



STRATEGIC PLANNING: OUR PATH FORWARD

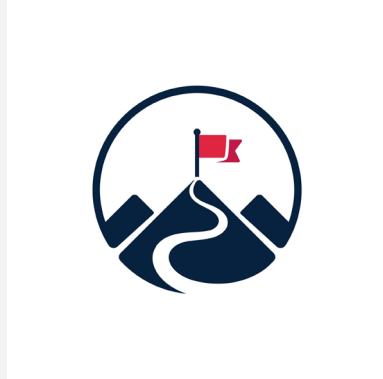
Investing in our future



OUR AGENDA FOR TODAY

- » Review our strategic priorities (obstacles to success and how to address them)
- » Address implications of Coastal Commission and River Watch
- » Clean energy options
- » Social media presence
- » Identify next steps

MISSION



Carmel Area Wastewater District returns clean water to the community through cost-effective collection and treatment.

VISION



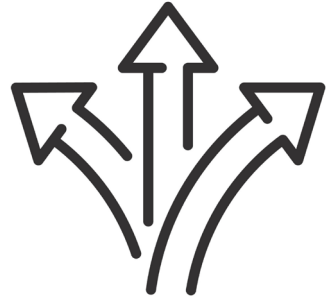
CAWD will be known as best in industry.

CORE VALUES



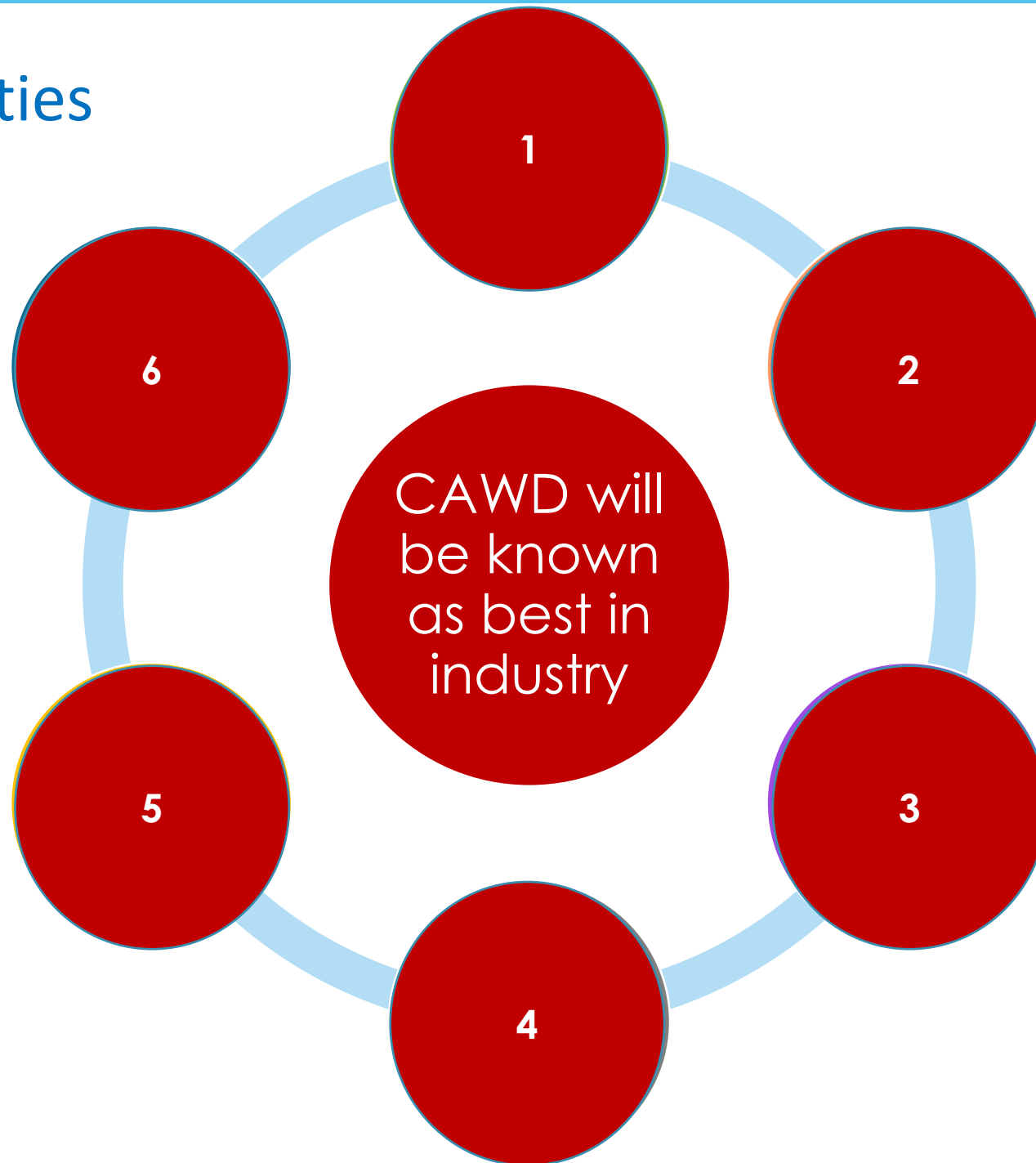
1. Integrity
2. Service orientation
3. Teamwork
4. Shared learning
5. Safety
6. Financial stewardship

STRATEGIC PRIORITIES (GOALS)



- » How we will achieve our vision
- » What will make us successful over time
- » What we need to do extremely well
- » Obstacles we need to mitigate or overcome

Strategic Priorities



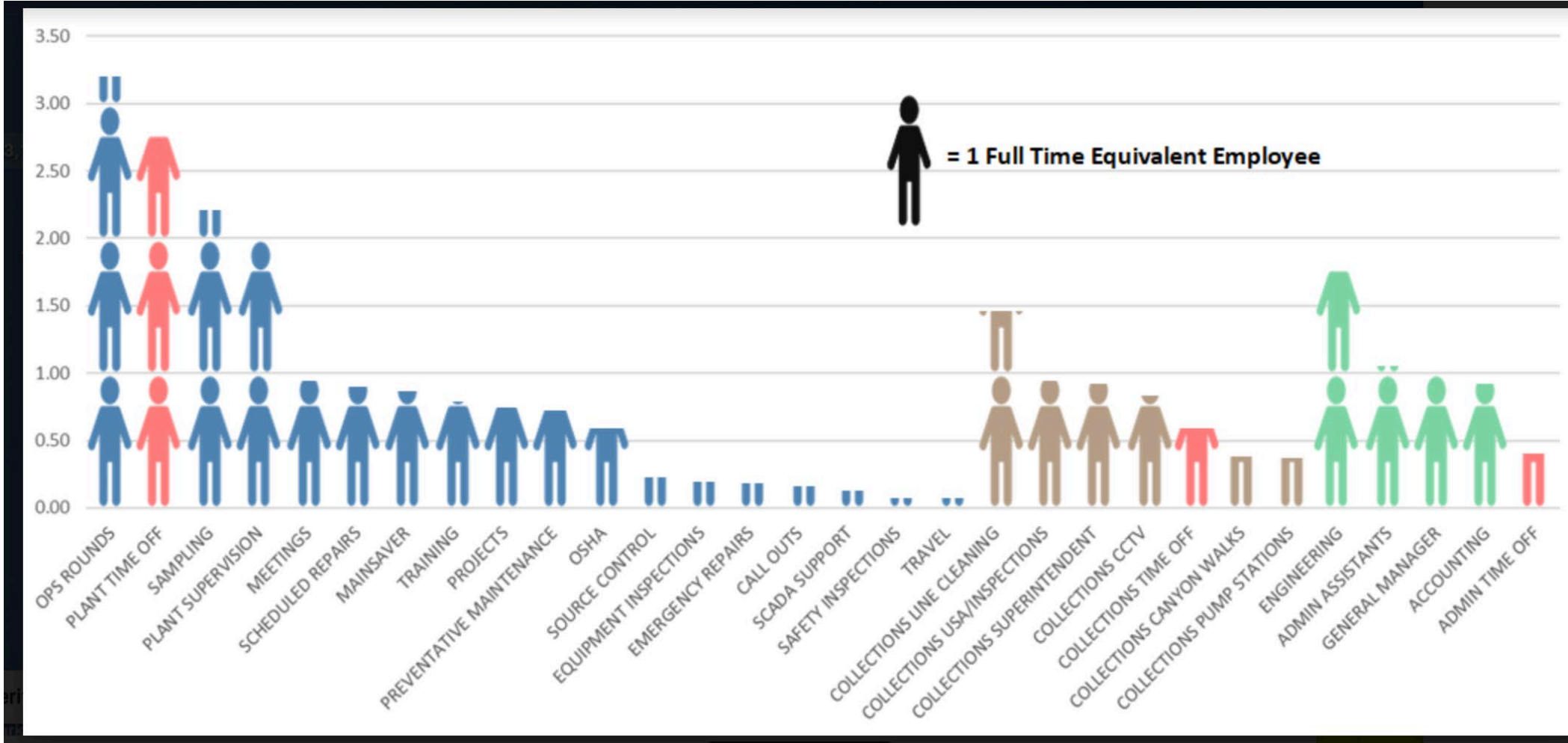


Obstacles to success

- » Conduct a staff analysis and responsibility matrix to improve efficiencies and create greater clarity (P)
- » Determine the “right-fit” technology (e.g., automation) (C)
- » Foster a data-driven culture - dedicate internal resources to leveraging and utilizing data (P)
- » Establish an effective decision-making process (e.g., RACI) – (B)
- » Foster a learning culture – incentivize subject matter expertise; learn from mistakes (D)
- » Promote a culture of safety and health (E)
- » Foster board support and trust in staff (R)

Conduct a staff analysis and responsibility matrix to improve efficiencies and create greater clarity

» Where staff time is spent



Conduct a staff analysis and responsibility matrix to improve efficiencies and create greater clarity



- » We have a flat management structure (Pros and Cons).
- »
- » Formalize organizational structure and responsibilities beyond job titles.
- »
- » Provide clarity. Minimize gray areas.



Determine the “right-fit” technology (e.g., automation)

- » Automate judiciously
- » Dedicated resources to automation
- » Set ourselves up to successfully implement automation
- » Improved automation will lead to more efficient operations and maintenance

Foster a data-driven culture - dedicate internal resources to leveraging and utilizing data



- » Data collection is aligned with desired business optimization efforts
- » Data collected should have a known purpose/use.
- »
- » Do more Six Sigma: Define-Measure-Analyze-Improve-Control (DMAIC)
- »
- » Define the different internal roles - data collectors, data users, and data analyzers.



Establish an effective decision-making process (e.g., RACI)

- » The most time-consuming step in the process may not be making the decision but rather putting it into effect
- » Build the execution of the decision into the decision itself
- » We are attempting to build both accountability and ownership into our framework.
- » RACI charts are a simple, visual tool for clearly assigning roles and responsibilities



R=responsible
A=accountable/approval
C=consult
I=inform

RACI

Task	[Name of person or department]	[Name of person or department]	[Name of person or department]	[Name of person or department]	[Name of person or department]	[Name of person or department]	[Name of person or department]
[Enter task or activity]		R			A		C
[Enter task or activity]	A			C	I		
[Enter task or activity]		A	I			R	
[Enter task or activity]	C				R		I

Foster a learning culture - incentivize subject matter expertise learn from mistakes



- » Staff will need support and systems that encourage learning and engagement with dedicated resources
- » Incentivize SME (Subject Matter Expertise) to share knowledge through departmental and inter departmental cross training.
- » Mistakes are opportunities to learn and grow versus shame and blame. Encourage staff to share mistakes in a group setting and what you have learned
- » We are ready to go to the next level



Promote a culture of safety and health

- » Dedicated resources
- » Promote personal responsibility
- » Keep discussion open
- » Improve communication (face to face)
- » Receive proper training
- » Make everyone accountable
- » Reward good health and safety behaviors



Promote a culture of safety and health: How we get there

- » A committed leadership that's dedicated to uphold the standards
- » Conduct health and safety hazards risk assessments
- » Create guidelines and policies , as well as procedures that work
- » Active participation of all employees In establishing a culture of safety
- » A well-trained staff
- » Constant review and improvement of health and safety protocols



Seize opportunities to expand our services

1. Connect new customers outside our area
2. Develop new waste streams at the plant
3. Explore inter-agency opportunities
4. Increase our energy production and efficiency
5. Explore potential for additional services



Foster board support and trust in staff

- » Hierarchy of communication not clear
- » Need to focus on “Value” rather than “Cost”
- » Policy vs. managing daily decisions
- » Expectations vs. reality



BOARD ROLE AND RESPONSIBILITY

- » What is the board's role in the strategic planning and execution process?
- » How do we ensure buy-in from our people?
- » How will we ensure our meetings are effective and efficient?
- » How will we use our strategic plan to make decisions?



Implications of Coastal Commission order

- » What does this mean for our future direction?
- » Do we need to reconsider our vision? Or mission?
- » What about our strategic priorities?
- » Consider the following:
 - Capital improvement projects
 - Scope of services
 - Effects of climate change
 - Costs to move our plant
 - Possibility of collaborating with M1W
 - Implications for our community
 - Implications for human resources (size of our staff)



Let's explore our options - for each option consider:

- » What are the benefits?
- » What are the costs – real and potential? (Financial and others)
- » What are the risks?
- » How will it impact our community?
- » What assumptions are we making that might limit us?
- » What might hinder our success:

Here's what you said last time....

- Look to the future
- The benefit of a “can do” attitude
- We may be small, but we can accomplish big things
- Collaboration and teamwork is critical
- Staff-level buy-in is critical
- You need to pay attention to the culture everyday



OUR PATH FORWARD



Involvement
our management
team

Engage
our
people



Action
planning

Focus
and
assess