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# OUR STRATEGIC INITIATIVES

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Encina relies upon the strategic planning process to align the Vision, Mission, and Core Values with the strategies, objectives, goals, and tasks of everyday operations. The Strategic Plan is a valuable tool that provides focus and direction for all employees to ensure we achieve our goals. Each Strategic Initiative identified below provides structure and forward guidance on items that may come before Encina's Board of Directors and is supported by a team of employees with diverse backgrounds, skill sets and areas of expertise. Our strategic plan represents the future of Encina.

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**SI – 1 Protect Public Health and Safety**

**SI – 2 Remain an Employer of Choice**

**SI – 3 Ensure Administrative Effectiveness**

**SI – 4 Maintain Infrastructure Reliability and Safeguard Public Assets**

**SI – 5 Pursue Resource Recovery**

**SI – 6 Optimize Operational Performance**

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# 2025 TACTICAL PLAN

## Purpose of the Tactical Plan

The 2025 Tactical Plan describes specific activities staff will undertake during the calendar year in support of the Strategic Initiatives identified in Encina’s Board of Directors approved 2024-2029 Five-Year Strategic Plan.

<b>STRATEGIC INITIATIVE NO. 1: PROTECT PUBLIC HEALTH AND SAFETY</b>				
<i>Protect the health of the public, employees, and the environment, meeting all regulatory requirements.</i>				
ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2025 SI-1-1	Comply with administrative requirements of Air Pollution Control District’s (APCD) Health Risk Assessment (HRA) for 2021 Emissions Year	Develop and submit required HRA compliance documentation, including annual Public Health Risk Notifications and Public Meeting and implementation of administrative elements of Encina’s Risk Reduction Plan, including source testing.	Director of Environmental Compliance	August 2025
2025 SI-1-2	Comply with new Occupational Safety and Health Administration (Cal/OSHA) requirements for Indoor Heat Illness Prevention	Update Encina’s existing heat illness prevention plan to include indoor workplaces, in accordance with recent guidance and standards from Cal/OSHA, and complete staff training.	Safety and Training Manager	April 2025
2025 SI-1-3	Update Laboratory Safety Chemical Hygiene Plan for Encina’s Environmental Laboratory	Complete review, update, and training of Encina’s Laboratory Chemical Hygiene Plan, developed in accordance with Cal/OSHA requirements	Safety and Training Manager/ Laboratory Manager	September 2025
2025 SI-1-4	Conduct Dust Hazard Analysis of Heat Dryer to protect employee safety and health	Engage a third-party consultant to evaluate dust hazards in the heat dryer building and make recommendations for safety improvements, if required.	Safety and Training Manager	July 2025
2025 SI-1-5	Maintain Ocean Outfall in Compliance with State Lands Commission Lease Requirements	Complete Ocean Outfall External Maintenance and Inspection	Senior Construction Manager	November 2025

## STRATEGIC INITIATIVE NO. 2: REMAIN AN EMPLOYER OF CHOICE

*Attract, retain and develop a highly skilled, adaptable and engaged workforce.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2025 SI-2-1	Improve employee access to health and wellness programs	Hold annual benefit fair in Fall 2025; implement 100% online enrollment; promote mental health benefits	Human Resources	December 2025
2025 SI-2-2	Improve the on-boarding experience for new hires	Implement the "OnBoard" program available in NEOGOV	Human Resources	July 2025
2025 SI-2-3	Promote an "Organization of Excellence" culture at Encina	Complete the rollout of the "Values Driven Organization" initiative; plan and execute organizational activities around remaining three core values (Integrity, Responsibility and Respect)	General Manager	July 2025
2025 SI-2-4	Reduce Encina's deductible for employment practices liability (EPL)	Require all supervisors to attend a minimum of 2 hours training to qualify for CSRMA's EPL incentive program.	Assistant General Manager	December 2025
2025 SI-2-5	Meet new state requirements for recruitment and hiring	Implement AB2561 (reporting on vacancies) and SB1100 (driver's license requirements)	Human Resources	July 2025
2025 SI-2-6	Initiate Board and Ad Hoc Subcommittee deliberation on employee salary and benefits	Implement a compensation study; conduct meetings with Ad Hoc Subcommittee and Board as appropriate	Assistant General Manager	December 2025

### STRATEGIC INITIATIVE NO. 3: ENSURE ADMINISTRATIVE EFFECTIVENESS

*Provide efficient and effective administrative systems and sustain financial viability, in accordance with best management practices and strategic planning.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2025 SI-3-1	Improve, update and modernize asset management systems	Complete the new CMMS platform migration to include Predictive & Preventive Maintenance	Director of Technical Services	December 2025
2025 SI-3-2	Finalize member agency billing methodology	Determine efficacy of pilot program for revised billing methodology and modify Revised Basic Agreement accordingly	Director of Finance	June 2025
2025 SI-3-3	Prepare and publish the Recommended FY 2025-26 Operating and Capital Budget	Board of Directors approves and recommends the budget to Encina's Member Agencies; Board of Directors approves authorizing resolution	Director of Finance	July 2025
2025 SI-3-4	Obtain Independent 3rd Party Annual Financial Audit and complete Encina's FY 2024-25 Annual Comprehensive Financial Report (ACFR)	Board of Directors receives and files final report	Director of Finance	December 2025
2025 SI-3-5	Ensure Encina's Information Systems are in a state of emergency preparedness	Develop backup disaster recovery plan	IS Manager	December 2025
2025 SI-3-6	Implement the Operational Data Management System and train all end users.	Complete system implementation and train 100% of end users within 3 months of implementation	IS Manager / Training and Quality Control Specialist	September 2025
2025 SI-3-7	Ensure Encina staff complete current safety training relevant to their duties, including incident reporting.	Implement new safety tracking software to provide improved tracking and reporting of safety training and Safety Data Sheets; tie employee safety training participation to merit pay increases	Safety Manager	July 2025

## STRATEGIC INITIATIVE NO. 4: MAINTAIN INFRASTRUCTURE RELIABILITY AND SAFEGUARD PUBLIC ASSETS

*Achieve uninterrupted, long-term wastewater treatment service through sound planning, investment, maintenance and replacement of Encina assets and develop systems and procedures to protect those assets.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2025 SI-4-1	Enhance EWPCF site security posture	Initiate Capital Improvement Projects to improve perimeter fencing, install additional security cameras, and upgrade badge readers; integrate hardware with security software.	Safety & Training Mgr./ Director. of Tech Services	October 2025
2025 SI-4-2	Confirm Encina's cybersecurity posture	Complete annual vulnerability and penetration testing of Encina's network and report findings to the Executive Leadership Team; ensure all employees complete cyber security awareness training	Information Systems Manager	November 2025
2025 SI-4-3	Confirm power generation emergency preparedness	Test "black start" Standard Operating Procedure and implement training; Perform two plant shutdowns to assess staff readiness and identify any deficiencies	Dir. of Technical Svc/ Director of Operations	December 2025
2025 SI-4-4	Advance the Primary Sedimentation Basin Structural and Mechanical Rehab	Initiate Design for the Primary Sedimentation Basin Phase II Improvements Project	Engineering Services Manager	May 2025
2025 SI-4-5	Complete construction of the Primary Sedimentation Basin Phase I Improvements Project.	Obtain Final Acceptance for the project	Senior Construction Manager	September 2025
2025 SI-4-6	Advance the DAFT Phase II Improvements Project	Complete Preliminary Design Report	Engineering Services Manager	October 2025
2025 SI-4-7	Complete construction of the Screenings Building Roofing Replacement Design Build Project	Obtain Final Acceptance of the Project.	Senior Construction Manager	May 2025
2025 SI-4-8	Advance the Heat Dryer Mechanical and Controls Improvements Design Build Project	Award Phase I Preconstruction Services.	Senior Construction Manager	September 2025
2025 SI-4-9	Implement network infrastructure upgrades to replace End-of-Life (EOL) assets	Replace 15 access points and 18 switches due to EOL	IS Manager	December 2025
2025 SI-4-10	Develop a valve exercise program for the Anaerobic Digesters and Gas Management System	Create a comprehensive inventory of all digester and gas management valves, establish a schedule for routine exercise and maintenance, and implement a tracking system to ensure program adherence	Operations Manager / Maintenance Manager	September 2025

## STRATEGIC INITIATIVE NO. 5: PURSUE RESOURCE RECOVERY

*Explore and implement waste resource recovery opportunities for beneficial reuse.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2025 SI-5-1	Advance Alternative Fuels Receiving Facility Improvements	Award contract for Construction Services	Engineering Services Manager	July 2025
2025 SI-5-2	Advance the CLEAR Project (Cogeneration Low-Emission Augmentation and Retrofit)	Complete Phase I of the Progressive Design-Build Project	Engineering Services Manager	December 2025

## STRATEGIC INITIATIVE NO. 6: OPTIMIZE OPERATIONAL PERFORMANCE

*Strive for excellence, innovation and continuous improvement to provide operational systems that bring the highest value to the communities we serve.*

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
2025 SI-6-1	Develop business intelligence solutions for common notification, reporting and analysis needs	Automate two to three common reporting requests	Director of Finance	December 2025
2025 SI-6-2	Develop metrics and methods to assess Encina performance relative to industry standards	Present revamped quarterly Key Performance Indicator report to Board of Directors utilizing guidelines from the EPA's Effective Utility Management (EUM); apply for CWEA Plant of the Year	Director of Finance/Director of Operations	October 2025
2025 SI-6-3	Investigate comprehensive Automation of EWPCF Controls	Complete EWPCF Process Automation Study and present findings to the MAM and Board	Director of Operations	December 2025
2025 SI-6-4	Ensure optimization of inventory control	Conduct a third part audit of inventory management to ensure consistency with best practices	Director of Technical Services	October 2025
2025 SI-6-5	Evaluate technology solutions to digitize daily operational activities	Provide recommended Operations technology solutions with implementation timeline and cost	Director of Operations	October 2025
2025 SI-6-6	Improve administrative efficiency of Encina's Source Control Program to maximize limited staff resources and service to Member Agencies	Implement enhancements to the Pretreatment Information Management System (PIMS), including integration of PIMS data with Member Agency Geographic Information Systems (GIS) data	Source Control Manager	July 2025
2025 SI-6-7	Evaluate use of artificial intelligence (AI) to improve operational productivity	Implement staff training and develop a policy on use of AI at Encina	Information Systems Manager	July 2025