

Transforming Industry Excellence with Leadership

The Strategic Approach and Impact of Leadership Programs





Session Paycheck

- Highlight the value and significance of leadership programs in the water/wastewater industry.
- Overview of Union Sanitary District's recognized leadership development program, by breaking down its essential components and explaining why they have been critical to our success.
- Share some of our stories and how we have adapted the program to align with the changing needs of the District
- Have a greater understanding of the initial investment necessary and actionable steps and to effort to implement your own agency leadership development program

Leadership Needs in Water/Wastewater

Navigating Regulatory Complexity

Water and wastewater agencies operate in a highly regulated environment. Leadership training is crucial for employees to understand and navigate the complex regulatory landscape.

Succession Planning and Knowledge Transfer

Our industry is facing a significant challenge with an aging workforce, leading to potential knowledge gaps as experienced professionals retire. Leadership development programs help identify and groom future leaders within the organization.

Building Resilience in the Face of Challenges

Leaders need to be equipped with the skills to address challenges proactively and strategically. Leadership development fosters resilience by providing leaders with the ability to anticipate, plan for, and respond to unforeseen circumstances.

Enhancing Public Trust and Stakeholder Engagement

Public trust is paramount as our communities rely on our services for their health and well-being. Leadership development emphasizes the importance of effective communication, transparency, and community engagement.

Union Sanitary District

Union Sanitary District operates a 33-acre wastewater treatment facility in Union City and provides collection, treatment and disposal services to a total population of over 356,000 in Fremont, Newark and Union City, California. The District maintains over 839 miles of underground pipeline in its service area.

- 2022 Average Daily Flow: 22.23 million gallons
- Treatment plant, Seven pump stations
- 145 employees across 5 workgroups (13 teams)



LDP Mission

Develop team members that communicate with purpose, think strategically with an innovative mindset, and drive team success through fearless leadership. Our leaders embody District culture and are the link between day-to-day work and the achievement of our mission and strategic initiatives.

- Lead through self-awareness and emotional intelligence
- Integrate tools, processes, and ethical responsibilities to support the District's priorities
- Navigate effectively to meet the needs of internal and external customers
- Knowledge of effective coaching and communication strategies





Program Components

- (1) Leadership Competency Skills**
- (2) Mentorship, Networking, and Career Planning**
- (3) Advanced Skills (External Learning)**
- (4) Team Districtwide Project/Research and Presentation**

18 months

3 Blocks- Covered USD Processes

(1) Leadership Competency Skills

Block 1– Organizational Leadership (Interpersonal Skills)

Block 2– Strategic Leadership (Organizational Skills)

Block 3– USD Practical Leadership (Technical Skills)

11 Classes– 4 hours internally taught by LDP facilitator and other SMEs



(2) Mentorship, Networking, and Career Planning

2– 6 month mentorships with an Executive Team Member (or Coach)

Mentorship Training

Online learning on networking, and potential partnership with other agencies

One on One professional career coaching session

Mentorship Comments 2023

- Good leaders continuously remove “rocks” from the path ahead of their teams so that teams can do their work more effectively and efficiently.
- Good leaders constantly balance between reality and ideal.
- Good leaders seek to grow and learn continuously. They identify new tools and add them to their “toolbox”. They practice using their tools, know which tools to use, and when to use them.
- Humans have a tendency to remember failures more than their successes. We have to remember that those failures and tough lessons are what prepares you for what’s coming.
- Always seize opportunities. The District will provide as much resources as possible but everything else is up to you.
- Give constant feedback and minimize surprises. The performance evaluation should not be the first time you hear concerns.
- Treat people with compassion and dignity when providing constructive criticism.



(3) Advanced Skills (External Learning)

Combination of Options

- Two mandatory business-related college courses through Junior Colleges or approved providers.
- Correspondence course (Sac State- Effective Utility Leadership Practices)
- 2-day long seminar/conference
- Wave external learning requirement



(4) Districtwide Project (Research and Presentation)

6– 9 month project, sponsored by Executive Team

Outcomes/Purpose for a team project

- Cross functional team collaborating on one topic
- Demonstration of communication/organizational skills
- Project management skills– scoping, roles, timelines, output
- Applying concepts learned in LDP
- Improved professional presentations skills

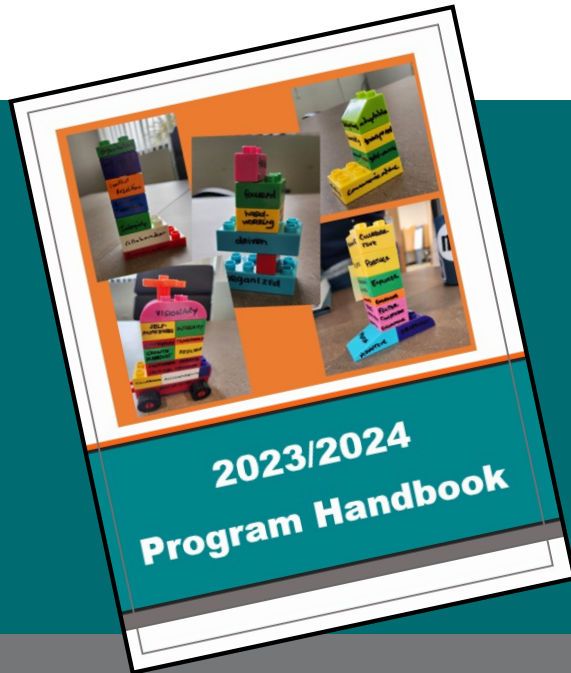
Project Details/Scope

Project Description

Change Management for New Campus Transition

Develop a plan to facilitate a smooth transition to the new campus building. This project could involve developing a comprehensive change management plan that addresses the needs of different teams, workgroups, and other affected by the move. Develop communication strategies, employee engagement initiatives, and logistical planning to ensure a seamless transition process. Highlight the district's proactive approach to change management and its dedication to maintaining operational continuity during the transition.

Tools/Resources



Program Handbook

USD TRICITY WASTEWATER

Leadership Development Program Participant Application

APPLICATION

Name: _____

(Ensure you have read pages 4-6)

Describe why you would like to participate in the Leadership Development Program:

Describe how you have demonstrated leadership, problem-solving, or other skills relevant to the program:

LETTER OF RECOMMENDATION

Attach a letter of recommendation (see example template below) from a USD employee or an external reference that you have worked with in a leadership role or capacity.

Date: November 24, 2023

To: Leadership Development Fund

From: Charles Brown (CDB)

Subject: Letter of Recommendation for Participant Kelly

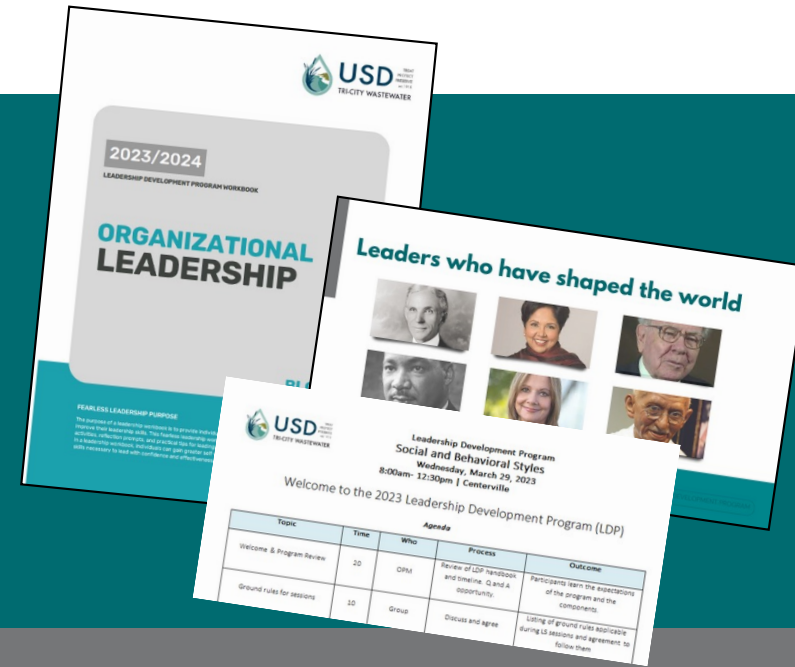
Please consider accepting Participant Kelly as a participant in the LDP Leadership Development Program.

I understand that the external college level coursework/correspondence course and some of the other work required to complete the program will be done on my own time. I commit to fully participate and complete all four components of the program within 18 months.

Signature: _____ Date: _____

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Application



Agenda, Slide Deck, Workbook

Program Evaluation

Leadership Development Program

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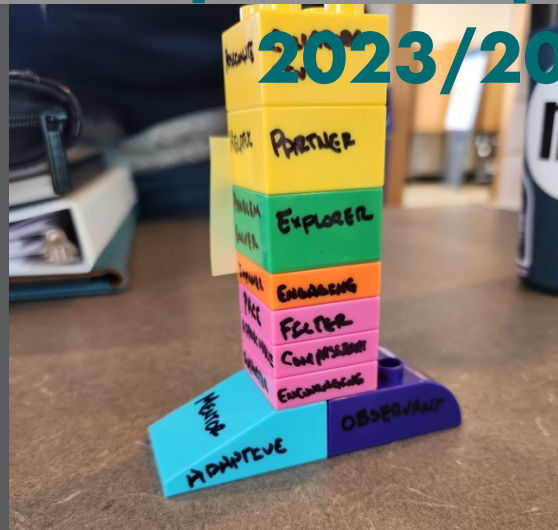


				
	Internal Coursework	Mentorship	External College Coursework	N/A
Previous Program (24 months)	• 14 courses • 4 hours classroom 56	• Two 6-month mentorship with Executive Team member (last group included 2 Coach volunteers) • 1 hour Kick-Off with Mentorship Presentation • Agreement, feedback forms, surveys 13	• Completion of 3 college course (9 credit hours). • Participants may waive up to 3 credits (previous college coursework). 135	• No 4th component
	Leadership Competency Courses	Mentorship, Networking, and Career Planning	Advanced Skill Focus	Team Project
Recommended New Program (18 months)	Block 1- Organizational Leadership (Interpersonal Skills) Social/Behavioral Styles, Communication, Coaching (12) Block 2- Strategic Leadership (Organizational Skills) Ethics and Transition to Leadership, Workflow/Problem Solving, Strategic Planning, The Role of the Board and Policy (12) Block 3- USD Practical Leadership (Technical Skills) Finance and Budget, Safety, Performance Mgt, Succession Planning/Recruitment and Onboarding, Leading Change (16) 40	• Two 6-month mentorship with Executive Team member or Coach • 30 min Mentoring CBT • Streamlined: Agreement/feedback loop • 1.5 hour of Career Coaching (Resume review and interviewing skills) • TBD- Networking Activity or Topic 14	• 2 college course (3 credit hours each), OR • 1 college course (3 credit hours) AND 1 correspondence course, OR • 1 college course (3 credit hours) AND 2 day long seminars/conferences, OR • Waiver of College Course with previous college degree (criteria set), combination of other options • (case-by-case on seminars, budget set) 61-90	• Guided by recommendations of the Executive Team, participants complete a project that may include individual and teamwork. • Final project is presented to USD management or other intended audiences 20

Program comparison from previous Leadership School to Leadership Development Program
Numbers indicate approximate hours.



Leadership Development Program





Initial Investment

Financial Considerations

Budget

In class/External Learning

ROI/Long-Term Benefits

Intangible Investments

Time commitment for development

Time commitment of participants

Leadership culture

Actional Steps to Implement

Assess your organizational need by identifying leadership gaps.

Design a tailored program by customizing initiative and incorporate industry best practices.

Build support and buy in by stakeholder within the agency. Consider value of mentorship and project sponsorship.



2021/2022 Alumni

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USD TREAT
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TRI-CITY WASTEWATER