance of press releases and other public information activities. Submit to Board of Directors for approval by the end of FY 2020
8. Provide public Wi-Fi access to Board room. (Network Administrator)
  - Complete by end of FY 2020
9. Reorganize electronic filing system to make information easier to locate (Network Administrator)
  - Create map of electronic filing system noting where different types of documents should be stored. Map should also include a standard naming convention for all types of documents. Complete by the end of FY 2021.
  - Move historical documents into newly mapped filing system. Complete by the end of FY 2022.

### **Goal #11: Ensure that customer complaints are resolved quickly and professionally.**

1. Include a discussion of customer complaints and how they were resolved at monthly staff meetings. (General Manager)
  - Monthly activity.

#### **Goal #12: Ensure timely response to customer inquiries**

1. Track time between initial plan submittal and first review letter. (District Engineer/Stormwater Manager)
  - On-going activity – plan reviews should be completed within 1 week from time of submittal.

#### **4.4 Fiscal Responsibility**

##### **Goal #13: Manage financial resources in an open and transparent way.**

1. Post financial documents online. (See Goal #10)
2. Complete annual audit by end of calendar year. (Finance Director)
  - Annual activity
3. Present quarterly financial statements to Board within 2 months of end of quarter. (Finance Director)
  - Quarterly activity
4. Develop policy for purchase of supplies. Policy should identify who has authority to make purchases and factors that must be considered when selecting different products. (General Manager)
  - Complete by the end of FY2020

##### **Goal #14: Manage financial resources to ensure long-term financial stability**

1. Make capital investments that improve operational efficiency (District Engineer)
  - Annual activity
2. Review rate structure annually to ensure adequate resources. (General Manager)
  - Coordinate with Finance Director to review rates as part of annual budget process.
  - Adjust rates as needed to ensure positive fund balance five years into future.
3. Review System Development Charge rates annually to ensure adequate resources. (General Manager)
  - Update capital improvement plan annually.
  - Calculate justified SDC rates based on current capital improvement plan annually.
4. Review all automatic recurring expenses to confirm that the services we are paying for are still needed and appropriate. (Finance Director)
  - Identify all recurring expenses by the end of FY 2020
  - Review each vendor to determine whether or not the service is still needed by the end of FY 2021

**Goal #15: Ensure financial records and information are safe from cyber-attack.**

1. Provide on-going staff training on internet security. (Network Administrator)
  - Continuous activity
2. Maintain anti-virus software and firewalls for all internet-connected devices. (Network Administrator)
  - Continuous activity
3. Maintain PCI compliance. (Network Administrator)
  - Continuous activity
4. Back-up electronic files to a secure location to facilitate recovery in the event of a cyber-attack. (Network Administrator)
  - Continuous activity

**Goal #16: Expand revenue base by providing additional services**

1. Develop a policy for presentation to Board that addresses provision of services to outside entities. Policy will identify the following: types of services RVSS will provide; types of entities RVSS will provide additional service to; and conditions under which RVSS will provide these services. (General Manager)
  - Submit policy to Board for consideration by end of FY 2020.

**Goal #17: Implement security measures to discourage criminal activity**

1. Provide security alarms for all buildings (Operations Manager)
  - Continuous activity
2. Provide security cameras for all buildings (Operations Manager)
  - Continuous activity

## **4.5 Environmental Protection**

**Goal #18: Have resources available to respond to a spill.**

1. Provide spill kits for all vehicles. (Operations Manager)
  - Complete by end of FY 2020
2. Conduct spill response training exercises. Walk through trainings starting with phone call reporting spill and ending with final clean up. (Operations Manager)
  - Complete twice per year, with half of employees at each event.
3. Ensure adequate emergency pumping capacity. (District Engineer)

- Analyze system model to identify the peak flow for a 5 year storm event that is not exceeded by 90% of pipe sections. Complete by end of FY 2023 (see Goal #1)
- Purchase pumps and by-pass hoses as needed to bypass flow identified above. Complete by end of FY 2025.

**Goal #19: Operate treatment plants in compliance with discharge permit limits.**

1. File monthly DMR (Treatment Manager)
  - Monthly activity
2. File annual biosolids report (Treatment Manager)
  - Annual activity
3. File annual I&I report (District Engineer)
  - Annual activity

**Goal #20: Manage stormwater program to minimize discharge of pollutants into streams.**

1. Investigate feasibility of becoming a DEQ agent for implementation of 1200-Z Permits. (Stormwater Manager)
  - Determine feasibility of becoming agent by the end of FY 2020
  - Become an agent (if feasible) by the end of FY 2022.
2. File annual MS4 permit report (Stormwater Manager)
  - Annual activity
3. Ensure all O&M activities by RVSS are compliant with all applicable portions of the Pollution Prevention and Good Housekeeping Requirements of the MS4 permit (Operation Manager)
  - Review practices by end of FY2020.
  - Develop any needed SOPs by end of FY2021.

**Goal #21: Minimize consumption of natural resources.**

1. Survey RVSS facilities to determine potential to generate solar power. (General Manager)
  - Complete in FY 2020
2. Develop solar energy to maximum potential. (General manager)
  - Identify projects that have viable potential to generate solar power by Dec. 31, 2020. Assess viability based on average return on investment for the life of the project.
  - Complete all identified solar projects by the end of FY 2025

3. Convert existing light-duty trucks to dual-fuel propane. Currently units 31, 32, 34, and 36 use propane. Propane accounts for approximately 13% of the energy we use for transportation. The planned conversion of units 33 and 35 will increase that to approximately 18%. (Operations Manager)
  - o Complete conversion of units 33 and 35 by the end of FY 2020
4. Replace obsolete light-duty vehicles with electric vehicles. (Operations Manager)
  - o Replace Units 19 and 20 with electric vehicles in FY 2021.
5. Replace incandescent and fluorescent light fixtures with energy efficient LED lights. (Operations Manager)
  - o Complete all installations by the end of FY 2025
6. Minimize use of office paper by converting to electronic format, (see goal #10, task 9). (General Manager)
  - o Develop policy on electronic file storage by the end of FY 2020.

**Goal #22: Develop beneficial use of biosolids from treatment plants.**

1. Research current issues related to adverse impacts of land application of biosolids. (General Manager)
  - o Complete by end of FY 2020
2. Conduct testing of biosolids to constituents of concern. (Treatment Manager)
  - o Complete during FY 2021
3. Develop Class B sludge management plan (General Manager)
  - o Complete by end of FY 2023

**Goal #23: Remove barriers to fish passage caused by creek crossings**

1. Retain consultant to assess the extent of fish passage obstructions and risk to pipe crossings from erosion and scour. (District Engineer)
  - o Complete by the end of FY 2021
2. Develop construction plans to protect pipe and improve fish passage. (District Engineer)
  - o Complete by end of FY 2022
3. Construct all pipe protection/fish passage projects (District Engineer)
  - o Complete by end of FY 2025

## 4.6 Innovation

### **Goal # 24: Find effective way to keep solids out of the lagoon**

1. Develop dewatering process for the lagoon to minimize the introduction of biosolids into the lagoon. Incorporate dewatered solids in beneficial re-use plan as described in Goal #21. (Treatment Manager)
  - Complete by end of FY 2025

### **Goal #25: Develop training videos for general public**

1. Develop a series of short training videos for use by the general public. Videos would cover topics such as maintaining grease interceptors, on-line bill pay, or maintenance of private stormwater features. Videos would be accessible from the RVSS website. (Network Administrator)
  - Complete by the end of FY2025

## 4.7 Employee Empowerment

### **Goal # 26: Ensure that all staff have adequate training.**

1. Develop employee training policy. Policy should address types of training provided, minimum training requirements for all positions and guidelines on travel for training purposes. (General Manager)
  - Present policy to Board of Directors for consideration by the end of FY 2020

### **Goal # 27: Include staff input in major organizational decisions.**

1. Include discussion of pending decisions at the monthly staff meetings to solicit staff feedback. (General Manager)
  - Monthly activity
2. Review annual capital improvement plan with field staff as part of the annual budget process. (District Engineer)
  - Annual activity

### **Goal # 28: Foster open lines of communication between all departments.**

1. Conduct annual review/update of strategic plan. (General Manager)
  - Annual activity, present to Board in September of each year
2. Clearly define areas of responsibility for each department. (General Manager)
  - On-going activity

### **Goal #29: Ensure competitive compensation for employees**

1. Conduct compensation studies at least once every four years. The compensation studies should include both a comparison of compensation by position and a comparison of total operational expenses. The latter is a measure of the productivity and efficiency of our staff. (General Manager)
  - Complete by the end of FY 2020, and again at the end of FY 2024

### **Goal #30: Provide opportunities for career advancement**

1. Fill higher level vacancies with qualified internal candidates whenever possible.
  - On-going activity
2. Post recruiting announcements for job opportunities with other agencies. This goal is a recognition that there are limited advancement opportunities within the organization and to provide opportunities for employees to advance themselves, even if it means leaving RVSS.
  - On-going activity

## **4.8 Joy**

### **Goal # 31: Ensure that RVSS is an enjoyable place to work.**

1. Organize two staff activities per year, one in the winter and one in the summer. Activities will be done outside of work and include staff families. (General Manager)
  - Bi-Annual activity

## **4.9 Key indicators**

Included with this strategic plan is a goal matrix with a time frame for each of the tasks identified in this plan. This matrix will be reviewed annually to assess progress. Many of the tasks that do not have a specific end point are reported on the annual operations report.