
OUR STRATEGIC INITIATIVES

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.

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

2026 TACTICAL PLAN

Purpose of the Tactical Plan

The 2026 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.

STRATEGIC INITIATIVE NO. 1: PROTECT PUBLIC HEALTH AND SAFETY

Protect the health of the public, employees, and the environment, meeting all regulatory requirements.

ID #	Tactical Goal	Key Performance Indicator	Team Lead	Target
SI 1-1	Ensure compliance with the CA Environmental Quality Act (CEQA) for Capital Improvement Projects	Update Encina's CEQA Guidelines for adoption by Encina's board	Director of Environmental Compliance	August 2026
SI 1-2	Test Encina's emergency preparedness procedures for EWPCF	Conduct an unannounced drill at EWPCF	Safety & Training Manager	August 2026
SI 1-3	Ensure Encina readiness for emergency response to spills at Remote Pump Stations	Finalize updated laboratory spill response and sampling plans for remote facilities, and train lab staff on the procedures	Laboratory Manager	July 2026
SI 1-4	Test Encina's emergency procedures for recovery of Information Systems	Conduct a test of I.S. recovery procedures due to power outage	Energy Systems Manager/I.S. Manager	December 2026
SI 1-5	Ensure continuous power to critical laboratory equipment	Implement a permanent backup power solution for critical laboratory equipment during planned and unplanned power outages	Maintenance Manager	November 2026
SI 1-6	Meet Title V requirements of the Air Pollution Control District (APCD).	Complete internal Title V compliance audit and submit first certified Title V annual report to APCD	Director of Environmental Compliance	March 2026

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
SI 2-1	Establish salaries, benefits, and other working conditions for Encina employees	Adopt resolution setting salaries, benefits, and other working conditions for Encina employees	General Manager	April 2026
SI 2-2	Update Encina's Human Resources Policy Manual	Present updated HRPM to Encina's Board of Directors	Human Resources Manager	October 2026
SI 2-3	Reinforce Encina's Core Values	Revamp the Employee Recognition Program to align with Encina's Core Values (Safety, Teamwork, Integrity, Responsibility, Respect)	Assistant General Manager	October 2026
SI 2-4	Promote leadership development at Encina	Create a "Leadership at All Levels" program for all employees of Encina; Provide training for all employees on emotional intelligence and effective communication strategies;	Assistant General Manager	September 2026
SI 2-5	Promote employee health and wellness	Hold 2026 Benefit Fair and ensure all employees are enrolled in health benefits by the deadline	Human Resources Manager	October 2026

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
SI 3-1	Prepare and publish Recommended FY 2026-27 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	June 2026
SI 3-2	Issue Request for Proposals for Independent 3 rd Party Annual Financial Audit	Board of Directors approves selection of Independent 3 rd Party Auditor	Director of Finance	May 2026
SI 3-3	Obtain Independent 3 rd Party Annual Financial Audit and complete Encina's FY 2025-26 Annual Comprehensive Financial Report (ACFR)	Board of Directors receives and files final report	Director of Finance	December 2026
SI 3-4	Maximize beneficial use of Encina assets (e.g., develop revenue stream)	Solicit responses to RFP for the South Parcel from Commercial Real Estate Professionals; Board of Directors approves selection of Commercial Real Estate Professional	Director of Finance/Director of Technical Services	April 2026
SI 3-5	Finalize member agency billing methodology	Determine efficacy of pilot program for revised billing methodology and modify Revised Basic Agreement accordingly	Director of Finance	June 2026
SI 3-6	Enhance Source Control enforcement cost recovery and clarify enforcement procedures for industrial users in Encina's service area.	Prepare update to Encina's Enforcement Response Plan for consideration by Encina Board of Directors	Source Control Manager	October 2026
SI 3-7	Develop and implement standardized training modules for the Operator III class series	Development of training curriculum followed by completion of 100% incumbent and newly promoted Operator IIIs within six months of program launch	Operations Manager/CPO	December 2026
SI 3-8	Optimize inventory management	Integrate spare parts inventory data in MUNIS (business software platform) with CMMS (asset management platform)	Field Service Superintendent / I.S. Manager	December 2026
SI 3-9	Centralize and improve access to capital asset documentation (e.g., drawings, specifications, as-builts, manuals)	Migrate all documentation from Procore to Encina's SharePoint	I.S. Manager / Sr Construction Manager	December 2026

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
SI 4-1	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 cybersecurity awareness training	I.S. Manger	December 2026
SI 4-2	Implement network infrastructure upgrades to replace End-of-Life assets	Replace obsolete host servers for IT and backup server	I.S. Manager	June 2026
SI 4-3	Advance construction activities for Primary Sedimentation Basin Rehabilitation Project Phase II	Complete construction of 2 out of the 4 Primary Sedimentation Basins	Senior Construction Manager	December 2026
SI 4-4	Advance the Primary Sedimentation Basin Rehabilitation Project Phase III	Initiate the Phase III Design	Engineer	June 2026
SI 4-5	Develop Secondary Treatment Systems Master Plan	Complete the report and present to management.	Engineer	June 2026
SI 4-6	Complete construction for the Secondaries and Effluent Building and Controls (SEEBC) Project.	Obtain Final Acceptance of the Project	Senior Construction Manager	November 2026
SI 4-7	Complete construction of the Dewatering and Cogeneration Building Roofing Design Build Project	Obtain Final Acceptance of the Project	Senior Construction Manager	September 2026
SI 4-8	Advance the Odor and Corrosion Control Improvements Project	Award construction contract for the Project	Engineer	June 2026
SI 4-9	Initiate the DAFT Phase II Improvements Project	Award Final Design Services Agreement	Engineer	August 2026
SI 4-10	Advance the Biosolids Heat Dryer Mechanical Rehabilitation Project	Obtain Final Acceptance of the Rotary Drum Re-cladding Project	Senior Construction Manager	November 2026
SI 4-11	Advance construction activities for the Centrifuge PLC and VFD Replacement Project	Issue Request for Bids for the Project	Engineer	February 2026

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
SI 5-1	Optimize biogas production	Evaluate the additional capacity for feedstock throughput for three digester operations, identify any process limitations and opportunities, and establish new quantity and delivery protocols	Operations Manager/CPO	May 2026
SI 5-2	Advance the Cogeneration Low-Emission Augmentation and Retrofit Project (CLEAR)	Award Phase 2 Construction Services of the Progressive Design Build	Engineer	April 2026
SI 5-3	Complete Alternative Fuels Receiving Facility Improvements	Obtain Final Acceptance of the Project	Senior Construction Manager	July 2026

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
SI 6-1	Develop business intelligence solutions for common notification, reporting and analysis needs	Automate two to three common reporting requests	Assistant General Manager	December 2026
SI 6-2	Conduct annual key performance indicators analysis	Present Key Performance Indicator report to the Board for their consideration	Director of Finance	October 2026
SI 6-3	Advance automation initiatives at EWPCF	In conjunction with recommendation of Automation Study, install additional analyzers at different locations in the treatment process and integrate with iGreen (Operational Software)	Director of Operations/Director of Technical Services	November 2026
SI 6-4	Implement Phase I of the AI Roadmap for Encina	Develop a trusted data-verse with well-defined metadata, standardized data models, and a resilient architecture	I.S. Manager	December 2026
SI 6-5	Improve EWPCF utility water systems	Award consultant contract for a Utility Water System Assessment	Director of Engineering	April 2026