

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

**RESOLUTION NO. 25-21**

**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 June 18, 2025.

ADOPTED by the Board of Directors of Rogue Valley Sewer Services at its Regular Meeting held June 18, 2025.

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**



**ROGUE VALLEY**  
**SEWER SERVICES**  
CLEAN WATER - HEALTHY COMMUNITIES

**JUNE 18, 2025**

**Carl Tappert, PE**

**General Manager**

# 1 Introduction

## 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

## 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, Gold Hill, a portion of the city of Medford, and portions of unincorporated Jackson County, Oregon, and serves a population of approximately 95,000.

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 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. This agreement was extended for one year and Gold Hill residents voted for annexation in August, 2023. The vote was approved by 94% of voters.

In 2019 the City of Central Point withdrew from the stormwater management agreement with RVSS and began implementing the program under their own permit.

In 2025 the City of Eagle Point entered into an agreement with RVSS to manage the City's stormwater quality program.

## 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 adopted a strategic plan in 2019 (RES 19-27). That plan included 31 strategic goals along with 102 tasks needed to complete the goals. Staff was able to fully meet 16 of the strategic goals and partially meet an additional 8. Only 7 goals remain unmet. As of last year we have completed 40 of the one-time tasks and 33 of the annual tasks. 68 of the 102 tasks defined in the plan have been completed.

# 3 Context

## 3.1 Environment

Rogue Valley Sewer Services has a staff of 40 spread across four departments, 2025: Administration, Engineering; Finance; and Operations and Maintenance. 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 SWOT Analysis

A SWOT analysis stands for Strengths, Weaknesses, Opportunities, and Threats. Over the course of several months RVSS brainstormed ideas to develop a comprehensive list of Strengths, Weaknesses, Opportunities and Threats.

## Strengths

Strengths are inherent to RVSS. They reflect the qualities of our staff, organizational structure, and governance. These are qualities that we want to build on to make a better organization.

- **Quality Staff** – The greatest strength of the organization comes from its staff. Overall staff was described as knowledgeable and dedicated to the RVSS mission. Our staff comes from a wide range of backgrounds yet is cohesive and comfortable working together. Staff was described as being passionate about their work and mission.
- **Employee Benefits** – RVSS provides a very competitive pay scale and excellent fringe benefits. In addition to that, we have a generous paid time off policies and allow for flexible schedules to help employees better achieve a healthy work-life balance.
- **Training** - RVSS provides a variety of opportunities for employees to receive training in order to maintain or upgrade their professional certificates or licenses and to further develop their skills.
- **Teamwork/Communication** – RVSS has fostered a work environment where employees from different crews or departments are comfortable talking to each other and helping each other accomplish their work.
- **Tools and Equipment** – RVSS ensures that all staff have the tools and equipment that they need to efficiently do their work, and that all tools and equipment are high quality and in good working order. This includes everything from simple hand tools to heavy equipment to computer hardware and software.
- **Geographic Information Systems** – RVSS has an extensive GIS mapping system with mobile apps that allow employees to efficiently plan and track various tasks. These systems are constantly being improved and updated.
- **Financial Stability** – As a Sanitary Authority, RVSS is blessed with a very stable source of revenue that is not subject to short-term economic shifts.
- **Management Support** – Both the RVSS Board of Directors and its senior management have demonstrated that strong support for the well-being of employees is essential for RVSS to be able to perform its mission.
- **Public Perception** – Employees regularly receive positive feedback from members of the public thanking them for the work they do.

## Weaknesses

Weaknesses are inherent to RVSS. They reflect the qualities that are detrimental to our organization. These are qualities that we want to improve upon to make a better organization.

- **Teamwork/Communication** – While teamwork and communication were cited as a strength, they were also cited as a weakness:
  - Respondents indicated that there is often a lack of understanding about what other's jobs entail,
  - A lack of feedback and articulation of goals and expectations from management,
  - Continued perception that the stormwater program is less important than other aspects of our work,
  - General poor communication issues
- **Limited Career Advancement** – As a small organization there is little opportunity for employees to move into higher positions. This is particularly true in the Finance and Engineering departments. Operations staff have the ability to advance by obtaining higher wastewater certifications, but no such option is available to any other staff.
- **Training** – While training was listed as a strength, it is also considered a weakness. Staff noted that much of the training that we do get is only tangentially relevant to our work or is sponsored by vendors wishing to sell products.
- **Internet/Cell Phone Service** – Much of the field work we do is dependent on having strong cell phone connections to access maps, record inspections, etc. There are areas within our district, most notably Shady Cove, that have weak or unreliable cell service that makes certain tasks more challenging.
- **Office Space** – Since our office was constructed in 2004 our staff has grown from 30 to 40 employees. The most significant increase is in our engineering department which has grown from 5 to 11 employees. While a creative re-arrangement of desks can make the space functional it is far from ideal.

## Opportunities

Opportunities are not inherent to RVSS. Rather, they are potential external events that could be beneficial to RVSS if we are prepared to take advantage of them when they occur.

- **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.
- **New Technology:** Advances in technology provide opportunities to improve all aspects of RVSS operations. Advanced GIS applications, artificial intelligence, satellite internet, and solar power are among the many tools available or soon to be available to RVSS. RVSS needs to be prepared to understand and adopt new technologies if they are appropriate for our operations.
- **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. Additionally, the main office was built in 2003 and designed for a smaller workforce. There is a need to better utilize this space. These areas could be improved in a variety of ways to benefit RVSS.
- **Training:** There is a shortage of training opportunities for wastewater operators and other employees. RVSS is in a position to help fill that void.
- **Finances:** RVSS is in a strong financial position. Recent federal legislation has increased the amount of principal forgiveness available for capital improvement loans, making these loans much more attractive.
- **Employee Benefits:** RVSS has the opportunity to improve employee satisfaction in ways that are not very costly and do not impact the quality and quantity of work, such as flexible scheduling and remote work opportunities.

## Threats

Threats are external events that could have detrimental impact on our organization. We want to be prepared for these events so that we can either avoid them altogether or be prepared to mitigate the harm when they do occur.

- **System Capacity:** As with most utilities RVSS faces the threat of an aging infrastructure combined with population growth and zoning changes pushing increasingly dense housing projects. The increasing use of electronic and scanned documents puts a strain on our capacity to digitally store information.
- **Economics:** Potential changes in American trade policies have the potential to disrupt supply chains and increase inflation.
- **Natural Disaster:** In the past few years RVSS has successfully navigated the fallout from the Alameda Fire, which destroyed thousands of homes and over 5% of RVSS' rate base, and the Covid-19 pandemic, which disrupted daily life for everyone and caused supply chain interruptions and high inflation during the recovery. While we learned a lot from these experiences the threat still remains from fire, pandemic, flood, earthquake, prolonged power outage and other disasters.
- **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 or at treatment plants, where they may encounter unstable or violent people. Employees involved in enforcement, such as inspectors, FOG coordinators, or stormwater workers, can receive hostile and potentially violent receptions from people who disagree with the 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.
- **Safety/Personnel:** Much of the work done by RVSS is inherently dangerous and could result in serious injury or death of workers are not careful.

# 4 Strategic Goals

Strategic Goals are the big picture of what we want to accomplish as an organization. The goals combine our Vision, Mission, Values, Strengths, Weaknesses, Opportunities, and Threats and reduce them to specific, definable goals. Within each goal is series of tasks that we hope to complete to help us reach these goals.

## **Goal #1 – Prevent all Sanitary Sewer Overflows**

The top priority for a Sanitary Sewer operator is to prevent all Sanitary Sewer Overflows (SSOs). This is an extremely far-reaching goal. In order to make the tasks manageable the goal is divided into three categories: Ensuring that the system has adequate capacity; Eliminating inflow and infiltration; and replacing sewer service laterals. RVSS will perform the following tasks to achieve this goal

### **Capacity**

#### **Task 1.1 Complete sewer system modelling.**

A computer model of the sewer system is a powerful tool that can help identify pipes that have capacity limitations so that they can be addressed before they fail. This was a goal in the previous strategic plan that was only partially completed. Rather than attempt to model the entire system at once we will model one sewer basin at a time, which should help getting the entire system modeled. The system modelling will identify areas with capacity limitations which will be incorporated into our Capital Improvement Plans. The modelling will be completed in accordance with the following schedule:

Year 1 – Basins 1, 2, 3, 4, and 5

Year 2 – Basins 13, 12, 11, 10, and 9

Year 3 – Basins 24, 23, 22, 21, 20, and 17

Year 4 – Basins 19, 18, 16, 15, and 14

Year 5 – Basins 8, 7, 6, 25, and 26

Progress in this task will be measured in terms of the total number of sewer basins modelled and calibrated.

#### **Task 1.2 Standardize all minor pump stations**

Pump stations with pumps that are 20 hp or less are considered minor pump stations. There are 24 pump stations in our system. Dunn Pump Station, Luthy Pump Station, and Shady Cove #2 are major pump stations, all others are minor. Most of these pump stations have been standardized with Flygt pumps and controls, Mission alarms and

telemetry, and flow meters. There are still 10 stations that have not been fully upgraded. This work will be completed in accordance with the following schedule:

Year 1 – Complete upgrades for [three remaining pump stations]

### **Inflow and Infiltration**

Inflow and infiltration eats up capacity and increases the cost to pump and treat wastewater. As an example of this, the Shady Cove treatment plant, which normally consumes approximately 35,000 kw-hr per month, recently soared to over 50,000 kw-hr. This results in an increased power bill of \$3,000 in one month, entirely due to I&I. This same impact can be seen at all pump stations. Eliminating I&I pays dividends both in reducing costs and in preserving system capacity. We will eliminate I&I by completing the following tasks.

#### **Task 1.3 Smoke Testing**

Smoke testing is an effective way to locate sources of I&I. If smoke can get out, water can get in. The most effective way to use smoke testing is to target areas of known high I&I. These will typically be the drainage basins of pump stations where flow monitors or run time meters show heavy increases during rain events. Once the locations of I&I are identified we will develop capital improvements to eliminate them. We will complete this task in accordance with the following schedule:

- Year 1 - West Gregory Pump Station drainage basin
- Year 2 - Midway Pump Station drainage basin
- Year 3 - Justice Lane Pump Station drainage basin
- Year 4 - Agate Pump Station drainage basin
- Year 5 - Peter Robinson Pump Station drainage basin

#### **Task 1.4 Incorporate smoke testing results in capital improvement plan**

RVSS crews conducted smoke testing on the entire Shady Cove collection system in 2019. This inspection revealed 39 locations of likely inflow. It is unclear which issues have been addressed. All locations need to be re-inspected to see if any corrections have been made.

RVSS crews conducted smoke testing on the Gold Hill collection system in 2017. This revealed 27 locations where inflow was likely. Of these, 4 were on private property and we notified the homeowners, 4 were associated with public sewer mains or manholes, and the remaining 19 were adequately addressed.

The 8 locations that were not fully addressed need to be re-inspected and corrected properly.

Many of the issues identified can be easily fixed, such as replacing missing cleanout caps. Others may require more extensive work such as repairing sewer mains or replacing manholes. Information learned from the smoke testing will be used to prioritize capital rehabilitation projects. Additionally, RVSS will track expenses associated with smoke testing and I&I reduction to better understand the level of effort needed to minimize and the overall success of these efforts.

Year 1 – no action

Year 2 – complete all I&I related repairs in the West Gregory sub-basin, Shady Cove, and Gold Hill

Year 3 - complete all I&I related repairs in the Midway sub-basin

Year 4 - complete all I&I related repairs in the Justice sub-basin

Year 5 - complete all I&I related repairs in the Agate sub-basin

### **Task 1.5 Rehabilitate STEP/STEG systems**

STEP/STEG systems are septic tanks that are connected to the sewer system either through gravity connections (STEG) or pumped connections (STEP). These systems are notoriously leaky and a major source of I&I. Over the past few years we have been systematically replacing STEP systems with E-one Grinder Pumps, which are more reliable and less prone to leaks. 38 grinder pumps have been installed but there still remains 42 STEP systems in operation. Our target is to replace all of these STEP tanks over the next five years, which will require the installation of just over **8 grinder pumps per year**.

### **Task 1.6 Replace/Rehabilitate all concrete and asbestos cement pipe.**

Our system contains over 116 miles of concrete and asbestos cement pipe. All of these pipes are over 50 years old. Our target for this task is to replace or rehabilitate 2% of all concrete and AC pipe every year. This would result in **12,000** feet of pipe each year. In determining the priority for pipe replacement we will target areas of known high I&I and root intrusion.

Progress in this task will be measured in terms of the total length of pipe replaced or rehabilitated.

### **Service Laterals**

RVSS takes limited responsibility for the portion of service laterals that are in the public right of way. Outside the public right of way the maintenance of the lateral is the property owners responsibility. We do offer an incentive wherein RVSS will cover 1/3 of the cost of construction if a property owner replaces the entire lateral, from main to house. This incentive is not available to owners who are on shared service laterals.

Service laterals can make up as much as half of the total pipe length in the system. Since they are not regularly maintained they are considered a major source of I&I.

**Task 1.7 Allow shared services to participate in incentive program.**

This will require an update to our Code. Section 6.20.010 7) specifically states that the maintenance, repair, and replacement of shared services is the responsibility of the property owners. Changing this code reference would provide an incentive for users with shared services to replace their service laterals.

This task will be completed when the Code is changed.

**Task 1.8 Implement policy to replace service laterals as part of mainline rehabilitation.**

When we rehabilitate sewer mains we typically replace the portion of the service lateral that is inside the public right of way. The task here would be to replace the pipe all the way to the house. To do this the property owner would need to agree to waive any claims for damages to landscaping or other private property.

Completion of this task will require board concurrence on including service laterals in capital improvement projects.

## **Goal 2 Improve Organizational Efficiency**

Organizational efficiency is a broad subject that can be applied in many different ways. In essence, our goal is to make sure that all employees have the resources they need to perform their jobs and that we are not wasting effort performing redundant or unnecessary tasks.

In order to make the tasks manageable the goal is divided into four categories: Administrative, Operations, Finance, and Energy. RVSS will perform the following tasks to achieve this goal

### **Administrative**

#### **Task 2.1 Update Standard Operating Procedures**

RVSS has built an extensive library of standard operating procedures. These are organized into 21 categories and over 200 written procedures. Many of these are obsolete and are rarely, if ever, used for reference.

The goal here is to review all of these procedures to determine relevance, update those procedures that are relevant to our work and discard those that are obsolete or irrelevant.

Year 1 – Establish standard format for all procedures

    Create list of all existing procedures

    Discard obsolete or irrelevant procedures.

Year 2 – Transcribe procedures into standard format

    Distribute to affected staff members for review and comment

    Update procedures based on staff reviews

Year 3 – Establish procedures for adding new procedures and for regular review of existing

    procedures

#### **Task 2.2 Update Standard Drawings**

Like Standard Operating Procedures, RVSS has a fairly extensive library of standard drawings. Some of these have not been updated in over 30 years. Ideally these drawings should be incorporated into construction drawings for private developments to ensure uniformity in the system.

Year 1 – Identify construction elements that should have standard drawings associated with them.

Year 2 – Review existing standard drawings, update as needed

Identify standard drawings that are needed and do not exist.

Year 3 – Complete all needed standard drawings.

### **Task 2.3 Update Employee Manual**

New employees are provided with a great deal of information policies and access to the various employee benefits available to them. Many of the employee benefits are rarely needed so when an employee does need to access them they have often forgotten how. The answer to this would be to maintain an updated employee manual with current personnel policies and information on the various benefits available. Ideally, this manual would include at least the following:

- Current Personnel Policy
- Any supplemental policy adopted by the Board of Directors
- Employee's Job Description.
- RVSS compensation plan
- RVSS Strategic Plan
- Information regarding access to on-line training
- Information regarding retirement benefits
- Information regarding health insurance benefits
- Information regarding short term disability benefits
- Information regarding long term disability benefits

The goal is to have this employee manual complete within the first year and regularly updated every year thereafter.

### **Task 2.4 Update On-Boarding Procedure**

RVSS has developed a checklist of tasks which must be completed within the first year of employment for Collection System Operators. This has proven to be an effective tool to ensure that all new operators receive the basic training they need to perform their jobs competently. This process should be expanded to other positions within the organization.

In addition, the initial orientation for all new employee should include a series of on-line training sessions covering such topics as workplace safety/ergonomics; workplace harassment; cybersecurity; and workplace ethics.

There are 10 non-exempt job descriptions at RVSS. The goal of this task is to develop a first year task and skill check list for all positions by the end of the five year strategic plan. Positions with vacancies will be prioritized.

Year 1 – Stormwater Technician, Stormwater Program Coordinator, GIS Specialist.

Year 2 – Finance Clerk, Treatment Plant Operator

Year 3 – Development Specialist, Inspector

Year 4 – Engineering Technician/EIT, Staff Engineer

### **Task 2.5 Update Job Descriptions**

In 2018 RVSS updated all job descriptions. Since that time job descriptions have been reviewed and updated whenever there was a vacancy to fill. The goal is to update all job descriptions coincident with the first year task and skill checklist.

Year 1 – Stormwater Technician, Stormwater Program Coordinator, GIS Specialist.

Year 2 – Finance Clerk, Treatment Plant Operator

Year 3 – Development Specialist, Inspector

Year 4 – Engineering Technician/EIT, Staff Engineer

### **Task 2.6 Simplify SDC**

Our current SDC methodology requires a series of annual calculations that include our current capital improvement plan, current number of users, and projected growth rates in Jackson County. This calculation needs to be done for the Collection system, Interceptor, White City Trunk, Eagle Point Trunk, Shady Cove Treatment plant, and Gold Hill Treatment plant

There are a number of different ways the process can be simplified, including:

- Combining the collection system, interceptor, White City trunk and Eagle Point trunk SDCs into a single collection system SDC
- Indexing SDC's so that they are automatically increased based on an inflationary index such as the Engineering News Record construction cost index.
- Using the system valuation included in the annual audit as the basis for the reimbursement fee.

The specific task here is to seek Board guidance on the level of simplification desired and present an updated SDC methodology for approval by the end of Year 2.

### **Task 2.7 Expand Administrative Building**

Our current staff levels have created a need for additional space, particularly in the Engineering wing. The original design of the administrative building does allow for a relatively simple expansion of the building from both ends.

Year 1 - Internally develop at least 3 conceptual layouts for building expansion by the end of Part of the new design concept will include a climate controlled area for archived records.

Year 2 – Consult with local builders to develop a budgetary cost estimate

Year 3 – Construct building expansion

### **Task 2.8 Update succession planning**

Within the next five years it is likely that incumbents in at least four high level positions will be retiring. These include the General Manager, Executive Secretary/ HR Director, IT Manager, and Treatment Plant Superintendent.

It is important to identify the process that will be used to replace these employees now to avoid unnecessary chaos when the time comes.

The succession plan will include the following:

- Identification of any current employees who have the aptitude and desire to fill the vacated position.
- Identification of individuals in the local community who could be encouraged to apply for the position when it becomes vacant.
- Identification of the need and process for having the position filled on an interim basis while the permanent selection process is underway.
- Identification of the recruitment and selection process to be used.

In addition to the four positions identified as likely to become vacant the succession plan should also address possible vacancies at the Finance Director, District Engineer, and O&M Manager positions.

The specific task here would be to have the succession plan complete by the end of Year 2.

### **2.9 Allow Permits to be issued online or remotely**

The idea of issuing permits by mail or remotely has been something that we have wanted to do for a long time. For various technical reasons it has been difficult to implement. With our current software it appears that we may be able to finally make this a reality. This would allow us to issue permits remotely saving contractors time they previously spent coming to the office to collect permits. We will implement this program according to the following schedule:

Year 1 – Develop policy for issuing on-line permits. This policy will address the following:

- How fees are calculated and given to the permittee.
- How plans are submitted and reviewed
- How permit fees are paid.
- Whether or not we charge an extra fee to cover the credit card fees for large payments, such as SDCs

Year 2 -Implement on-line permit policy.

## **Operations**

### **Task 2.10 Complete Inventory of high value tools and equipment**

RVSS carries insurance to cover the loss of equipment. Our equipment schedule includes high value items with an estimated replacement cost of \$5,000 or more. Everything else is lumped into a miscellaneous equipment category. Since our property loss deductible is \$1,000 it makes sense to include in our equipment schedule everything that has a replacement cost of \$1,000 or more.

This will require a thorough inventory of our equipment. In order to be current with the next insurance review this work should be completed by November 2025.

To remain current, the inventory should be reviewed and updated annually as part of the overall insurance renewal process.

### **Task 2.11 Maintain inventory of all wear parts, replacement motors, etc.**

RVSS operations use a wide range of pumps, motors, and other equipment that ultimately wear down and needs replacement. The breakdown of equipment can cause operational failures particularly when the replacement equipment has a long lead time for delivery.

In order to address this RVSS should have on hand sufficient spare parts to resume normal operations within a day if there is a motor or pump breakdown.

This inventory should include, at minimum, the following:

Grinder pumps – Have on hand spare cores to replace 5% of installed grinders, or 5 cores, whichever is higher.

STEP systems - Have on hand spare pumps to replace 5% of installed grinders, or 5 pumps, whichever is higher.

Flow monitors

Mission pump telemetry systems

Shady Cove Headworks motor

RAW/WAS pump

Air diffusers

Clarifier motor

Disk Filter socks

UV tubes

Sludge pump

Polymer meter pump

Somat motor

This task should be completed on the following schedule

Year 1 – Identify parts and equipment needed for inventory

Purchase parts and equipment that are within the current budget

Year 2 – Include high value items in annual budget

Year 3 – Purchase all remaining items on inventory list.

### **Task 2.12 Complete GPS survey of Gold Hill and Shady Cove**

As relatively new members of the district the maps in Gold Hill and Shady Cove record maps have not been fully surveyed and put into the same coordinate system as maps of the core area. The entirety of both cities needs to be re-surveyed with the GPS system and put on the correct coordinate system and database. This should be done on the following schedule.

Year 1 – Begin Survey of Shady Cove

Year 2 – Complete survey of Shady Cove

Year 3 – Begin survey of Gold Hill

Year 4 – complete survey of Gold Hill

### **Task 2.13 Update GIS maps to include permits and service lines**

GIS maps have the capability of attaching documents to specific tax lots. This information can make it much simpler to research sewer service issues for individual properties.

Year 1 – Develop structure for how documents will be attached to tax lots and organized.

Begin attaching all new permits and planning actions.

Year 2 – Attach all historical sewer connection permits and planning actions to affected tax lots.

Begin attaching new private project related documents.

Year 3 – Attach historical project related documents.

Year 4 – Attach easement documents

### **Task 2.14 Provide better internet access for field operations and treatment plants.**

Field crews have been plagued with poor internet access which make viewing maps and uploading information difficult or impossible in certain areas. Additionally, the Shady Cove Treatment Plant has relied on an old DSL internet connection for internet service, which limits the ability of our SCADA system.

In order to better understand the connectivity issues with field crews we need to track locations and times when internet service is poor.

Year 1 – Complete broadband internet connection to the Shady Cove treatment plant

Track details of poor internet connections for field crews.

Year 2 – Analyze connectivity issues and research possible solutions.

Year 3 – Implement connectivity solutions.

### **Task 2.15 Move all maps to the same coordinate system and Elevation Datum**

Our current survey standards use NAD 83 State Plane Coordinates and vertical elevations referenced to NAVD 88. These standards have been in place for more than 20 years, however, portions of record maps that were created prior to adoption of the standard may be on a different coordinate basis.

Year 1 – Compare record map structure elevations to most current GIS ground elevations to identify areas that were created using a different elevation datum.

Year 2 – Re-survey areas identified created on a different elevation datum to collect proper elevation and coordinate data. Adjust record maps accordingly.

### **2.16 Install Card-Lock System at the White City Lagoons**

The White City Lagoon receives hauled waste from local septic tank pumpers. Our current process is to open the gates in the morning and close them at the end of our work day. Pumpers have requested longer hours of operation as they are often unable to get to the lagoons before we close and thus need to wait until the morning to discharge their tanks.

A card-lock system where pumpers could be issued an access pass would solve this problem and allow pumpers access at all times while still providing us with security to ensure that there is no illegal dumping.

Year 1 – install card lock system at lagoon entrance.

## **Finance**

### **Task 2.17 Take advantage of grant opportunities**

Over the past 30 years RVSS has used general fund revenues to pay for most capital improvements. Debt funding has been used for large interceptor projects. The last of this debt was paid off in 2023.

The recently passed federal Bipartisan Infrastructure Law has increased the amount of money available through grants and principal forgiveness for infrastructure projects. RVSS has taken advantage of these programs and has so far been awarded approximately \$3 million in grants and principal forgiveness for three separate projects, with another \$700,000 in principal forgiveness pending.

With this \$3.7 million in grants and principal forgiveness there will still be approximately \$7 million in debt that will need to be repaid.

The goal is to maximize the amount of grants and principal forgiveness received while minimizing the annual debt service.

With each year's capital improvement plan we will identify projects that are likely to be eligible for grant or principal forgiveness and that have an estimated cost of at least \$1 million. We will then apply for grants for these projects.

In order to keep debt service from becoming a burden we will limit borrowing so that our annual debt service 5% of our total sewer service revenue or less.

## **Energy**

### **Task 2.18 Expand electric vehicle fleet**

RVSS currently has five electric vehicles in its fleet. Two of these are small passenger cars and three are light duty trucks.

The vehicle replacement schedule calls for the replacement of five light duty trucks, one passenger vehicle, two medium duty trucks and all three flusher trucks in the next five years.

RVSS does not automatically replace vehicles or equipment after a certain number of years, rather, we consider the vehicles condition and repair history before making the decision to replace it. In many cases vehicles are kept in service well beyond their initial replacement date because they have proven to be reliable and are in good condition.

The goal is to keep vehicles in service as long as they can reliably perform the work intended. When replacement is warranted, they should be replaced with electric powered vehicles whenever it is practical.

### **Task 2.19 Expand Solar Power**

RVSS has a 70kw solar array at the main office which provides nearly all of the power used at this site.

RVSS has a 100 kw solar array at the Dunn Pump Station which provides approximately 25% of the power used at the site.

In 2024 this solar production accounted for just under 20% of the total electricity used by RVSS operations.

There are current plans to install more solar power at the main office specifically to support the electric vehicle chargers and plans to install solar power at the White City Lagoons to support operations there.

The previous strategic plan included an survey of locations where solar power systems could be viable. The survey determined that the Ashland #2, Agate, Peter Robinson, and Luthy pump stations all had adequate security and solar exposure to support solar power.

- Ashland #2 – RVSS entered into a contract with True South Solar to install solar power at the site. During the design phase it was discovered that the power infrastructure in the area could not support a solar system. The cost to upgrade the infrastructure was too high to make the project viable and it was abandoned.
- Agate – no work has been done to develop solar power at this site
- Peter Robinson - no work has been done to develop solar power at this site
- Luthy - no work has been done to develop solar power at this site

- Shady Cove Treatment Plant

A solar assessment in 2019 concluded that the existing roof space on the office/lab building and the pole barn could support a 45.2 kW solar array, which would offset 14% of the plants annual electric use.

In 2022 we received a proposal from the Oregon Clean Power Cooperative who proposed constructing a 301 kW solar array on property we would acquire from the neighbor. This project had a total estimated cost of \$800,000 which would be paid for through a combination of grants, tax credits, and bonds sold to community investors. Negotiations with the neighbor to acquire approximately 2.5 acres of land were unsuccessful and the project was abandoned.

The plan to expand our solar power generation will be done as follows:

Year 1 – complete planned installations at the RVSS main office and White City Lagoons

Year 2 – Solicit proposals and install solar systems at the Luthy, Agate, and Robinson pump stations.

Year 3 - Re-open negotiations with neighbor at Shady Cove Treatment Plant with intent to purchase 2.5 acres of land adjacent to the plant driveway.

Year 4 - Solicit proposals for the installation solar power at the Shady Cove plant sufficient to offset at least 90% of the stations power consumption.

Conduct a solar assessment of the Gold Hill treatment plant site.

Year 5 – Solicit proposals for the installation of solar power at the Gold Hill plat site sufficient to offset at least 90% of the sites energy use.

### **Task 2.20 Develop Beneficial Re-use of biosolids**

The Shady Cove Treatment Plant generates approximately 40 dry tons of biosolids per year. This is currently trucked to the Medford Regional Water Reclamation Facility where it is dried and trucked to the Dry Creek Landfill. Land application would eliminate the disposal fees and could reduce the cost to transport bio-solids.

This was a goal of the previous strategic plan but efforts stalled due to uncertainty about future regulations surrounding PFAS in biosolids. The regulatory picture has cleared enough to warrant further work in this area.

Land application of the biosolids would require approval from DEQ and treatment to either a Class A or Class B standard.

Class B can be achieved with our current infrastructure and would allow land application for certain agricultural uses.

Class A would require more intensive treatment but the end product would have no restrictions on where it could be used.

Year 3 – Complete Class B Biosolids Management Plan with approval from DEQ.

Year 4 – Begin land applying biosolids.

## **Goal 3 Be prepared for emergencies and natural disasters**

Emergency response and disaster preparedness are closely related but different activities. Emergency response refers to how RVSS reacts to immediate, localized emergencies, such as workplace accidents, sewer spills, etc. Disaster preparedness refers to how we prepare for, and respond to large regional disasters, such as wildfire, earthquake, or floods.

### **Emergency Response**

The overall goal of emergency response is for all employees to have the tools and training needed to minimize the damage or harm caused by a localized emergency. The types of emergencies anticipated include:

- Sewer spill
- Illicit discharge into stormwater system
- Medical emergency
- Workplace violence
- Vehicle accident
- Power outage
- Localized flooding
- Vandalism
- Fire

#### **Task 3.01 Train all staff in emergency response:**

All staff should be trained in basic emergency response so that they have a basic familiarity with the procedure before an emergency happens. For example, the first time an employee discharges a fire extinguisher should not be when the building is on fire. The following basic emergency response trainings should be done on a regular basis:

- CPR/First Aid – All staff
- Combined space entry – CSOs and TPOs
- Annual spill drill – all staff
- Annual fire drill – all staff
- Annual fire extinguisher training – all staff
- More in-depth spill training – partner w/ FD3???

A comprehensive list of emergency response trainings will be developed in the first year, and implemented each year thereafter.

#### **Task 3.02 Equip all vehicles with emergency supplies**

All RVSS vehicles should be equipped with basic supplies needed to respond to minor emergencies.

Year 1 – Ensure that all vehicles include the following equipment:

- Spill kits
- First aid kits
- Fire extinguishers

Years 2-5 – Reinspect all vehicles to ensure that emergency equipment is still in place.

### **Task 3.03 Provide bypass pumping capacity to bypass 90% of pipes at peak flow**

RVSS should have emergency pumping capacity to be able to bypass pump around a pipe failure almost anywhere in the system. It is not realistic to have pumps on hand to fully bypass some of the large interceptor pipes. A pump capable of moving 2,100 gallons per minute would be able to bypass 90% of the pipes in the system. We currently have one 6” portable pump that has this capacity. For proper emergency preparedness we should have redundancy in case one of our pumps is out of service.

Year 1 – Prepare Request for Proposals to purchase a new bypass pump. Include purchase in the annual budget.

Year 2 – Purchase new bypass pump.

### **Disaster Preparedness**

During a regional disaster we would expect widespread interruption of power supply, communications, and transportation systems. We could also expect significant damage to RVSS infrastructure.

The types of disasters anticipated include:

Cascadia Earthquake

Wildfire (i.e. Alameda Fire of 2020)

Flooding (i.e. New Years Day flood of 1997)

Wide-spread power outage

### **Task 3.04 Structural evaluation and hardening of critical infrastructure**

During an earthquake event there could be significant structural damage to critical infrastructure. In order to prepare for this we would need to have a structural engineer review certain structures to identify vulnerabilities and solutions to retrofit the structures as needed. This work will be completed according to the following schedule:

Year 1: Prepare Request for Qualifications to select a structural engineer to evaluate our facilities.

Year 2: Complete the structural evaluation of Dunn Pump Station, Shady Cove Treatment Plant, and the Luthy Pump Station.

Year 3: Incorporate recommended structural improvements into the Capital Improvement Plan

**Task 3.05 Develop plan to keep all pump stations in operation in the event of a regional power outage lasting 7 days.**

Of the 24 pump stations within the system only 4 have an emergency power on site. The rest rely on crews to respond to the site with portable pumps or generators to keep the stations operational.

The pump stations can be kept in service by moving portable equipment from one station to the next. Plan will need to identify the number and size of portable generators and/or bypass pumps, contingent routes to bring the generators to the pump stations in the event that bridges are down, estimate on the amount and type of fuel needed to maintain operations.

Year 1

- Determine amount of time each pump station can receive normal flows before overflow
- Identify portable pumps or generators available equipment available for emergency use and how long each needs to be assigned to each pump station to pump the wet wells down.
- Identify alternate routes to get to each pump station with the understanding that certain roads may be impassible due to flood waters or damaged bridges.

Year 2

- Develop Action Plan detailing the sequence that pump stations will be visited, and the amount of time and equipment needed at each pump station.
- Conduct a one day “all hands on deck” drill to simulate responding to every pump station.
- Use the results of the drill to identify weaknesses in the type or location of equipment and the need for additional equipment or better location of equipment. Note: The need for additional equipment can include the addition of more on-site emergency power.

Year 3

- Incorporate new equipment needs into the Capital Improvement Plan
- Conduct second annual “all hands on deck” drill and use results to refine plan.

### **Task 3.06 Develop inspection check-list for all critical facilities**

RVSS conducts annual inspections on all “critical facilities”. These are facilities in the collection system where a system failure would have a greater than normal impact. The critical facilities list includes all stream crossings, siphons, railroad crossings, and freeway crossings.

Year 1

- Develop action plan detailing the sequence of inspections needed to inspect all stream crossings and siphons.

Year 2

- Include critical facility inspections as part of the one day “all hands on deck” training exercise.

## **Goal 4 – Invest More in Employee Training**

Employee training is one of the most effective ways to improve productivity, competence, worker morale and employee satisfaction. Top companies typically will spend 7 days or more per year on formal employee training. That is our goal. Some of this training is already identified under Goal 3. We will accomplish this goal by developing individualized annual training programs for each employee.

The training schedule will be as a collaboration between each employee and their department head and will be done as part of each employees annual review.

Training schedule should consider the following types of trainings:

### **Employee led training**

RVSS has employees who are certified to provide training in specific areas. These trainings should be provided where needed.

- Office staff ride-along: Office staff to spend 1 day per year in field with crews
- Flagger Training
- Forklift Training

### **On-site training with outside instructor**

In areas where RVSS employees are not certified to provide training it may be useful to have an outside instructor come to RVSS to train entire groups at one time.

- Self-defense / conflict de-escalation
- Confined space entry
- CPR/first aid
- Blood Borne pathogens
- Hazardous material spill response (partner w/ FD3?)

### **Off-site training**

Off site trainings offer the opportunity of more in-depth training and sharing ideas with peers in other agencies. This training has the added expense of travel and accommodations so more care should be used when assigning off-site training. In general, travel outside of Oregon should not be used unless the training has high value and is not available in Oregon.

- Short schools
- Conferences

### **Field Drills**

Field drills give staff the opportunity to practice different types of emergency responses in a controlled environment.

- Pump station power drill

- Emergency bypass drill
- Office fire drill
- Stormwater spill drill

### **Job Specific training**

Each job position has unique skill requirements that may not be necessary or appropriate for other jobs.

- Microsoft Office training
- ArcGIS training
- OSHA safety training, i.e. trench safety, lock-out/tag-out, etc.

### **Self-improvement training**

There are any number of skills that would make a person a better employee that are not directly tied to their current job. Examples of this could include college level coursework in business, communications, mathematics, language training or other topics.

This type of training would generally be done on the employees own time but RVSS could provide tuition or other forms of support.

### **Brief trainings during monthly staff meetings**

Monthly staff meetings offer an opportunity to have a conversation with all employees. This is an ideal setting for brief training sessions on topics of general interest, including:

- Personnel policies issues
- Employee benefits
- Public employee ethics

### **On-line training**

RVSS has access to an extensive library of on-line training courses through SDAO. These courses are brief, usually 15 to 20 minutes, and give an provide an introductory lesson in a variety of topics, including workplace safety, human resources, cyber hygiene, etc.

Classes can be assigned by a supervisor and employees can take any classes that interest them.

Task 4.01 This goal will be completed under the following schedule

Year 1 – Develop individual training plan for each employee prior to their anniversary date.

## Goal 5 – Employee Appreciation/Team Building

### Task 5.01 Flexible Schedules

RVSS currently allows some form of flexible schedules for all employees. Most office workers currently work the 5/4-9 schedule. Under this schedule each 2-week pay period includes eight 9-hour days and one 8-hour day.

Most field crews also work this schedule during the summer months when days are longer, reverting back to normal 8 hour days in the winter.

Inspectors and the Construction Crew occasionally shift to a 4-10 schedule. This is a temporary arrangement intended to line up with the schedules of construction contractors.

RVSS does have a remote work policy which allows certain employees in certain positions to work remotely. In most cases this has been a temporary arrangement that would allow an employee to continue to work when they are unable to physically be in the office, such as if they were recovering from surgery.

Any form of flexible schedule is seen as beneficial to the employee. The flexibility improves employee morale and helps them better maintain a healthy work/life balance. RVSS' experience with these policies do not indicate any significant changes in overall productivity.

There are other types of flexible work arrangements that could be considered, including:

**Job Sharing/Part time:** Part time work is exactly what it sounds like. An employee would work, and be paid for, fewer hours in the week. In a job sharing program two or more employees would work part time at the same job, resulting in one full time position.

**Compressed Workweek:** This is where an employee works a full 40 hour workweek in less than 5 days. Our current practice of the 5/4-9 and 4x10 schedules are examples of compressed work week.

**Flex Time:** This gives the employee control of when they start and end their work shift, so long as they work the required number of hours.

**Remote work / Hybrid work:** This allows employees to work from home, either full-time or part-time, with some days spent in the office. This work arrangement is covered by our current remote work policy.

**Phased Retirement:** This arrangement allows older employees to gradually decrease their full-time work load as they near retirement.

Consideration of different types of flexible scheduling would be done at the request of individual employees. Flexible schedules may impact overtime calculations, holiday pay, employee benefits. In addition, flexible schedules could have a detrimental impact

on other employees if they are forced to shoulder extra work to accommodate a co-workers flexible schedule. All of these will need to be considered before approving any form of flexible schedules.

The goal is to adopt a policy outlining the procedure for considering flexible work schedules by the end of Year 1.

### **Task 5.02 Regular Compensation review**

RVSS has done regular salary reviews to ensure that the wages paid are competitive with comparable positions in the area and in the state. The last salary review was completed in 2022.

The goal is to complete a new salary review every 3-5 years which would mean a new salary review should be completed by the end of Year 2.

### **Task 5.03 Participate in Off-site activities**

Off-site activities are a good way to get to know fellow employees in a more casual environment and can be good for morale and general camaraderie in the workplace. Most RVSS employees have said that they would like to have more off-site activities. In practice, participation in these activities has been sparse unless they are done during normal work hours.

The goal is to convene a small group of employees to plan one social activity for staff outside of work each year.

## **Goal 6 – Improve Public Education / Outreach**

### **Task 6.01 Expand stormwater public education and outreach program to include sewer issues.**

One of the required elements of the stormwater program is that we have a public education and outreach program to provide information to the public about various stormwater issues and how individual choices can impact stormwater quality.

Our stormwater team often fields questions at public events related to sanitary sewers. This is an indication that there is at least some interest in knowing more about how sanitary sewers operate.

The stormwater team typically attends two public events per year where they set up displays and field questions from the public. Our goal is to add a sanitary sewer component to these events, including an employee with expertise in sanitary sewers or treatment, by the end of Year 2.

### **Task 6.02 More robust information program**

Historically RVSS has maintained a low public profile. The logic being that if we are doing our job effectively the system works and people don't need to worry about it.

We do include brief messages on the back side of our postcard bills and maintain a website that includes current events.

RVSS has sent out annual newsletters in the past to all customers. In recent years the frequency of these newsletters has waned due in part to the high cost of printing and mailing newsletters and in part due to the difficulty of finding time to write and edit meaningful articles.

There has been some interest in developing a more robust public outreach / public relations program. Such a program could include the following:

- Partnering with local cities to include sewer related articles in their newsletters
- Developing a more comprehensive social media presence
- Developing a regular electronic newsletter that could be posted on the website and emailed to customers
- Localized direct mailings to notify residents of upcoming capital projects that will disrupt traffic.
- Attendance at partner city council meetings.
- Interaction with local news media.
- Information sheets for customers, especially those with STEP/STEG or grinder pump services.
- Customer surveys

The primary difficulty here is that RVSS does not have any staff with expertise in communications or marketing. In order to develop a communications strategy and then implement would require that we either hire a consultant or an additional employee, or both, who could do the work.

Year 1 – Develop budget proposal that defines the general scope of work for a communications strategy.

Year 2 – Retain services of a communications expert to develop a comprehensive communications strategy.

Year 3 – Implement communications strategy.

# 5 Measures of Success

The overall goal of the strategic plan is to work towards perfection, knowing that it can never be attained. The specific tasks identified under each goal will bring us closer to the ideal state.

For this reason, we measure success not in attaining the goal but in completing the tasks that bring us closer. With previous versions of our strategic plan we have used completion of tasks as a measure for awarding annual performance bonuses to staff. We propose to continue this practice as outlined in Appendix B.

The General Manager will submit an annual report to the Board of Directors summarizing the progress towards completion of the Strategic Plan.

# **Appendix A**

## **Task Completion Schedule**

<b>Goal #1 Prevent all Sanitary Sewer Overflows</b>						
Task		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
1.1	Complete Sewer System Modelling					
	Basins 1,2,3,4,5	<b>0.2</b>				
	Basins 9,10,11,12,13		<b>0.2</b>			
	Basins 17, 20,21,22,23,24			<b>0.2</b>		
	Basins 14,15,16,18,19				<b>0.2</b>	
	Basins 6,7,8,25,26					<b>0.2</b>
1.2	Standardize minor pump stations					
	Vashti	<b>0.33</b>				
	Justice	<b>0.33</b>				
	Agate	<b>0.33</b>				
1.3	Smoke Testing					
	West Gregory Basin	<b>0.2</b>				
	Midway Basin		<b>0.2</b>			
	Justice Basin			<b>0.2</b>		
	Agate Basin				<b>0.2</b>	
	Robinson Basin					<b>0.2</b>
1.4	Incorporate smoke testing in CIP					
	West Gregory Basin, Shady Cove, Gold Hill		<b>0.25</b>			
	Midway Basin			<b>0.25</b>		
	Justice Basin				<b>0.25</b>	
	Agate Basin					<b>0.25</b>
1.5	Rehabilitate STEP/STEG systems					
	Minimum 8 tanks					
1.6	Replace/Rehave concrete an AC pipes					
	Minimum 12,250 feet	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
1.7	Allow shared services to participate in incentive program					
	Update Code		<b>1</b>			

1.8	Implement policy to include service laterals in CIP					
	Adopt policy		<b>1</b>			
	Total Tasks for Year	1.60	2.85	0.85	0.85	0.85

<b>Goal #2 Improve Organizational Efficiency</b>						
Task		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
2.1	Update SOPs					
	Establish Standard Format	<b>0.17</b>				
	Create List of existing SOPs	<b>0.17</b>				
	Discard obsolete or irrelevant SOPs	<b>0.17</b>				
	Put all SOPs into standard format		<b>0.17</b>			
	Staff review of all SOPs		<b>0.17</b>			
	Establish procedure for adding new SOPs and regular review of existing SOP			<b>0.17</b>		
2.2	Update Standard Drawings					
	Identify elements that need standard drawings	<b>0.25</b>				
	Review existing standard drawings, update as needed		<b>0.25</b>			
	Identify drawings that are needed but don't exist		<b>0.25</b>			
	Complete all needed standard drawings			<b>0.25</b>		
2.3	Update Employee Manual					
	Complete Manual	<b>1</b>				
	Update Manual		<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
2.4	Update On-Boarding Procedure					
	Stormwater Tech	<b>0.10</b>				
	GIS Tech	<b>0.10</b>				
	Stormwater Program Coord.	<b>0.10</b>				
	GIS Specialist	<b>0.10</b>				
	Finance Clerk		<b>0.10</b>			
	Treatment Plant Operator			<b>0.10</b>		
	Development Specialist			<b>0.10</b>		
	Inspector				<b>0.10</b>	
	Engineering Tech				<b>0.10</b>	
	Staff Engineer				<b>0.10</b>	

2.5	Update Job Descriptions					
	Stormwater Tech	<b>0.10</b>				
	GIS Tech	<b>0.10</b>				
	Stormater Program Coord	<b>0.10</b>				
	GIS Specialist	<b>0.10</b>				
	Finance Clerk		<b>0.10</b>			
	Treatment Plant Operator			<b>0.10</b>		
	Collection System Operator			<b>0.10</b>		
	Inspector				<b>0.10</b>	
	Engineering Tech				<b>0.10</b>	
	Staff Engineer				<b>0.10</b>	
2.6	Simplify SDC					
	Udpate SDC Methodology		<b>1</b>			
2.7	Expand Admin Building					
	Develop concepts	<b>0.33</b>				
	Develop budget estimates		<b>0.33</b>			
	Construct expansion			<b>0.33</b>		
2.8	Update Succession Plan					
	Complete Succession Plan		<b>1</b>			
2.9	Permits online					
	Develop policy on on-line permits	<b>0.5</b>				
	Implement policy		<b>0.5</b>			
2.10	Inventory High-Value tools					
	Complete inventory	<b>1</b>				
	Review and update inventory		<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
2.11	Maintain inventory of wear parts and replacement motors					
	Identify parts/motors needed	<b>0.33</b>				
	Purchase low cost items	<b>0.33</b>				
	Purchase high cost items			<b>0.33</b>		
2.12	Complete GPS survey of Gold Hill and Shady Cove					
	Complete survey of Shady Cove		<b>0.5</b>			
	Complete survey of Gold Hill				<b>0.5</b>	
2.13	Update GIS maps to include permits and service lines					
	Develop plan for how documents will be attached to tax lots	<b>0.25</b>				
	Attach all historical sewer permits and planning actions		<b>0.25</b>			
	Attach historical project documents			<b>0.25</b>		
	Attach easement documents				<b>0.25</b>	

2.14	Provide better internet access for field operations and treatment plants					
		<b>1</b>				
	Complete broad band internet connection to Shady Cove treatment plant					
	Track details of poor connectivity for field crews	<b>0.33</b>				
	Analyze connectivity issues and research solutions		<b>0.33</b>			
	Implement connectivity solutions.			<b>0.33</b>		
2.15	Move maps to same coordinate system					
		<b>1</b>				
	Compare record map elevations to GIS ground elevations to identify areas of variance					
	Re-survey areas of different elevations, adjust maps			<b>1</b>		
2.16	Install card-lock system at WC Lagoon					
	Install card lock at lagoon entrance		<b>1</b>			
2.17	Take advantage of grant opportunities					
		<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
2.18	Expand EV fleet					
		<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
2.19	Expand Solar Power					
	Main office vehicle chargers	<b>0.14</b>				
	WC Lagoon	<b>0.14</b>				
	Luthy PS		<b>0.14</b>			
	Agate PS			<b>0.14</b>		
	Robinson BS			<b>0.14</b>		
	SC Treatment Plant				<b>0.14</b>	
	Gold Hill Treatment Plant site					<b>0.14</b>
2.20	Develop Beneficial Re-use of biosolids					
	Complete Class B Biosolids Management Plan			<b>0.5</b>		
	Begin land applying biosolids				<b>0.5</b>	
	Total Tasks for Year	8.32	6.99	4.75	2.89	1.04

<b>Goal #3 Prepare for emergencies and natural disasters</b>						
Task		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
3.01	Train staff in emergency response					
	First Aid/CPR		<b>0.04</b>		<b>0.04</b>	
	Combined space entry	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>
	Annual spill drill	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>
	Annual fire drill	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>
	Annual fire extinguisher training	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>
	Hazardous spill response		<b>0.04</b>		<b>0.04</b>	
3.02	Equip all vehicles with emergency supplies					
	Equip all vehicles	<b>1</b>				
	Reinspect and re-equip		<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
3.03	Provide bypass pumping capacity					
	Purchase new pump		<b>1</b>			
3.04	Structural evaluation of critical infrastructure					
	Select structural engineer	<b>0.25</b>				
	Dunn Pump Station eval		<b>0.25</b>			
	Shady Cove TP eval		<b>0.25</b>			
	Luth PS eval		<b>0.25</b>			
	Complete needed improvements					<b>1</b>
3.05	Develop plan for 7 day power outage					
	Determine time to overflow for all pump stations	<b>0.33</b>				
	Identify equipment available to keep pumps operable	<b>0.33</b>				
	Identify alternate routes to access pump stations in case of road failures	<b>0.33</b>				
	Develop action plan to service all pumps		<b>0.25</b>			

	Conduct one day drill to keep all pumps operable		<b>0.25</b>			
	Determine additional equipment or manpower needs from drill		<b>0.25</b>			
	Incorporate new equipment in capital budget			<b>0.25</b>		
	Conduct annual drills			<b>0.33</b>	<b>0.33</b>	<b>0.33</b>
3.06	Develop Inspection checklist for all critical facilities					
	Develop action plan detailing sequence of inspections during disaster	<b>0.5</b>				
	Include inspections in one day disaster drill		<b>0.5</b>			
	Total Tasks for year	2.92	3.50	1.00	0.83	1.75

<b>Goal #4 Invest more in Employee Training</b>						
Task		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
4.1	Develop individual training plan for each employee					
	C Tappert	0.025	0.025	0.025	0.025	0.025
	C Balzer	0.025	0.025	0.025	0.025	0.025
	B Baldovino	0.025	0.025	0.025	0.025	0.025
	N Bakke	0.025	0.025	0.025	0.025	0.025
	T Weber	0.025	0.025	0.025	0.025	0.025
	J Pariani	0.025	0.025	0.025	0.025	0.025
	T Harris	0.025	0.025	0.025	0.025	0.025
	W James	0.025	0.025	0.025	0.025	0.025
	M Atchley	0.025	0.025	0.025	0.025	0.025
	T Hammond	0.025	0.025	0.025	0.025	0.025
	P Christianson	0.025	0.025	0.025	0.025	0.025
	B Jones	0.025	0.025	0.025	0.025	0.025
	J Wiseman	0.025	0.025	0.025	0.025	0.025
	C Link	0.025	0.025	0.025	0.025	0.025
	C Griggs	0.025	0.025	0.025	0.025	0.025
	B Thomson	0.025	0.025	0.025	0.025	0.025
	J Cobian	0.025	0.025	0.025	0.025	0.025
	E Scott	0.025	0.025	0.025	0.025	0.025
	E Stalker	0.025	0.025	0.025	0.025	0.025
	R Schulze	0.025	0.025	0.025	0.025	0.025
	J Thorpe	0.025	0.025	0.025	0.025	0.025
	M Redondo	0.025	0.025	0.025	0.025	0.025
	T Swift	0.025	0.025	0.025	0.025	0.025
	F Guerra	0.025	0.025	0.025	0.025	0.025
	A Forster	0.025	0.025	0.025	0.025	0.025
	C Walker	0.025	0.025	0.025	0.025	0.025
	B Poaster	0.025	0.025	0.025	0.025	0.025
	C Lazina	0.025	0.025	0.025	0.025	0.025
	J Perigo	0.025	0.025	0.025	0.025	0.025
	M Wood	0.025	0.025	0.025	0.025	0.025
	A Furnish	0.025	0.025	0.025	0.025	0.025
	S Crocker	0.025	0.025	0.025	0.025	0.025
	T Lee	0.025	0.025	0.025	0.025	0.025
	M Pierce	0.025	0.025	0.025	0.025	0.025
	S Hertel	0.025	0.025	0.025	0.025	0.025
	R Zimmerman	0.025	0.025	0.025	0.025	0.025
	D Peccia	0.025	0.025	0.025	0.025	0.025
	C Howe	0.025	0.025	0.025	0.025	0.025
	D Forbuss	0.025	0.025	0.025	0.025	0.025
	Vacant	0.025	0.025	0.025	0.025	0.025
	Total Tasks for year	1	1	1	1	1

<b>Goal #5 Employee Appreciation / Team Building</b>						
Task		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
5.01	Flexible Schedules					
	Adopt policy outlining procedure for considering flexible work schedule		<b>1</b>			
5.02	Compensation Review					
	Complete new compensation review		<b>1</b>			
5.03	Off-site activities		<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>
	Total Tasks for Year	<b>0</b>	<b>2.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

<b>Goal #6 Improve Public Education / Outreach</b>						
Task		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
6.01	Expand stormwater education and outreach to include sewer					
	Add sewer component to public outreach events		<b>1</b>			
6.02	Robust public information program					
	Develop budget proposal to define scope of communications strategy	<b>0.5</b>				
	Retain services of communications effort to develop strategy		<b>0.5</b>			
	Implement communications strategy			<b>0.33</b>	<b>0.33</b>	<b>0.33</b>
		0.50	1.50	0.33	0.33	0.33

	Year 1	Year 2	Year 3	Year 4	Year 5		
Goal 1	1.60	2.85	0.85	0.85	0.85		7.00
Goal 2	8.32	6.99	4.75	2.89	1.04		24.00
Goal 3	2.92	3.50	1.00	0.83	1.75		10.00
Goal 4	1.00	1.00	1.00	1.00	1.00		5.00
Goal 5	-	2.25	0.25	0.25	0.25		3.00
Goal 6	0.50	1.50	0.33	0.33	0.33		3.00
	14.34	18.09	8.19	6.16	5.23		52.00

# **Appendix B**

## **Performance Incentive**

The Performance Incentive plan provides a mechanism to connect the completion of tasks in the strategic plan to financial rewards for employees.

The amount of money distributed to employees will be based on the percentage of tasks completed during the year and the maximum amount allocated by the Board through the budget process. For example, if the Board allocates \$20,000 for performance incentive and employees complete 75% of the tasks for the year, the total incentive awarded would be \$15,000.

Each task in the strategic plan is assigned a value. Typically, individual tasks that can be completed independently are assigned a value of one. Tasks that are repeated every year or tasks that include multiple steps have a pro-rated value. For example, for a task that includes three steps to complete each step would have a value of 0.33.

Tasks that are not completed in the scheduled year will be re-assigned to the next year.

At the end of the year the General Manager will prepare a report summarizing the tasks that have been completed and not completed. The total incentive will be the dollar amount allocated by the Board multiplied by the percentage of tasks completed.

The total incentive will be divided in a way in which each regular employee receives an equal share and each introductory employee receives a half share. Temporary or part-time employees will not receive a portion of the incentive.