

# Strategic Plan FY20-22







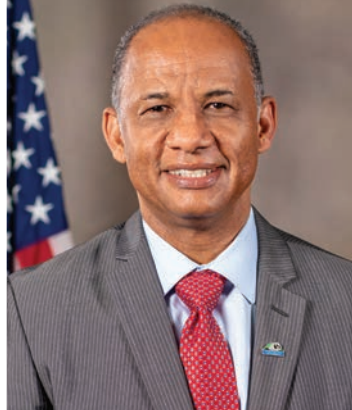
# FY20-22 Strategic Plan





# A MESSAGE FROM THE GENERAL MANAGER

Central Contra Costa Sanitary District (Central San) is pleased to present our Fiscal Year 2020-22 Strategic Plan. This Plan, developed in collaboration with the District's Board of Directors, serves as a guide that will enable us to fulfill our mission while keeping us laser-focused on our vision.



## Where We Have Been

Central San has been fulfilling our mission to protect public health and the environment since 1946. Over the last 74 years, we have grown along with the communities we serve. Today we collect and clean more than 13 billion gallons of wastewater every year for nearly half a million residents and more than 3,000 businesses.

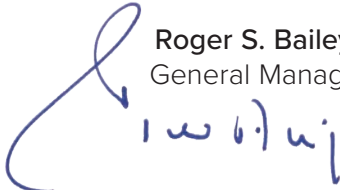
We have a proven record of excellence that includes more than two decades of 100% compliance with our National Pollutant Discharge Elimination System permit—the longest successful streak of any wastewater agency in California and among the top 20 in the nation. We also provide innovative recycled water, household hazardous waste, and pharmaceutical collection programs, as well as award-winning public outreach and student educational programs.

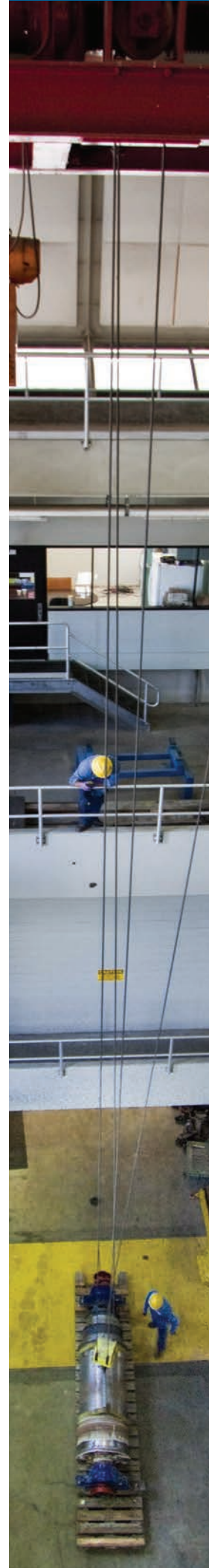
We are very proud of the recognition and awards Central San has received over the years for innovation and excellence from regional, state, and national associations. These accomplishments have been the result of our skilled and knowledgeable workforce, our focus on continuous improvement, and our effective use of technology in all areas of operation.

## Where We Are Going

In December 2019, the Board of Directors reaffirmed our mission to protect public health and the environment. They also adopted revised vision, values, and goals reflecting our continuing commitment to environmental stewardship, innovation, fiscal prudence, and putting people first, including our customers, employees, and the community. Using the seven goals set by our Board and the Effective Utility Management (EUM) framework as a guiding tool, we established 19 key strategies and 43 initiatives to address current and future challenges facing Central San.

We will assess the progress of these initiatives every quarter using key success measures. In addition, we will track other key performance metrics related to the overall goals. We will continue to strive for excellence in all that we do, with a keen focus on being accessible, being responsive, and delivering the highest quality service to our customers.

  
Roger S. Bailey  
General Manager







# TABLE OF CONTENTS

Introduction ..... 2

Our Vision, Mission, Values ..... 3

The Strategic Planning Process ..... 3

Effective Utility Management ..... 4

Fiscal Year 2020-2022 Strategic Plan Goals ..... 5

Goal 1 – CUSTOMER AND COMMUNITY: Provide exceptional service and maintain an excellent reputation ..... 6

Goal 2 – ENVIRONMENTAL STEWARDSHIP: Meet regulatory requirements and promote sustainability..... 8

Goal 3 – FISCAL RESPONSIBILITY: Manage finances wisely and prudently..... 11

Goal 4 – WORKFORCE DEVELOPMENT: Recruit, empower, and engage a highly trained and safe workforce ..... 13

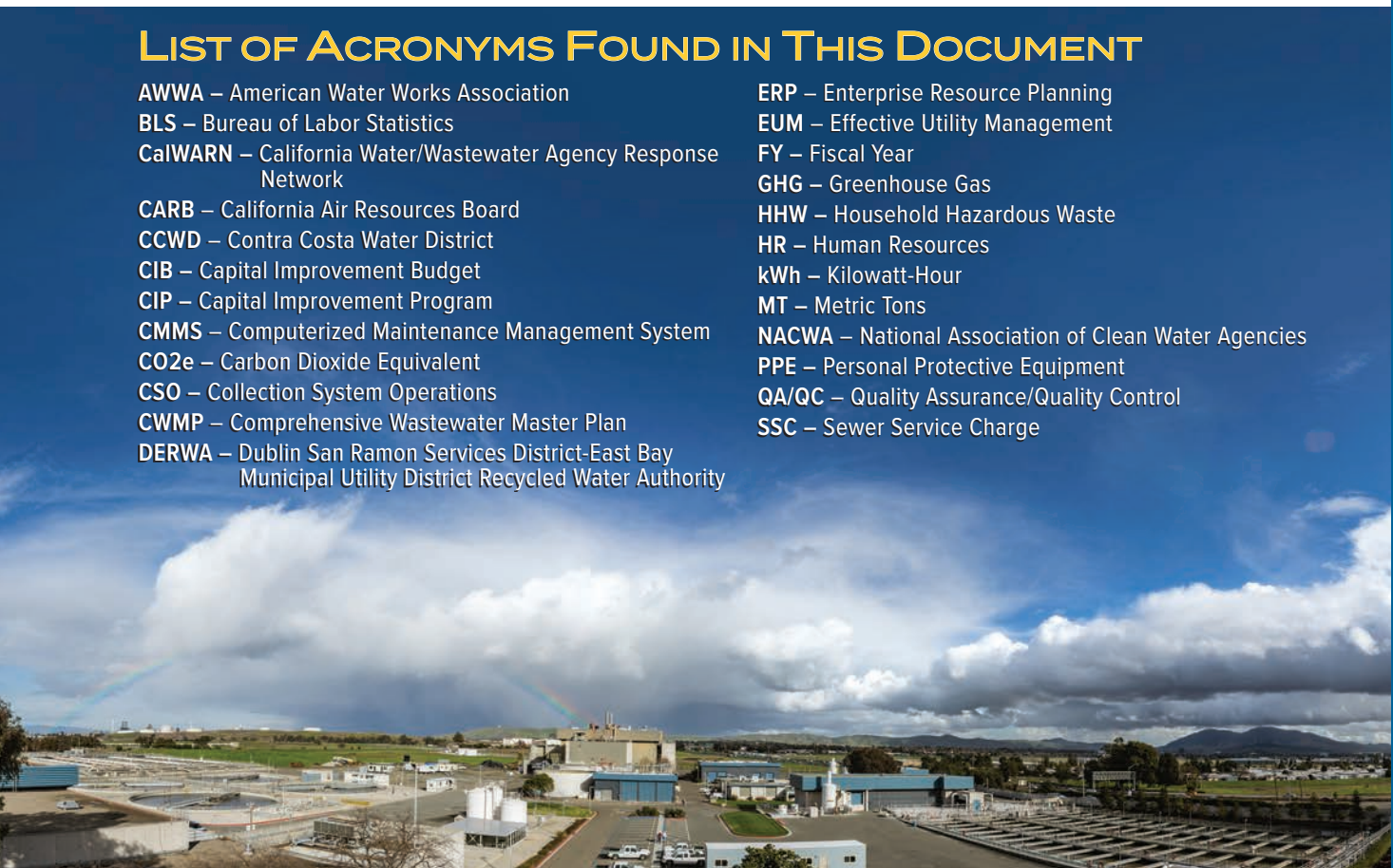
Goal 5 – INFRASTRUCTURE RELIABILITY: Maintain facilities and equipment to be dependable, resilient, and long lasting ..... 15

Goal 6 – INNOVATION AND OPTIMIZATION: Explore new technologies for continuous improvement ..... 17

Goal 7 – AGILITY AND ADAPTABILITY: Preserve business continuity during pandemic events or major natural disasters ..... 18

## LIST OF ACRONYMS FOUND IN THIS DOCUMENT

- AWWA – American Water Works Association
- BLS – Bureau of Labor Statistics
- CalWARN – California Water/Wastewater Agency Response Network
- CARB – California Air Resources Board
- CCWD – Contra Costa Water District
- CIB – Capital Improvement Budget
- CIP – Capital Improvement Program
- CMMS – Computerized Maintenance Management System
- CO2e – Carbon Dioxide Equivalent
- CSO – Collection System Operations
- CWMP – Comprehensive Wastewater Master Plan
- DERWA – Dublin San Ramon Services District-East Bay Municipal Utility District Recycled Water Authority
- ERP – Enterprise Resource Planning
- EUM – Effective Utility Management
- FY – Fiscal Year
- GHG – Greenhouse Gas
- HHW – Household Hazardous Waste
- HR – Human Resources
- kWh – Kilowatt-Hour
- MT – Metric Tons
- NACWA – National Association of Clean Water Agencies
- PPE – Personal Protective Equipment
- QA/QC – Quality Assurance/Quality Control
- SSC – Sewer Service Charge





## CENTRAL SAN OVERVIEW

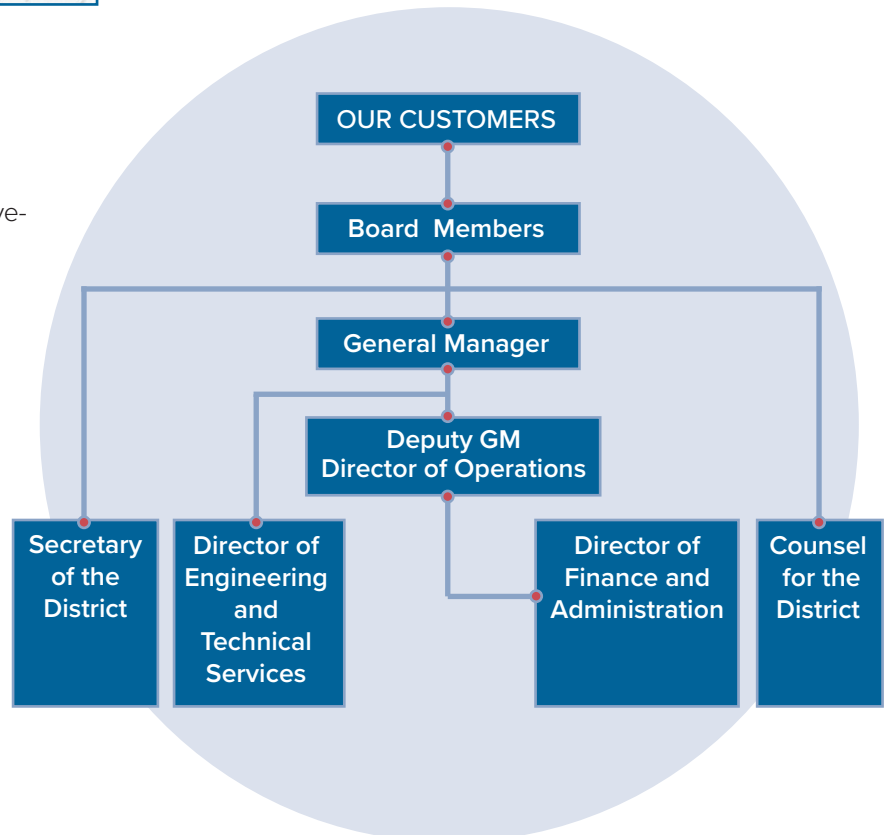


Established in 1946, Central San is a special district of the State of California. Special districts are local public agencies formed by residents of a community to provide a specific service. We provide wastewater collection, treatment, and disposal services; recycled water production and distribution; and household hazardous waste collection. We maintain more than 1,500 miles of underground sewer pipes and 18 pumping stations to collect and carry wastewater to our regional treatment plant in Martinez.

We serve nearly half a million residents and more than 3,000 businesses within a 145-square-mile service area, which includes Alamo, Danville, Lafayette, Moraga, Orinda, Pleasant Hill, Walnut Creek; portions of Martinez and San Ramon; and unincorporated communities within central Contra Costa County. Central San also cleans the wastewater from the cities of Concord and Clayton, who own and maintain their own collection systems.

## OUR STRUCTURE

Central San is governed by a five-member Board of Directors elected at large by voters to serve four-year terms. The staff is managed by a General Manager who serves as the Chief Operating Officer, implements the Board's policies, and oversees the business of Central San. The organization is divided into three departments—Finance and Administration, Engineering and Technical Services, and Operations—each overseen by the Deputy General Manager or a Director who manages day-to-day operations.





# THE STRATEGIC PLANNING PROCESS

When developing the Strategic Plan, we used the Effective Utility Management (EUM) model as an overarching tool (see page 4). The EUM was developed by the Environmental Protection Agency and several major water sector associations in 2007. The framework encompasses ten attributes that serve as a blueprint for where effectively managed utilities should focus and what they should aim to achieve.

As Central San strives to provide exceptional service at reasonable rates, we face challenges similar to those facing other water-sector agencies across the country. These challenges include aging infrastructure, robust regulatory requirements, emergency response and resilience, and fiscal and environmental sustainability. The goals, strategies, initiatives, and key success measures in this Strategic Plan are designed to help us to meet these challenges, accomplish our mission, and serve our community in the most efficient and cost-effective ways.



# VISION, MISSION, VALUES

## OUR VISION

To be an industry-leading organization known for environmental stewardship, innovation, and delivering exceptional customer service at responsible rates

## OUR MISSION

To protect public health and the environment

## OUR VALUES

### PEOPLE

- Respect customers and employees
- Work effectively and efficiently as a team
- Celebrate our successes and learn from our challenges

### COMMUNITY

- Collaborate with water sector partners
- Foster community relationships
- Be open, transparent, and accessible
- Understand service level expectations

### PRINCIPLES

- Be truthful and honest
- Be fair, kind, and friendly
- Take ownership and responsibility

### LEADERSHIP & COMMITMENT

- Promote a passionate and empowered workforce
- Encourage continuous growth and development
- Inspire dedication and top-quality results
- Provide a safe and healthful environment





## EFFECTIVE UTILITY MANAGEMENT

1

### Product Quality

Produces “fit for purpose” water that meets or exceeds full compliance with regulatory and reliability requirements and is consistent with customer, public health, ecological, and economic needs.

2

### Customer Satisfaction

Provides reliable, responsive, and affordable services in line with explicit, customer-derived service levels.

3

### Employee and Leadership Development

Recruits and retains a workforce that is competent, motivated, adaptive, and safety focused.

4

### Operational Optimization

Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection.

5

### Financial Viability

Understands the full life-cycle cost of utility operations and the value of water resources.

6

### Infrastructure Strategy and Performance

Understands the condition of and costs associated with critical infrastructure assets.

7

### Enterprise Resiliency

Ensures that utility leadership and staff work together internally, and with external partners, to anticipate, respond to, and avoid problems.

8

### Water Resource Sustainability

Ensures the availability and sustainable management of water for its community and watershed, including water resource recovery.

9

### Community Sustainability

Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners.

10

### Stakeholder Understanding and Support

Engenders understanding and support from stakeholders (anyone who can affect or be affected by the utility), including customers, oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions.



# FISCAL YEAR 2020-22 GOALS

## **GOAL 1: Customer and Community**

Provide exceptional customer service and maintain an excellent reputation

## **GOAL 2: Environmental Stewardship**

Strive to meet regulatory requirements and promote sustainability

## **GOAL 3: Fiscal Responsibility**

Manage finances wisely and prudently

## **GOAL 4: Workforce Development**

Recruit, empower, and engage a highly trained and safe workforce

## **GOAL 5: Infrastructure Reliability**

Maintain facilities and equipment to be dependable, resilient, and long lasting

## **GOAL 6: Innovation and Optimization**

Explore new technologies for continuous improvement

## **GOAL 7: Agility and Adaptability**

Preserve business continuity during pandemic events or major natural disasters





## **GOAL 1: Customer and Community:** Provide exceptional customer service and maintain an excellent reputation



### **STRATEGY 1 – Deliver High-Quality Customer Service**

#### **1 Provide core service of treating wastewater, along with value-added programs to go above and beyond in service to customers.**

##### **KEY SUCCESS MEASURES**

- Continue to assess customer satisfaction, awareness, and preferred methods of receiving information.
- Respond in a timely manner to requests for service.
- Receive high marks on customer satisfaction surveys for Collection System Operations (CSO), Capital Projects, Permit Counter, and other services.
- Continue to administer customer-facing programs such as the Household Hazardous Waste Collection and Recycled Water Fill Station programs.

#### **2 Minimize impacts to residents and businesses during capital projects, construction work, and maintenance.**

##### **KEY SUCCESS MEASURES**

- Hold informational community meetings for all major sewer renovation projects, including outreach to officials of the impacted cities/county.
- Meet individually with property owners and/or tenants on projects involving private easements.
- Troubleshoot and resolve construction issues as rapidly as possible.

#### **3 Operate and govern with transparency.**

##### **KEY SUCCESS MEASURES**

- Renew California Special District Leadership Foundation Transparency Certificate of Excellence.
- Update website with the latest Board meeting agendas, public notices, financial documents, and other content.
- Practice principles of Brown Act and Ethics training.
- Respond to Public Records Act requests promptly.



## STRATEGY 2 – Maintain a Positive Reputation

### 1 Form and maintain relationships with federal, state, and local elected officials and stakeholders.

#### KEY SUCCESS MEASURES

- Meet regularly with elected officials and stakeholders.
- Plan a customer engagement signature event to coincide with Central San’s 75th anniversary.
- Support Board Member engagement with elected officials and stakeholders through presentations, events, and meetings.

### 2 Increase understanding and support for key initiatives, programs, and services.

#### KEY SUCCESS MEASURES

- Conduct facility tours and speaker’s bureau presentations highlighting infrastructure investments.
- Develop videos and public service announcements to communicate environmental messages and other information.
- Create engaging customer publications and brochures.
- Expand media relations, including social media.
- Host the citizens’ academy, Central San Academy, annually.
- Develop industry-leading student education programs and implement classroom and community education events.

### 3 Support member organizations and sister agencies.

#### KEY SUCCESS MEASURES

- Take leadership roles in, participate in, attend meetings of, and share lessons learned from industry organizations.
- Serve on oral boards, grant mutual aid through CalWARN, and provide other assistance as requested.
- Continue to achieve recognition highlighting industry-leading work through member organization programs.

## GOAL ONE – Key Metrics

| Metric   | Target          |
|--|-----------------|
| Average onsite response time for collection system emergency calls, during working hours               | ≤30 minutes     |
| Average onsite response time for collection system emergency calls, after hours                        | ≤40 minutes     |
| Average customer service rating for emergency calls  | ≥3.8 out of 4.0 |
| Average customer satisfaction rating on construction projects  | ≥95%            |
| Average customer satisfaction rating on permit counter interactions                                    | ≥95%            |
| Students served by education programs  | ≥6,000          |
| Participants in Plant / Household Hazardous Waste Collection Facility tours and District presentations | ≥500            |
| Participants in Central San Academy  | ≥35             |
| Awards or recognitions received  | ≥10             |

## **GOAL 2: Environmental Stewardship:** Meet regulatory requirements and promote sustainability

### **STRATEGY 1 – Achieve 100% Compliance in All Regulations**

#### **1 Comply with all applicable regulations.**

##### **KEY SUCCESS MEASURES**

- Meet or surpass all wastewater discharge, air, and recycled water requirements.
- Continue to attain National Association of Clean Water Agencies (NACWA) Platinum Peak Performance Awards.
- Minimize sanitary sewer overflows through optimized rehabilitation, replacement, and cleaning.

#### **2 Complete infrastructure improvements required to meet regulations.**

##### **KEY SUCCESS MEASURES**

- Bid the Solids Handling Facility Improvements Project.
- Inspect and maintain the outfall.
- Complete assessment of the Steam and Aeration Blower Renovation Project.

#### **3 Actively manage greenhouse gas (GHG) emissions in the most cost-effective and responsible manner.**

##### **KEY SUCCESS MEASURES**

- Prepare internal monthly GHG emission inventory updates, annual inventory summary, and verification report and submit to California Air Resources Board (CARB) as required.
- Minimize natural gas usage and maximize landfill gas usage through daily operations and capital improvements for energy efficiency.

### **STRATEGY 2 – Anticipate and Prepare for Potential Regulatory Changes**

#### **1 Foster relationships with regulatory agencies.**

##### **KEY SUCCESS MEASURES**

- Actively participate in meetings of the Bay Area Clean Water Agencies.
- Communicate directly and participate in meetings and workshops with regulatory bodies such as the Regional Water Quality Control Board, State Water Resources Control Board, Bay Area Air Quality Management District, Environmental Protection Agency, and CARB, as needed.

#### **2 Track proposed and pending legislation or regulatory changes; plan for possible implementations.**

##### **KEY SUCCESS MEASURES**

- Log, analyze, review, and comment on proposed legislation and regulations that have a direct impact on District operations, as appropriate.
- Support key legislative and advocacy initiatives through customer communications and outreach.
- Incorporate potential impacts of regulatory changes into long-range infrastructure and financing plans.





## STRATEGY 3 – Support Regional Development of Local Water Supply

### 1 Explore and advance partnering opportunities.

#### KEY SUCCESS MEASURES

- Develop and execute a contract for the refinery Recycled Water Exchange Project with Contra Costa Water District (CCWD) and Santa Clara Valley Water District (and/or other interested water supply agencies).
- Work with CCWD and the City of Concord to supply recycled water to the Concord Community Reuse Project.
- Collaborate with Dublin San Ramon Services District – East Bay Municipal Utility District Recycled Water Authority (DERWA) to allow DERWA to divert raw wastewater from the San Ramon Pumping Station to produce recycled water to meet DERWA's peak summer irrigation demand.
- Facilitate innovative and financially viable recycled water solutions (e.g., the Diablo Country Club demonstration satellite water recycling facility).

### 2 Continue to provide recycled water to residents and businesses; evaluate and process new customer requests.

#### KEY SUCCESS MEASURES

- Bid the Filter Plant and Clearwell Improvements Project.
- Continue to operate and maintain a reliable recycled water distribution system for Zone 1 customers.
- Continue the Residential Recycled Water Fill Station and Commercial Recycled Water Truck Fill Programs.

## STRATEGY 4 – Reduce Reliance on Non-Renewable Energy

### 1 Explore opportunities for cost-effective renewable energy generation, conservation, and efficiency.

#### KEY SUCCESS MEASURES

- Track and review energy usage; continue to explore ways to optimize efficiency in accordance with Board policies.
- Replace lighting and heating, ventilation, and air conditioning with newer, more efficient fixtures and equipment at the Martinez campus.
- Implement an onsite solar energy project.



**GOAL 2: Environmental Stewardship:** Meet regulatory requirements and promote sustainability

**GOAL TWO – Key Metrics**

| Metric   | Target   |
|--|--|
| National Pollutant Discharge Elimination System compliance                       | Zero violations  |
| Title V compliance   | Zero violations  |
| Recycled Water Title 22 compliance   | Zero violations  |
| Anthropogenic GHG emissions  | <25,000 metric tons (MT) CO <sub>2</sub> e per calendar year |
| Sanitary sewer overflows   | ≤2.0 spills per 100 miles of pipeline                        |
| Spills to public water   | ≤3   |
| Percent of spills less than 500 gallons  | ≥95%   |
| Pipeline cleaning schedules completed on time                                    | ≥98%   |
| Pipeline cleaning quality assurance / quality control (QA/QC)                    | On ≥4% of pipelines cleaned on an annual basis               |
| Pipeline cleaning QA/QC passing rate   | ≥98%   |
| Annual Environmental Compliance inspections and permitting completed on time     | 100%   |
| Household Hazardous Waste (HHW) management compliance                            | Zero violations  |
| Gallons of recycled water distributed to external customers                      | ≥240 million gallons   |
| kWh of electricity produced by co-generation using natural gas                   | ≥18 million kWh (reported as a rolling average)              |
| kWh of solar power produced at Collection System Operations and HHW Facility     | ≥220,000 kWh (reported as a rolling average)                 |
| kWh of solar power produced by a new solar array near the treatment plant campus | ≥2.5 million kWh (reported as a rolling average)             |





## GOAL 3: Fiscal Responsibility: Manage finances wisely and prudently



### STRATEGY 1 – Maintain Financial Stability and Sustainability

#### 1 Conduct long-range planning.

##### KEY SUCCESS MEASURES

- Mitigate rate increases by leveraging financing opportunities to fund capital needs.
- Develop scenarios to utilize debt prudently in financing the 10-Year Capital Improvement Program (CIP).
- Pursue State Revolving Fund loan and grant opportunities, as appropriate.
- Issue debt as needed, consistent with Board direction and the debt management policy.

#### 2 Ensure resiliency against recession or other economic events.

##### KEY SUCCESS MEASURES

- Fund rate stabilization account with available funds from favorable year-end variances.
- Adopt pension and Other Post-Employment Benefits funding policy to strive towards full funding of employee-related obligations.

#### 3 Manage costs.

##### KEY SUCCESS MEASURES

- Develop budgets in alignment with the Strategic Plan and Risk Mitigation Plan.
- Pursue opportunities for cost control through efficiencies and new technology.
- Adjust operations and maintenance budgets at rates no greater than the inflation measures used in the 10-Year CIP.
- Enforce and continuously review procurement policies to ensure competitive and fair pricing on services and goods.
- Complete annual Benchmarking Study to identify potential gaps.

#### 4 Evaluate and apply risk management practices.

##### KEY SUCCESS MEASURES

- Develop annual internal audit plans based on risk assessment.
- Test and improve internal controls to mitigate risks of loss and improve efficiency and effectiveness.
- Identify and implement lessons learned.
- Reduce average cost of overflow claims.
- Maintain and report on Enterprise Risk Management program and risk inventory.
- Develop and implement an equipment identification and tracking system.

## GOAL 3: Fiscal Responsibility: Manage finances wisely and prudently

### STRATEGY 2 – Ensure Integrity and Transparency in Financial Management

#### 1 Confirm rate structure and fees are consistent with cost of service principles.

##### KEY SUCCESS MEASURES

- Conduct annual review of rates and fees.
- Perform annual review of non-residential customers to ensure current and consistent billing information and charges.

#### 2 Deliver reliable and relevant financial information.

##### KEY SUCCESS MEASURES

- Issue the Comprehensive Annual Financial Report no later than six months following the end of the fiscal year.
- Conduct regular internal and external financial audits.
- Earn the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
- Leverage enterprise resource planning (ERP) technology to produce accurate, timely, and meaningful reports and dashboards.

### GOAL THREE – Key Metrics

| Metric  | Target   |
|---|--|
| Maintain service affordability  | Sewer Service Charge (SSC) less than average of Bay Area agencies<br>SSC plus Ad Valorem tax less than average of Bay Area agencies<br>≤0.78% of median household income |
| Standard & Poor’s and Moody’s credit ratings  | AAA/Aa1  |
| Debt service coverage ratio   | >2.0   |
| Actual reserves as a percentage of target   | 100%   |
| Operating expenditures as a percentage of operating budget  | ≥95%   |
| Reported material weaknesses or significant deficiencies in internal controls as part of annual financial audit | Zero   |
| Difference in inventory value in Purchasing database vs. value submitted to Accounting                          | ≤1%  |
| Accuracy of physical inventory count vs. book value   | ≥95%   |



**GOAL 4: Workforce Development:** Recruit, empower, and engage a highly trained and safe workforce



**STRATEGY 1 – Proactively Plan for Future Operational Staffing Needs**

**1 Continue to develop employees to meet their full potential and to fill future leadership roles.**

**KEY SUCCESS MEASURES**

- Formalize an Organizational Development and Talent Management unit within Human Resources (HR).
- Acquire a centralized learning management system to track training.
- Explore career and professional development opportunities (e.g., job shadowing and rotation) to expand employees’ skills to meet changing workforce needs.
- Continue the Leadership and Supervisory Academies and Mentorship Program.
- Encourage staff to obtain technical certifications, such as Certified Reliability Leader.
- Continue to host and participate in multiagency development programs for staff from Central San and sister agencies.

**2 Enhance Central San’s ability to recruit staff who exhibit the organization’s values.**

**KEY SUCCESS MEASURES**

- Expand the internship program placements to cross-disciplinary positions.
- Continue participation in workforce development activities.

**STRATEGY 2 – Foster Relationships Across All Levels of Central San**

**1 Cultivate a positive work culture.**

**KEY SUCCESS MEASURES**

- Perform an employee engagement survey to develop a baseline; evaluate and implement viable suggestions.
- Promote a sense of community through events, team-building exercises, and increased inter-departmental communication and collaboration.
- Use the performance evaluation process to establish and communicate clear expectations and standards.
- Continue General Manager lunches with the division workgroups.

**2 Sustain and grow collaborative relationships with the bargaining units.**

**KEY SUCCESS MEASURES**

- Engage the bargaining units in informal discussions on collaborative solutions to workplace issues.
- Continue the General Manager and Board Member meetings with the bargaining representatives.
- Track and implement action items from Labor Management Committee meetings.

## GOAL 4: Workforce Development: Recruit, empower, and engage a highly trained and safe workforce

### STRATEGY 3 – Inspire Employee Engagement

#### 1 Expand employees’ understanding of Central San’s operations and their role in the agency’s success.

##### KEY SUCCESS MEASURES

- Communicate important initiatives and information to employees via print and electronic media, including the Lateral Connection employee newsletter and the intranet.
- Expand the onboarding process.
- Provide presentations on major projects or training in specialty areas (e.g., Purchasing, HR) to divisions upon request.
- Survey employees for customer satisfaction with internal support services.

#### 2 Celebrate employees’ achievements.

##### KEY SUCCESS MEASURES

- Recognize employee achievements via articles in the Lateral Connection, the intranet, Board meeting announcements, and other avenues.
- Initiate an employee recognition program.
- Hold a yearly event to recognize innovative employees going above and beyond to improve and optimize their work.

### STRATEGY 4 – Meet or Exceed Industry Safety Standards

#### 1 Improve consistently in comparison to Bureau of Labor Statistics (BLS) industry injury rates.

##### KEY SUCCESS MEASURES

- Continue to monitor accident/incident causes to identify and mitigate hazards.
- Continue to provide regular analysis summaries to the District Safety Committee, Safety Teams, and Management Team on accident/incident causation and corrective measures.

#### 2 Enhance the safety culture through improved training and communications.

##### KEY SUCCESS MEASURES

- Increase visibility of Safety staff in the field.
- Use learning management system to provide and track employee safety training.
- Continue to conduct training based upon accident/incident causal factors, new processes, equipment, or procedures.
- Continue to provide relevant information via safety publications and, when appropriate, a Safety Corner in the Lateral Connection.
- Continue to provide information on upcoming safety-related regulations to supervisors and managers.

### GOAL FOUR – Key Metrics

| Metric  | Target                                |
|---|---------------------------------------|
| Average time to fill vacancy (from request to hire)   | ≤60 days                              |
| Turnover rate at or below median for combined utilities via American Water Works Association (AWWA) | ≤6.5%                                 |
| Average annual training hours (external and internal training)                                      | ≥15 per full-time equivalent employee |
| Completion of annual performance evaluations  | 100%                                  |
| Participation in annual Wellness Expo   | Increase by ≥10% each year            |
| Workers’ compensation experience modifier   | ≤1.0                                  |
| Temporary modified duty provided (Return to Work program)   | ≥95% of recordable injuries           |
| Internal promotions (excludes entry-level positions)  | ≥25%                                  |
| Formal grievances processed   | Zero                                  |
| Employee injury and illness lost time incident rate   | ≤4.0 (via BLS)<br>≤5.6 (via AWWA)     |



**GOAL 5: Infrastructure Reliability:** Maintain facilities and equipment to be dependable, resilient, and long lasting



**STRATEGY 1 – Manage Assets Optimally to Prolong Their Useful Life**

**1 Continue updating the 10-Year Capital Improvement Budget (CIB) consistent with recommendations of the Asset Management Program.**

**KEY SUCCESS MEASURES**

- Complete condition assessments on all critical equipment on time and incorporate into CIB or Maintenance Program as appropriate.
- Implement the Large Diameter Pipe and Force Main Inspection and condition assessment programs.

**2 Expand reliability-based approaches to maintaining assets.**

**KEY SUCCESS MEASURES**

- Perform Reliability Centered Maintenance, Preventative Maintenance Optimization, Defect Elimination, Safety Quality Effectiveness Audit, Root Cause Analysis, and other strategic reliability-based analysis on treatment plant process systems.
- Improve the asset condition monitoring program by developing and deploying condition-based and predictive-based technologies (e.g., infrared, vibration, and ultrasound testing) across asset classes.
- Add service contracts to computerized maintenance management system (CMMS) to track work orders.
- Transfer Pumping Stations maintenance program to CMMS.

**STRATEGY 2 – Execute Long-Term Capital Renewal and Replacement Program**

**1 Integrate data from the Comprehensive Wastewater Master Plan (CWMP) and Asset Management Program into the analysis of long-term capital improvement needs.**

**KEY SUCCESS MEASURES**

- Ensure all critical assets and processes in need of repair or replacement are appropriately scheduled in the 10-Year CIP.
- Develop a prioritization model for vertical assets.

**2 Harden infrastructure for climate resiliency.**

**KEY SUCCESS MEASURES**

- Identify vulnerable assets and develop mitigation measures.
- Update the CWMP Technical Memo (TP8) on Resiliency and Vulnerability.

**GOAL 5: Infrastructure Reliability: Maintain facilities and equipment to be dependable, resilient, and long lasting**

**STRATEGY 3 – Protect Personnel and Assets from Threats and Emergencies**

**1 Enhance capability to mitigate, prepare for, respond to, and recover from emergencies.**

**KEY SUCCESS MEASURES**

- Train staff and conduct an exercise of the Continuity of Operations Plan.
- Maintain the Emergency Operations Plan.
- Expand participation in CalWARN to represent the needs of wastewater agencies in emergency planning and responses.
- Update emergency communication systems.
- Increase the number of licensed amateur, or HAM, radio operators among staff.

**2 Evaluate and implement improvements to meet new or evolving threats, both physical and digital.**

**KEY SUCCESS MEASURES**

- Budget and implement the projects identified in the Security Master Plan.
- Provide regular security awareness training to staff.
- Renovate security guard posts and update monitoring equipment.
- Expand access control systems and harden certain facilities.
- Upgrade treatment plant control network and its equipment to create redundant paths.
- Continue to conduct third-party cybersecurity operation assessments focusing on technology, people, and physical assets, including an audit to gauge readiness against ransomware cyberattacks.

**GOAL FIVE - Key Metrics**

| Metric   | Target   |
|--|--|
| Safety-prioritized work orders completed on time   | 100%   |
| Regulatory Title V work orders completed on time   | 100%   |
| Planned treatment plant preventative maintenance completed on time                               | ≥90%   |
| Recycled water distribution system maintenance schedules completed on time                       | ≥98%   |
| Uptime for vehicles  | 100%   |
| Miles of sewers replaced or rehabilitated (focused on deteriorated small diameter pipelines)     | ≥6.0   |
| Large diameter and force main condition assessment   | ≥3 miles per year for the next five years starting in FY 2020-21 |
| Average time to execute Engineering agreements from complete package submittal or Board approval | ≤2 weeks   |
| Capital expenditures as a percentage of capital budgeted cash flow including carry forward       | ≥90%   |
| Information system outages affecting normal business operations                                  | 100% uptime  |
| Data backup and recovery   | Zero lost data   |



## GOAL 6: Innovation and Optimization: Explore new technologies for continuous improvement

### STRATEGY 1 – Implement the Central San Smart Initiative

**1 Utilize data to optimize operation and maintenance; improve asset management; increase energy efficiency, staff productivity, and safety; and reduce facility management costs.**

**KEY SUCCESS MEASURES**

- Continue meetings of the steering committee formed in January 2020.
- Develop an implementation schedule for the initial projects.
- Establish project task forces and identify project champions.

### STRATEGY 2 – Improve and Modernize Operations through Technology and Efficiency Measures

**1 Implement new ERP system, including permitting software, and integrate with linked systems.**

**KEY SUCCESS MEASURES**

- Address e-procurement, contract management, and procurement card system needs.
- Evaluate, select, and implement new SSC billing software.
- Leverage software towards the elimination of paper processes.
- Update procedures to reflect new business workflows.

**2 Evaluate and invest in cost-effective and innovative technology to enhance business processes.**

**KEY SUCCESS MEASURES**

- Hold Applied Research meetings to promote innovation and continuous improvement.
- Continue to participate actively in the HYPOWERS pilot project to test an emerging hydrothermal resource recovery process for solids handling.
- Expand and improve the use of mobile computing and communication technologies, including applications for inspector and surveyor field staff.
- Review 1-, 2-, 3-, 5-, and 7-year pipeline cleaning schedules for optimization.
- Provide Optimizations Program Annual Reports to Board.

**3 Develop a Technology Roadmap to encompass all major technology implementation across the organization.**

**KEY SUCCESS MEASURES**

- Include ERP, CMMS, supervisory control and data acquisition, document management, asset management, geographic information system, operational technology projects, and beyond.
- Organize the various technologies with overlapping areas of interest and use of resources to plan projects with a global view.

### GOAL SIX - Key Metrics

| Metric   | Target                     |
|--|----------------------------|
| Projects initiated under Central San Smart             | ≥3                         |
| Reviews or pilot tests of new and promising technology | ≥3                         |
| Research papers and findings presented                 | ≥3 papers or presentations |
| Don't Just Fix It; Improve It work orders completed    | ≥35                        |
| Completed optimizations                                | ≥20                        |

## **GOAL 7: Agility and Adaptability:** Preserve business continuity during pandemic events or major natural disasters

### **STRATEGY 1 – Maintain a Safe Working Environment for Employees and the Public During the COVID-19 Pandemic**

#### **1 Provide a safe working environment.**

##### **KEY SUCCESS MEASURES**

- Implement applicable federal guidelines, state directives, and local health and safety orders.
- Provide pandemic status updates and recommended safety, operational changes, and other information to employees.
- Collaborate on best practices with sister agencies.
- Make improvements to business practices and the workplace to reduce the risk of transmission.
- Implement practical and reasonable revisions to work schedules to reflect social distancing best practices.
- Utilize automated business processes, virtual meetings, and other technologies to minimize physical contact.
- Ensure proper personal protective equipment (PPE) is provided, including masks, gloves, and hygiene supplies.
- Increase the frequency of cleaning on campus.

#### **2 Develop and employ an alternative service delivery approach where practicable.**

##### **KEY SUCCESS MEASURES**

- Minimize face-to-face contact with customers, suppliers, and contractors.
- Find new and innovative ways to provide service to the community, including automated customer-facing programs.
- Collaborate with community partners to be responsive to their needs.

### **STRATEGY 2 – Plan Ahead for Scenarios of Direct Adverse Impacts**

#### **1 Be prepared to modify operations if needed to prevent or mitigate an event in which staffing must be reduced on site for health and safety reasons.**

##### **KEY SUCCESS MEASURES**

- Implement policies, procedures, and cost-effective technologies and security measures to support teleworking as may be necessary.
- Create working schedules that allow for optimal redundancy and operational coverage.
- Continue to cross-train staff for mission-critical functions.





## STRATEGY 2 – Plan Ahead for Scenarios of Direct Adverse Impacts

**2** Implement financial policies which take into account the effects of COVID-19 (e.g., market volatility, deferred rate adjustments, and revenue shortfalls from reduced incoming system development fees).

**KEY SUCCESS MEASURES**

- Continue to monitor and update financial performance and assumptions.
- Continue to present alternatives to allow appropriate policy choices for mitigating customer rate impacts, meeting capital needs, and ensuring financial stability as a result of the pandemic.

**3** Account for any added costs due to the pandemic.

**KEY SUCCESS MEASURES**

- Recognize savings opportunities through reduced Operations and Maintenance and Capital costs as appropriate.
- Re-prioritize and reschedule CIP projects as appropriate.
- Pursue reimbursement of expenses from state and federal agencies, including available grant programs.

### GOAL SEVEN – Key Metrics

| Metric   | Target                  |
|--|-------------------------|
| <b>OPERATIONAL</b>   |                         |
| Number of sanitary sewer overflows (during the last five years for the same period)        | ≤1 standard deviation   |
| Permit compliance  | 100%                    |
| Productivity   | 95%                     |
| <b>FINANCIAL</b>   |                         |
| Increase in costs to the O&M budget beyond what is approved                                | 0%                      |
| Revenue projections met  | 100%                    |
| Additional increase in unfunded liabilities  | ≤5%                     |
| Funds granted from available state and federal reimbursement programs                      | 100% of requested funds |
| <b>CUSTOMERS</b>   |                         |
| Customer satisfaction levels   | ≥90%                    |
| <b>SAFETY</b>  |                         |
| Requested PPE provided   | 100%                    |
| Requested safety improvements to the workplace fulfilled                                   | 100%                    |
| Employees trained on COVID-19 prevention   | 100%                    |
| Twice-daily cleaning of all restroom facilities  | 100%                    |
| <b>EXECUTION OF CIP PROGRAM</b>  |                         |
| Capital expenditures as a percentage of capital budgeted cash flow including carry forward | ≥85%*                   |

\* Performance on these metrics will be tracked in the event of a pandemic or natural disaster, in which case this target will supersede the target of the same metric in Goal 5.



Our key  
values: People,  
Community,  
Principles, and  
Leadership &  
Commitment.

We are  
dedicated to  
conducting our  
daily business  
within the  
framework of  
these values.



CENTRAL CONTRA COSTA  
SANITARY DISTRICT