



Ironhouse Sanitary District
450 Walnut Meadows Drive
Oakley, CA 94561

ironhousesanitarydistrict.com

27+

Ironhouse Sanitary District

STRATEGIC PLAN

2022–2027+



Services



Environment



Community



Advocacy



Organization

Acronyms

BIMID	Bethel Island Municipal Improvement District
CASA	California Association of Sanitation Agencies
CCTV	Closed Circuit Television
CCWD	Contra Costa Water District
CMMS	Computerized Maintenance Management System
Con Fire	Contra Costa County Fire Protection District
CSDA	California Special District Association
CWEA	California Water Environment Association
DWD	Diablo Water District
ECCFPD	East Contra Costa Fire Protection District
ECCID	East Contra Costa Irrigation District
FOG	Fats, Oils, and Grease
GIS	Geographic Information Systems
ISD	Ironhouse Sanitary District
JPA	Joint Powers Authority
LAFCO	Local Agency Formation Commission
NGO	Non-governmental Organization
NPDES	National Pollutant Discharge Elimination System
RD 830	Reclamation District No. 830
SCADA	Supervisory Control and Data Acquisition
SMP	Sewer Master Plan
SSMP	Sewer System Management Plan
SOI	Sphere of Influence
WEF	Water Environment Federation
WRF	Water Recycling Facility
WRWC	Western Recycled Water Coalition

CONTENTS

Foreword.....	2
Our Future.....	6
Mission.....	6
Vision.....	6
Values.....	7
Goals & Objectives	8
ISD Services and Assets.....	10
Environmental and Resource Stewardship.....	12
Customer and Community Engagement.....	14
Strategic Partnerships and Advocacy.....	16
Enduring Organization	18
Trusted Partners	21

FOREWORD

In 2020, Ironhouse Sanitary District commemorated its 75th Anniversary – from its inception of serving a rural township, Oakley, in 1945 to serving more than forty thousand residents and businesses today. The District’s modernized sanitary systems protect our health, wellness, and environment, and deliver dependable, efficient, and innovative collection, treatment, and reuse of our community’s wastewater. As the year 2021 comes to a close, we present the District’s **5-Year Strategic Plan 2022-2027** (SP27+), which focuses on creating and sustaining a resilient future that will meet the needs of our diverse ratepayers and stakeholders.

Located in the Delta and serving the City of Oakley, Bethel and Jersey Islands, and Eastern Contra Costa County, we recognize our diverse community has unique needs. As a Special District, Ironhouse embraces our role and responsibility to provide continuous wastewater service while creating the reusable resources of recycled water and biosolids to serve our community at large. We are proud of the District’s foresight and innovative approach to provide beneficial high-quality recycled water to enhance our environment and create potential to augment water supply, particularly in the era of climate change, which threatens our communities and economy with droughts that endure year-round.

Ironhouse is committed to being a community leader to solve 21st century challenges with advanced technology and creating partnerships to meet our collective needs with our shared assets – our people. We acknowledge that we have a distinct mission, and in order to achieve our mission, we rely on our rate payers, District Board of Directors and staff, and community stakeholders – all of

whom are vital to our shared success. We want to thank those who were involved in developing our SP27+ and those who will partner with us to achieve what we cannot accomplish alone. The District's SP27+ is robust to meet our regulatory obligations as well as our societal commitments to create a resilient future. We invite you to join us where we share a common vision to prioritize:

- **District Services & Assets** through maintenance and improvement
- **Environmental & Resource Stewardship** to protect community health and the environment
- **Customer & Community Engagement** with accountability, inclusivity, and transparency
- **Strategic Partnerships & Advocacy** to promote shared interests at the local, regional, state, and federal levels
- **Enduring Organization** by valuing our ratepayers, employees, and health and wellness within the organization

Ironhouse looks forward to serving you for the next 75 years and beyond. With advanced planning through the SP27+ we can confidently achieve our greatest opportunities while building a healthier and connected community.

Sincerely,



Chris Lauritzen
Board President



Chad Davisson
General Manager



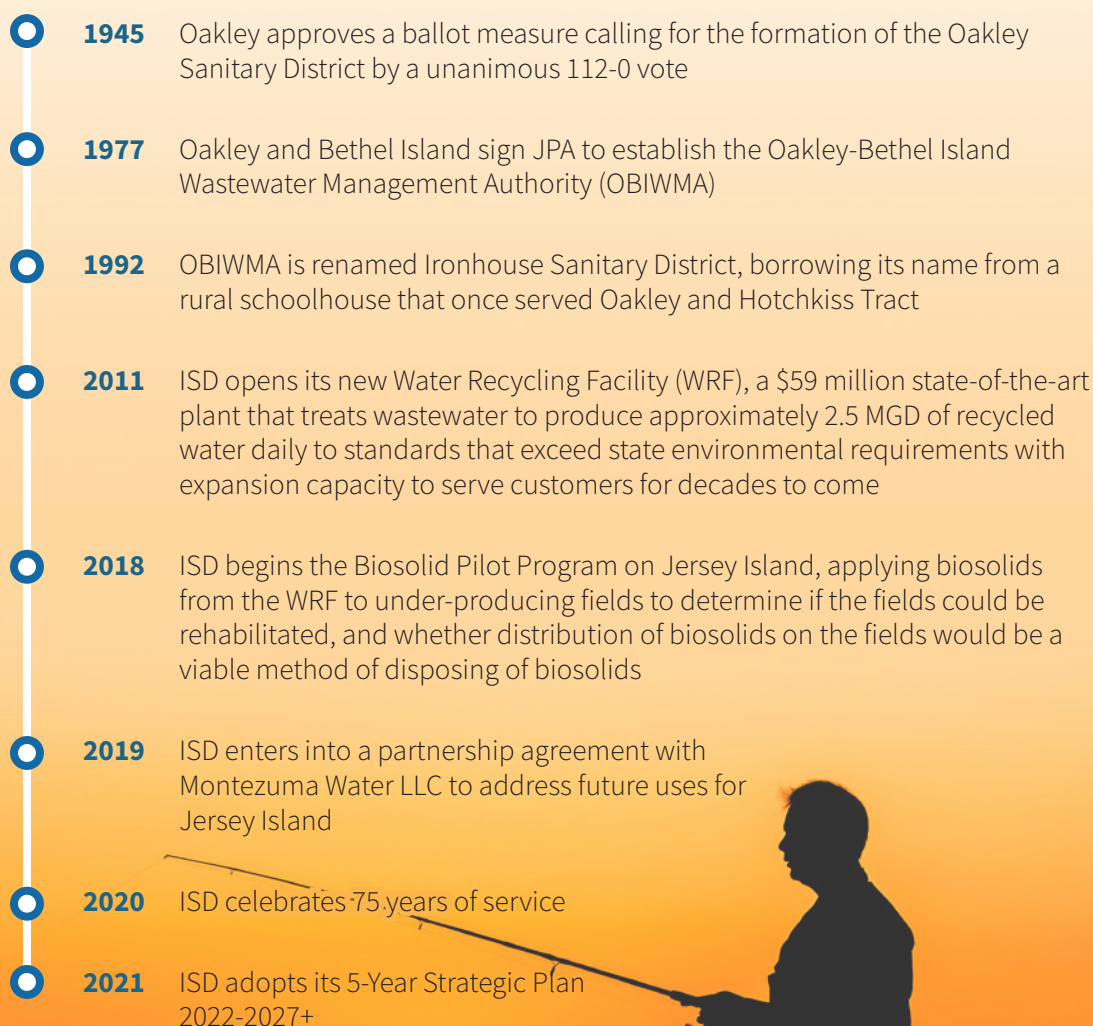
Chris Lauritzen,
ISD Board President



Chad Davisson,
ISD General Manager

ABOUT IRONHOUSE

Much like the community it serves, Ironhouse Sanitary District (ISD) has a long and storied history. The timeline below highlights important moments in Ironhouse’s evolution.

- 
- 1945** Oakley approves a ballot measure calling for the formation of the Oakley Sanitary District by a unanimous 112-0 vote
 - 1977** Oakley and Bethel Island sign JPA to establish the Oakley-Bethel Island Wastewater Management Authority (OBIWMA)
 - 1992** OBIWMA is renamed Ironhouse Sanitary District, borrowing its name from a rural schoolhouse that once served Oakley and Hotchkiss Tract
 - 2011** ISD opens its new Water Recycling Facility (WRF), a \$59 million state-of-the-art plant that treats wastewater to produce approximately 2.5 MGD of recycled water daily to standards that exceed state environmental requirements with expansion capacity to serve customers for decades to come
 - 2018** ISD begins the Biosolid Pilot Program on Jersey Island, applying biosolids from the WRF to under-producing fields to determine if the fields could be rehabilitated, and whether distribution of biosolids on the fields would be a viable method of disposing of biosolids
 - 2019** ISD enters into a partnership agreement with Montezuma Water LLC to address future uses for Jersey Island
 - 2020** ISD celebrates 75 years of service
 - 2021** ISD adopts its 5-Year Strategic Plan 2022-2027+

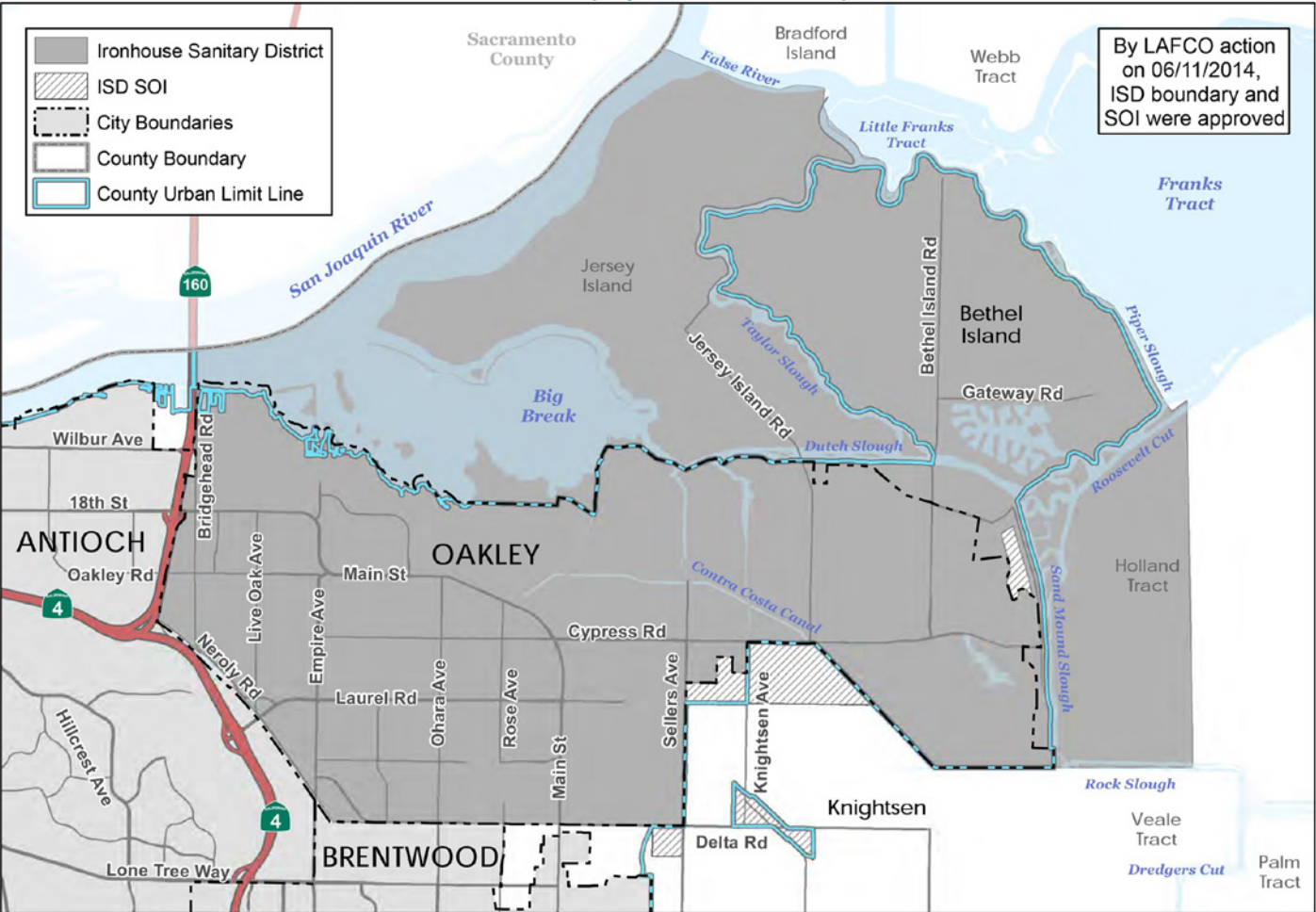


Water Recycling Facility



Agricultural Production

Ironhouse Sanitary District Service Area



Cattle at Jersey Island



Kayaking on the Delta

partnership

OUR FUTURE

excellence, diversity, community, trust, equity

Our **Mission, Vision, and Values** embody the District’s purpose: a resilient future and a community with shared vision and intent.

Through an open, transparent, and far-reaching process, the District collaborated with valued stakeholders to formulate plans for our collective future. We invited participation from the District's Board of Directors and staff, and from community leaders in local government; water, wastewater, and fire districts; and economic development organizations.

Ironhouse recognizes the distinct roles and responsibilities in delivering the SP27+, which includes staff working within the framework of executing the Board’s direction and collaboratively working together to minimize the District’s risk and optimize our opportunities. While the SP27+ serves as our compass for the next five years, the Mission, Vision, and Values are the guiding beacon to secure achievement.

Mission

Ironhouse Sanitary District protects public health, resources, and the environment through dependable, efficient, and innovative collection, treatment, and multi-benefit reuse of our community’s wastewater for a resilient future.

Vision

Ironhouse Sanitary District is a leader committed to industry excellence in serving our diverse community with trust, transparency, and fiscal responsibility to maximize the beneficial use of our shared resources.

innovative, multi-benefit, committed, forward-thinking, equity, transparency, communication, engagement

Values

- Respect the diversity and needs of our staff and community by operating with inclusion and integrity.
- Empower a culture of wellness and safety for our staff, community, and partners.
- Foster positive relationships through active internal and external collaboration.
- Create and promote a positive customer service experience through proactive engagement, transparency, and communication.
- Cultivate forward-thinking by embracing environmental stewardship, equity, and fiscal accountability.



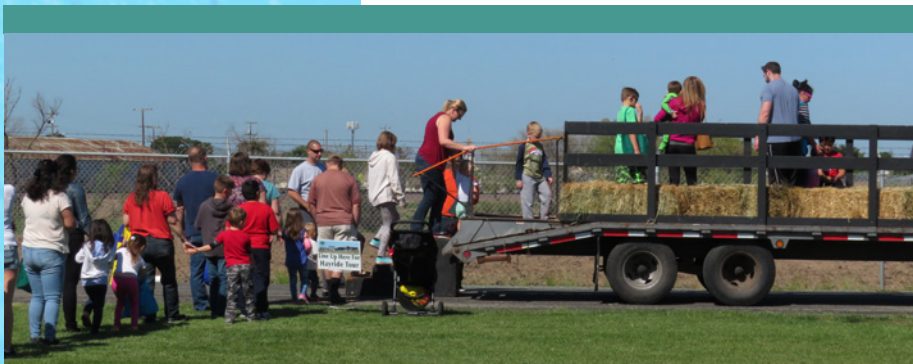
Ironhouse Staff

GOALS & OBJECTIVES

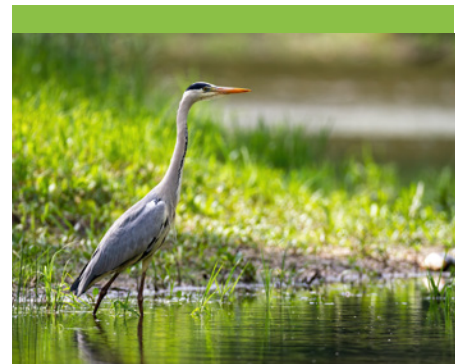
The SP27+ was launched through an inclusive process to engage input from internal and external stakeholders that are key to the District’s success.

With over 38 survey responses, 15 stakeholder interviews, and three publicly attended Board of Directors Workshops, the District identified a number of opportunities and challenges for the next five years. The SP27+ **Goals and Priority Objectives** were discussed and refined to meet today’s needs and tomorrow’s demands. They were designed to represent distinct activities that the District must engage in to leverage our resources to the benefit of our customers and the community at large.

The Goals and Priority Objectives described in the following sections do not imply a hierarchy of importance, as the District recognizes that some goals will be launched in tandem and some may not be launched for years to come based on shifting circumstances. What is critical is that we have a vision and plan that allows us to weigh priorities and measure them purposefully as dynamic opportunities and barriers to success present themselves. Our commitment is to move the District’s goals forward and achieve alignment based on purposeful communication with the Board, our customers, and our stakeholders to partner for informed decision-making and advance progress.



Oakley Science Week at ISD



Great Blue Heron at Big Break

The District’s goals, illustrated below, will be accomplished through priority objectives that will be measured, evaluated, and recalibrated bi-annually to realize the full potential of the District’s SP27+.

Customer & Community Engagement

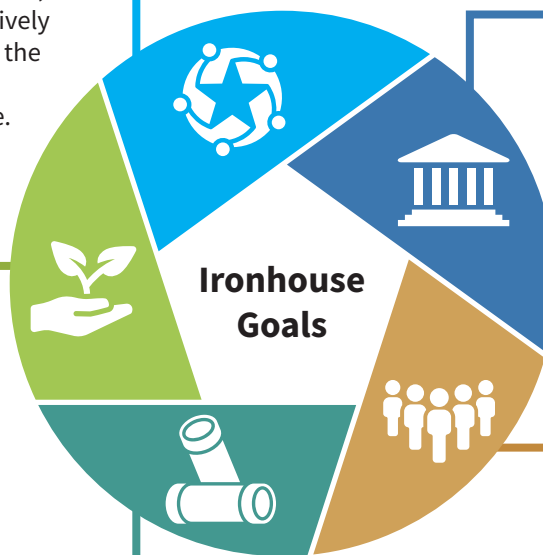
ISD will remain an accountable, inclusive, and transparent partner as we proactively engage our stakeholders to maximize the benefit of our resources to the betterment of our community at large.

Environmental and Resource Stewardship

ISD will be an innovative leader by implementing practices and projects that promote resource recovery to protect community health and the environment.

ISD Services and Assets

ISD will continue to be an industry leader that serves our customers by maintaining and improving our services and assets as public investments.



Strategic Partnerships and Advocacy

ISD will cultivate strategic relationships and identify common goals to advocate at a local, regional, state, and federal level, which promote our shared policy and funding interests.

Enduring Organization

ISD will continue to thrive by valuing our ratepayers’ investment through fiscal responsibility, empowering employees, and ensuring health & wellness within the organization.



ISD Staff in Action



Residential Recycled Water Fill Station



ISD Services and Assets

ISD will continue to be an industry leader that serves our customers by maintaining and improving our services and assets as public investments.



UV Lights at the Water Recycling Facility

Services and assets are the District’s backbone and core purpose to meeting our customers’ needs. Our customers include current and future private residents and commercial businesses who rely on Ironhouse to provide sanitary solutions to wastewater. Three key sub-goals are critical to ensuring that the District’s assets are up to the task today and into the future: **Wastewater** capital assets, **Operations and Maintenance** of District assets, and **Jersey Island/RD830** as a local and regional economic and environmental asset.

Our assets are under threat from aging infrastructure, environmental and natural disaster factors, and increasing regulatory requirements, and as such are in the forefront of the District’s focus to repair, replace, and maintain to their full life cycle. We recognize that we have an obligation to meet regulatory standards and to maximize the fullest potential to realize the public’s investment while creating a resilient community and environment.

Wastewater

ISD’s wastewater collection and treatment will meet current and future regulatory compliance ensuring that services and capital assets maximize value to our ratepayers.



ISD Staff at the Collections Facility

- Update the 2004 Sewer Master Plan (SMP) to include collection system improvements necessary to serve existing and future customers within the District service area including consideration of residents currently on septic
- Maintain the Sewer System Management Plan (SSMP) to ensure regulatory compliance
- Review the Water Recycling Facility (WRF) Reliability Study annually and update as appropriate
- Update, prioritize, and complete capital projects as projected from SMP and the WRF Reliability Study
- Maintain security of critical infrastructure to prevent unauthorized access including cyber security

- Create a safe and sustainable strategy for Fats, Oil, and Grease (FOG) management at the influent pump station to minimize impact on operations & maintenance within our collection and treatment processes
- Renew the National Pollutant Discharge Elimination System (NPDES) permit every five years
- Accommodate current and future population growth (staffing, equipment, financial impacts)

Operations & Maintenance

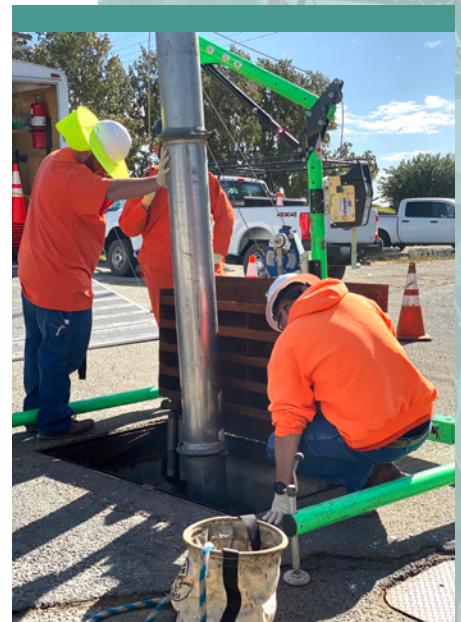
ISD will minimize risk and improve resiliency of our assets by using best practices in operations and maintenance to maximize useful life.

- Stay current with changing technologies in the wastewater industry (GIS, CMMS, SCADA, equipment, computer hardware/software, CCTV, cleaning systems)
- Conduct a Risk and Resiliency Assessment of our facilities and maintain infrastructure using best practices to promote maximum useful life to meet community needs and regulatory requirements (linear assets, odor control systems, WRF, lift stations)
- Prepare for natural disasters (earthquake, levee incident, etc.) by maintaining a current Business Plan/Emergency Action Plan

Jersey Island / RD 830

ISD will optimize Jersey Island as a local and regional asset leveraging opportunities for economic value while managing risk.

- Be effective stewards of Jersey Island as a key Delta, local, and statewide asset of importance to support current and future land uses
- Select the trustees of RD 830 to manage and maintain the levee, irrigation, and drainage systems in a fiscally responsible manner
- Support RD 830's efforts to rehabilitate the levee system to a resilient standard to protect the asset from the risk of sea level rise and climate change
- Implement Board-directed action plan and timeline for change of operations on Jersey Island as considered by the Jersey Island Committee and seek the maximum cost-effective operations to leverage Jersey Island's beneficial uses
- Secure to the fullest extent possible any funding opportunities



Hydro-flushing the Collection System



Environmental and Resource Stewardship

ISD will be an innovative leader by implementing practices and projects that promote resource recovery to protect community health and the environment.



Jersey Island and Mt. Diablo

Environmental and Resource Stewardship is key to the District’s envisioned future by protecting and enhancing our most vital resources through setting high standards of **Eco-Priorities**, managing the beneficial reuse and recovery of **Biosolids**, and maximizing water reuse through **Recycled Water**. Our intentions that were envisioned more than a decade ago positioned the District to be a major contributor to the advancement of California’s most sought-after re-purposed water and biosolids. Within our growing community we have the opportunity to meet the needs of new residents and businesses with the potential for recycled water for both the environment and planned and working landscapes. Strategic partnerships are critical to maximizing the benefit of our region’s limited water resources through collaboration to support our Delta communities and beyond.

Eco-Priorities

ISD will conduct business through the lens of environmental responsibility and identify eco-priorities as part of best management practices.

- Advocate to protect water quality, expand the uses of recycled water, and protect the Delta while keeping the District financially sound (e.g., Jersey Island flood protection, salt-intrusion barrier, environmental and public health protection through regulatory compliance)
- Engage our stakeholders and community to communicate the benefits of resource recovery
- Strengthen our resilience to address the effects of climate change, long-term drought conditions, and natural disasters (e.g., carbon footprint management)
- Seek opportunities for environmental conservation on District-owned properties
 - *Reduce reliance on chemicals and fossil fuels where practical to continue to reduce our carbon footprint consistent with local/ County mandates or policies and reduce our reliance on non-recycled products*



Spreading Biosolids on Jersey Island

Biosolids

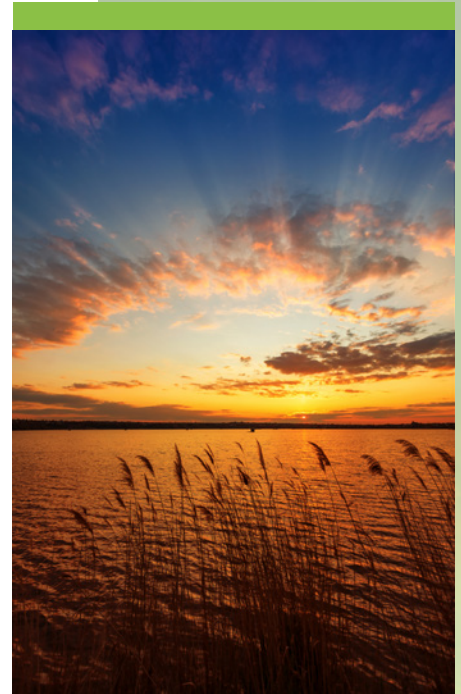
ISD will cost-effectively manage biosolids to be a beneficial resource and maximize reuse and recovery.

- Select and implement additional treatment required to ensure regulatory compliance and potentially expand opportunities for biosolids management
- Complete pilot projects as described in the Biosolids Master Plan to define the optimal solution
- Identify and implement the most appropriate biosolids management strategy including storage and beneficial reuse of all District-generated biosolids
- Consider options for a regional biosolids management solution

Recycled Water

ISD will seek opportunities to maximize reuse of our high-quality recycled water to provide environmental resilience and value to our community.

- Seek opportunities to reuse 100% of tertiary treated water
- Develop a plan to increase water supply using innovative technology for designer water reuse beyond current discharge option
- Identify opportunities and strategic partnerships with water agencies and local and regional stakeholders (i.e., CCWD, DWD, ECCID, city of Oakley, local cities, agriculture, and developers) to provide recycled water for the highest beneficial reuse and economic opportunity (e.g., new industry and jobs)
- Seek funding at the state and federal level for water reuse projects
- Continue to actively participate in the East County Water Managers Association and the East Contra Costa County Integrated Regional Water Managers to understand regional water needs and seek common interests



Sunset on the Sacramento-San Joaquin Delta

As the Fire Chief of East Contra Costa Fire Protection District, I truly appreciate the transparency and inclusiveness throughout ISD's strategic planning process. As a regional partner agency, ECCFPD has been able to participate and make recommendations throughout ISD's planning activities. Not only do I appreciate the opportunity to influence the strategic plan, I also have a sincere sense of pride and partial ownership of ISD's final and approved document. We saw strong work from all who participated throughout the efficient, inclusive, and productive planning process.

Brian Helmick, Fire Chief, East Contra Costa Fire Protection District



Customer and Community Engagement

ISD will remain an accountable, inclusive, and transparent partner as we proactively engage our stakeholders to maximize the benefit of our resources to the betterment of our community at large.

Customer and Community Engagement are the cornerstone of the District's success. Our strong relationships with our residential and commercial customers are vital to providing value within, as well as beyond, our community. The District's understanding of the customer experience is central in improving service and delivering to the expanding community where we work and live. The District serves rate payers to manage wastewater solutions that meet our mission and vision while exemplifying the values that the District is committed to as a public service. We understand that building a stronger connection to the community we serve enables the District to better meet the needs of its rate payers.



Outreach Activity at Dutch Slough

- Build an effective team (partners and staff) to progress the District's robust outreach and engagement program, increase confidence in District services, create more positive customer experiences, and promote the value of the industry
- Develop and implement a comprehensive community engagement program
 - *Develop a written Communication and Engagement Plan*
 - *Develop a plan that identifies the necessary technical, financial, and labor resources required for implementation*
 - *Develop agency brand, methods, and means of effective outreach and engagement with our community and stakeholders*
 - *Implement the outreach and engagement program and incorporate outreach initiatives to support the services we provide*
- Conduct District operations and governance openly and transparently



School Tour at ISD Facility

- Serve as a model of a responsibly governed and managed public service agency within the community and amongst our peers
- Engage the community about what we do and why we do it
 - *Community-based events*
 - *Focused communications utilizing a transparent and user-friendly website, newsletters, and working with local media*
 - *Education trailer for community events, consider on-site interpretive educational center*
- Maintain effective and measurable social media presence
- Positively influence the wastewater, water reuse, and special district industries through participation and advocacy
- When developing District policies and decision-making practices, solicit and consider community and stakeholder input to include all perspectives

"ISD partners to work together and takes the long view to make sure we are all ready for economic development by preparing for wastewater collection and treatment and a supply of recycled water for industrial, commercial, and agricultural use. We can plan for adequate, effective, and efficient service for both this Special District and the communities the District serves. There is tremendous opportunity to provide recycled water to the northern waterfront for economic development and/or as a regional partner to enhance Bay Area water supply or agricultural water supply for the Central Valley."

Michael McGill: *Director, Central Contra Costa Sanitary District; Commissioner, Contra Costa LAFCO; Director, East Bay Leadership Council; Board Member, Workforce Development Board of Contra Costa County and Co-Founder, EC²: The Collaborative (a group promoting East Contra Costa cooperative economic development and job creation)*



Oakley Science Week at ISD



Strategic Partnerships and Advocacy

ISD will cultivate strategic relationships and identify common goals to advocate at a local, regional, state, and federal level that promote our shared policy and funding interests.

Ironhouse recognizes that the success of implementing the SP27+ and delivering on daily operations is dependent on strategic partnerships bound by common challenges and opportunities. Our relationships and ability to identify intersections of shared value with interested parties is what will make us successful with some of our largest risks and opportunities. Mutual risks include emerging regulations and budget challenges, while tremendous opportunities are presented through augmenting our local and regional water supply with recycled water. It is with the strength of our partnerships that we will lead as a Special District to meet our rate payers' needs and provide a marketable asset as an economic and environmental benefit.



Dutch Slough Tidal Marsh Restoration Project Groundbreaking Ceremony

- Continuously identify and facilitate discussion with organizations and stakeholders with shared interests to leverage common goals to achieve the highest mutually beneficial results
 - *CCWD, city of Oakley, Contra Costa County, Diablo Water District, ECCID, ECCFPD, Western Area Power Authority, NGOs*
- Actively advocate on policy and legislation that affects the District and our stakeholders on issues of common interest including:
 - *Advancing resource recovery success*
 - *Benefitting the community and/or region (economic/community development and overall resilience)*
 - *Actively participate in the formulation of future regulatory requirements in order to ensure the District's long-term compliance*
 - *Develop District policies that complement the policies of our stakeholders to ensure collaboration and maximize mutual community benefit*



Advocating for ISD

- Develop a legislative strategy to most effectively engage and influence our local, state, and federal legislators to advocate on behalf of the District and our community
 - *Foster relationships with legislators and their staff so they know who we are and can advocate for our needs*
 - *Develop methods to effectively communicate our needs to the appropriate advocates*
- In support of the District's commitment to synergistic partnerships and advocacy, identify specific issues of interest
 - *Develop mutually beneficial recycled water projects with local water agencies and private entities (e.g., Diablo Water District)*
 - *Consider a regional solution for biosolids management*
 - *Promote development within the city of Oakley through leveraging District assets and resources*
 - *Continue discussions that were initiated with ECCFPD with ConFIRE for a joint training facility*
- Maximize federal and state funding opportunities
- Participate in strategic associations/coalitions (CASA, CSDA, CWEA, WEF, WRWC, etc.)

"CCWD and ISD have a longstanding and productive relationship and we look forward to continuing to work with ISD to serve our shared customers and community. Several areas of potential collaboration and partnering opportunities for our two agencies include continued partnership at the East County Water Management Agency and the ability to pursue State funding and other grants for projects and programs identified in ISD's Strategic Plan. As a wholesale water supplier, CCWD is currently involved in several larger regional water supply projects including the Phase 2 Expansion of the Los Vaqueros Reservoir. This provides the opportunity to explore water supply needs and opportunities in a larger regional context, and presents greater opportunity to utilize water resources, including ISD's recycled water and water rights."

Jeff Quimby, Assistant General Manager
Contra Costa Water District



California Special Districts Alliance Award



Enduring Organization

ISD will continue to thrive by valuing our ratepayers' investment through fiscal responsibility, empowering employees, and ensuring health & wellness within the organization.



Our District is only as good as its people and governance to provide consistent service delivery while anticipating future needs. To sustain an enduring organization, we recognize that the fiscal framework must be durable and accountable, our employees must holistically thrive as the energy propelling the District, and that a high velocity organization must sustain best management practices to govern. Financial mechanisms continue to change and are not limitless, expertise is in great demand and institutional knowledge creates efficiencies, and sound governance takes commitment to shared mission and values. Ironhouse is committed to developing the strong foundation to fiscal, human, and institutional capital that will allow us to sustain today's priorities and prepare us for long-term opportunities that will be critical to serve the Ironhouse community for the next 75 years.

Fiscal Responsibility

ISD maintains a balanced budget and expects every decision made and dollar spent to be responsible and justifiable.

Financial Planning and Forecasting

- Proactively identify necessary operating and maintenance costs while maintaining a balanced budget that is responsible and justifiable
- Ensure the District receives adequate operating and capital revenues by conducting a rate study every five years
- Analyze risks associated with the outstanding Other Post-Employment Benefits (OPEB) liability to determine the most appropriate pay-down period
- Maintain an employee classification and compensation structure that ensures a fiscally sustainable organization
- Identify costs savings through innovative financial management, operational efficiency, and comprehensive asset management



Special District Governance Award

Effective Management of Finances

- Utilize procurement best practice techniques (contract management, administrative efficiencies, inventory management, and price negotiation)
- Maintain a healthy financial position (cash, reserve, and debt management)
- Comply with all accounting principles and standards as validated through an annual independent audit
- Provide accurate timely financial information to the Board

Employee Engagement and Wellness

ISD will maintain our workforce in an inclusive environment that promotes physical, mental, and occupational wellness to the mutual benefit of our employees and community.

- Continue to keep health & safety as top priority by exercising safe practices to reduce workplace injuries
- Build teams that focus on the strengths of the members and work as a unit across the organization
- Maintain proper/adequate staffing levels by creating staffing plans and workload balancing
- Develop recruitment practices that promote diversity within the organization
- Provide staff with adequate resources for training, continuing education, and professional development
- Foster a visible culture of employee engagement and wellness
 - *Seek staff input, encourage staff engagement, recognize and appreciate staff contributions at the Employer-Employee Liaison Forum*
 - *Develop policies and practices that address the needs of employees*
 - *Maintain trusting relationships among staff and Board members*
 - *Appreciate employees daily and through milestone anniversary recognition and special events such as BBQs, holiday party, team building, and family events, as appropriate*



California Water Environment Association Small Plant of the Year Award

Organizational Health

ISD maintains the health of the organization through the development of sustainable operating practices and good governance.

Governance

- Ensure Board Members are well versed on aspects of District governance and the roles, responsibilities, and expectations of an effective Board
- Ensure that staff provides the information necessary for the Board to understand District operations in order to make sound governance decisions
- Understand all legal requirements relating to District Operations including new laws, their implication for the District, and the necessary timelines and requirements to minimize legal exposure to the District
- Update bylaws through a facilitated workshop to ensure they are relevant (liaison assignments, compensation, etc.) and conduct a comprehensive review at three-year intervals

Succession Planning

- Identify key District positions, current staffing levels, and potential vacancies in order to proactively ensure the District maintains adequate staffing resources
- Provide opportunities that promote operational and/or administrative efficiency (cross-training, etc.)

Strategic Plan Implementation

- Develop and maintain necessary policies, resources, and operational requirements to implement the Strategic Plan
- Regularly review and update Strategic Plan elements through our governance framework to ensure that they remain relevant

"The District's strategic planning process has been very good and it has been a pleasure to hear all of the different perspectives. We enjoyed being able to provide ISD with our feedback and we appreciate being incorporated into the discussions so far! City of Oakley wants to remain strong partners with the District in all aspects of each of our operations that have crossover. We want to be collaborative and assist the District where needed. We will continue to be involved in the Strategic Planning process as the plan is refined over the coming years. In summary and best quoted by Paulo Coelho "When we strive to become better than we are, everything around us becomes better too."

Joshua McMurray, City of Oakley Interim City Manager/ Community and Economic Development Director and **Mayor Sue Higgins**

TRUSTED PARTNERS

It is with the District's greatest gratitude that the following participants provided more than their time and in fact provided valuable contribution that will serve the District for years to come.

Our Board's commitment to an open and extensive stakeholder engagement, with an interest to co-create an optimal organization, was the first step in launching the SP27+. The conversation in developing the SP27+ began with interviews and surveys as well as three Board Workshops and extended into "in between" discussions that fostered new ideas, emboldened collaborations, and inspired enthusiasm for successful SP27+ delivery that will benefit the community at large.

Our commitment is to activate the SP27+ and share with you our accomplishments, challenges, and opportunities as we fulfill our vision. We invite you to a continual process and partnership to collectively advance and serve our community.

Thank you, Valued Participants!

ISD Board Directors

Chris Lauritzen, President
Susan Morgan, Vice President
Angela Lowrey
Dawn Morrow
Peter Zirkle

ISD Staff

Chad Davisson, General Manager
Tyson Zimmerman, Assistant General Manager
Chris Christean, WRF Plant Manager
David Dal Porto, Jersey Island Superintendent
Cecilia Goff, District Secretary / Office Admin
Louis Solana, Collections System Manager

Stakeholder-Partners

Regina Espinoza, BIMID
Mayor Sue Higgins, City of Oakley
Joshua McMurray, City of Oakley
Kevin Rohani, City of Oakley
Supervisor Diane Burgis, Contra Costa County
Jeff Quimby, Contra Costa Water District
Dan Muelrath, Diablo Water District
Michael McGill, EC²: The Collaborative
Brian Helmick, ECCFPD

ISD Support Team

Leah Castella, Burke, Williams & Sorensen
Maria Pascoal, GEI Consultants
Nathan Hershey, MBK Engineers
Roni Gehlke, R&G Promotions and Outreach
Charley Howard, Regional Government Services
Ellen Cross, Strategy Driver
Michael Welty, Utonomy
Vivian Housen, V.W. Housen & Associates

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