

Tools for Retaining and Recruiting Staff in a Challenging Job Market

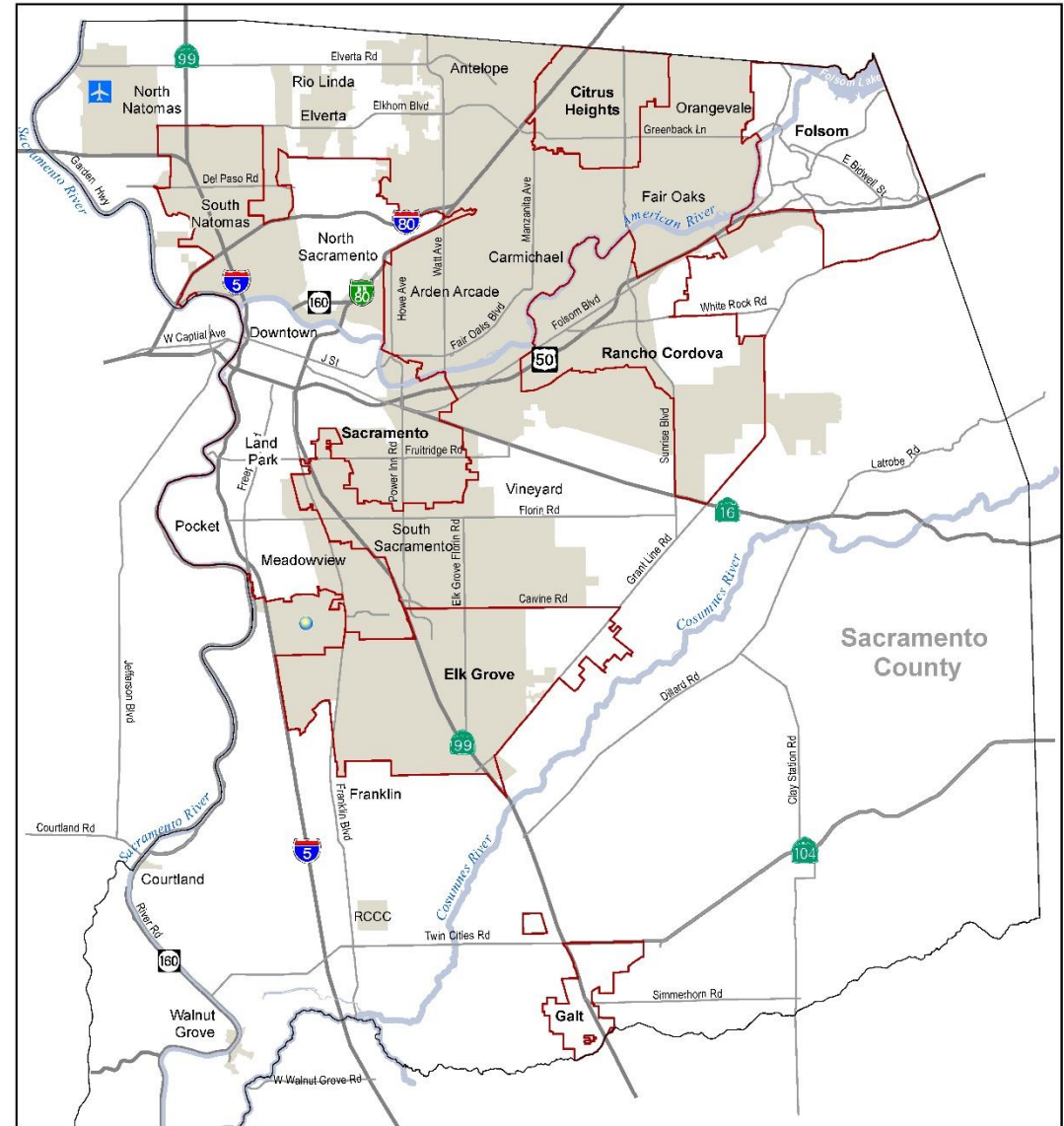
**“Workplace of Choice,” Leadership Development, and
Succession Planning**

**CVCWA Conference
May 15, 2019**

SASD

- 4,600 miles of pipeline
- Third largest collection system in CA
- 301 employees

SACRAMENTO AREA SEWER DISTRICT SERVICE AREA



LEGEND

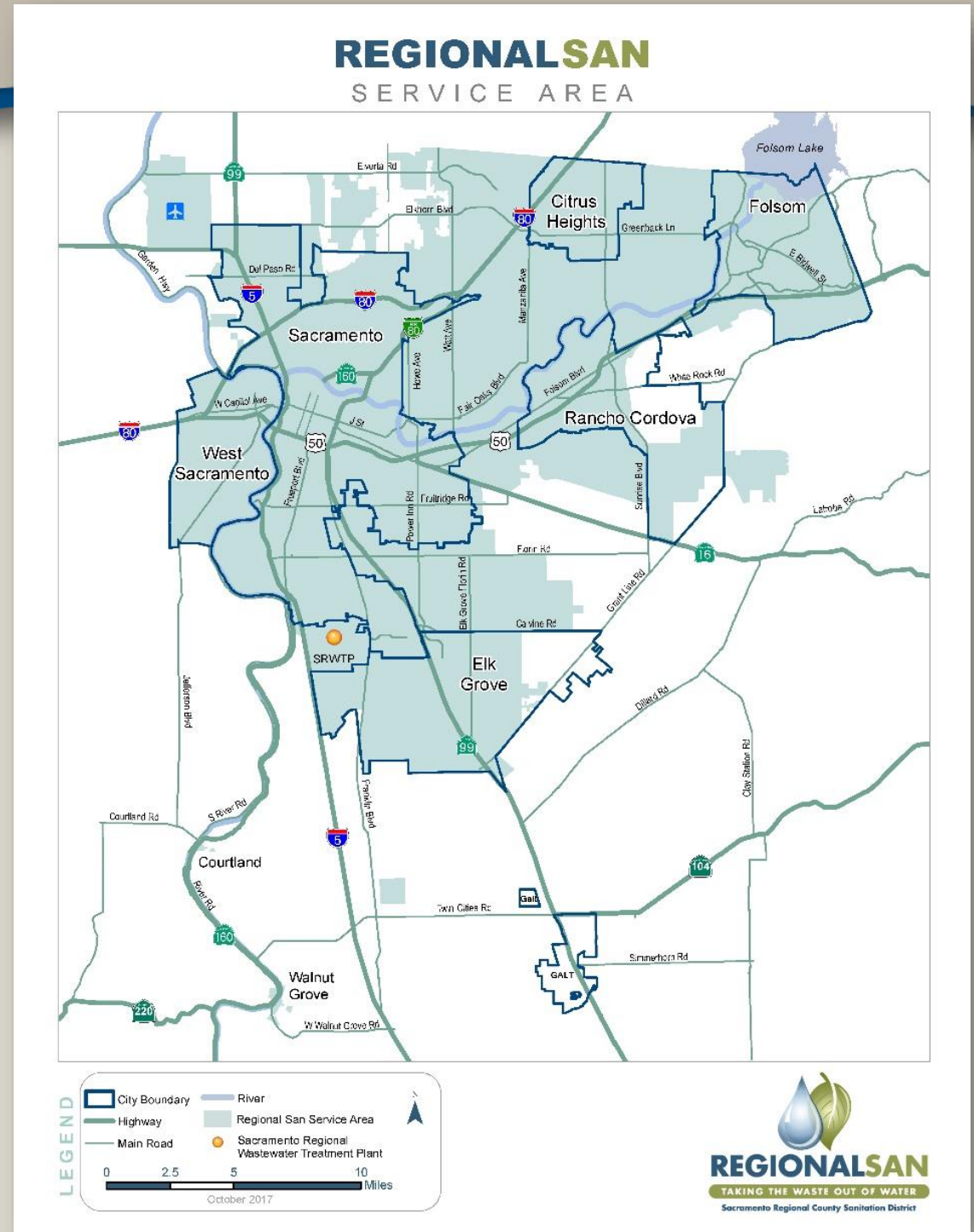
- SASD Service Area
- City Boundary
- Highway
- Main Road
- River
- Sacramento Regional Wastewater Treatment Plant



Not to Scale
May 23, 2018

Regional San

- Permitted capacity of 181 mgd
- 14th largest treatment plant in US
- 475 employees



Workplace of Choice

- Themes identified during strategic planning
 - Lack of trust
 - Opinions not valued
- Goal: Become a “Workplace of Choice”
- Steering and Advisory Committees
- Consultant specializing in workplace culture
- Focus groups
- Employee survey



Leadership Development

- Leadership Program Manual
- Steering and Advisory Committees
- Lominger competencies
- Training on competencies
- The Leadership Challenge
 - Cohorts
 - TLC forum



Succession Planning

- Several key executive managers retiring within the next couple of years
- Gauged interest in future opportunities
- Two-tiered approach
 - Upgrade
 - Embedment
- Preparation
- Debrief





Questions?

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