

FY 2022-24

# STRATEGIC PLAN



Central Contra Costa Sanitary District

A ROADMAP FOR  
MEETING OUR  
CHALLENGES,  
ACCOMPLISHING  
OUR MISSION,  
AND SERVING OUR  
COMMUNITY IN THE  
MOST EFFICIENT  
AND COST-  
EFFECTIVE WAYS





# A MESSAGE FROM THE GENERAL MANAGER

Central Contra Costa Sanitary District (Central San) is pleased to present our Fiscal Year 2022-24 Strategic Plan. Meeting tomorrow's challenges requires focused leadership, sound planning, and financial savvy. Developed in collaboration with our Board of Directors, this plan serves as a roadmap for how we will fulfill our mission and prepare for the future while maintaining our culture of excellence.



## Where We Have Been

For over 75 years, Central San has provided safe and reliable wastewater collection and treatment for the people of central Contra Costa County. Today we serve nearly half a million residents and more than 3,000 businesses. We also offer innovative recycled water and household hazardous waste programs, as well as award-winning public outreach and student education programs. Our track record includes 23 consecutive years of 100% compliance with our National Pollutant Discharge Elimination System permit—the longest success streak of any wastewater utility in California.

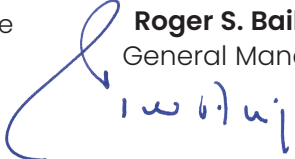
The past two years of the COVID-19 pandemic have been some of the most difficult we have faced. Yet, we've been able to provide these critical services without interruption, adapt our work processes to safely meet our customers' needs, and contribute to the emerging science of wastewater-based epidemiology—all while making significant headway on our strategic goals.

## Where We Are Headed

We're drawing upon that same source of agility and innovation to plan for and respond to emerging issues. We're upgrading aging infrastructure to ensure our system is reliable and resilient. We're pursuing new technologies and efficiencies to help us make the most of each customer dollar without compromising service. And we're evaluating and implementing new solutions to meet increasingly rigorous regulatory requirements, conserve energy, prepare for climate change, and expand the use of recycled water in our community.

In December 2021, the Board reaffirmed our mission to protect public health and the environment. They also adopted revised vision, values, and goals reflecting our ongoing commitment to our customers, employees, community, and planet. This Strategic Plan outlines the specific strategies and initiatives we will employ in pursuit of our goals and the key success measures and metrics we will use to chart our progress.

We have a lot of work ahead of us, but we look forward to continuing to provide our customers with the highest value and reliable service.

 **Roger S. Bailey**  
General Manager



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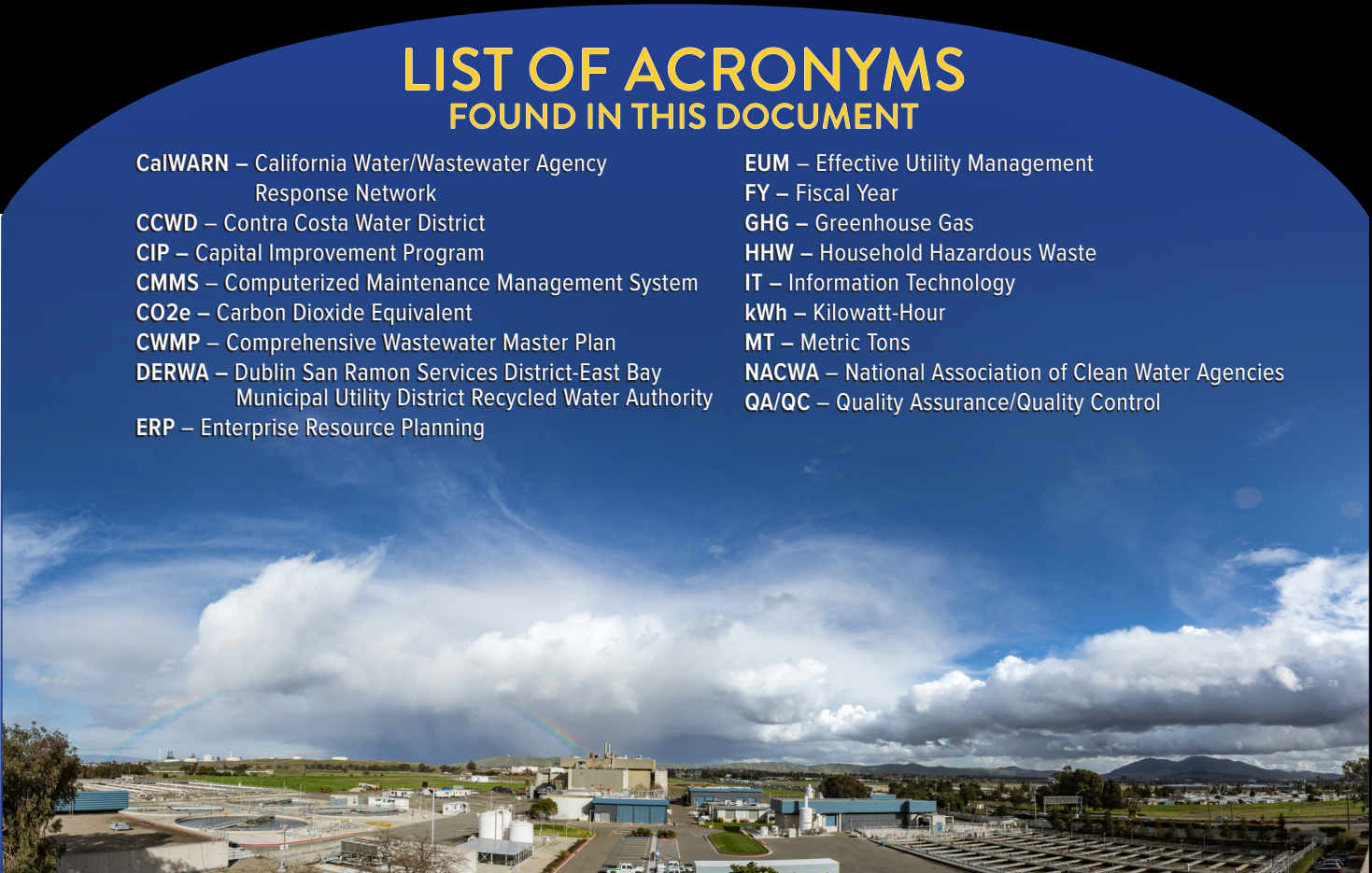
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## LIST OF ACRONYMS FOUND IN THIS DOCUMENT

- |  |   |
|--|---|
| <b>CalWARN</b> – California Water/Wastewater Agency Response Network   | <b>EUM</b> – Effective Utility Management                   |
| <b>CCWD</b> – Contra Costa Water District  | <b>FY</b> – Fiscal Year                                     |
| <b>CIP</b> – Capital Improvement Program   | <b>GHG</b> – Greenhouse Gas                                 |
| <b>CMMS</b> – Computerized Maintenance Management System   | <b>HHW</b> – Household Hazardous Waste                      |
| <b>CO2e</b> – Carbon Dioxide Equivalent  | <b>IT</b> – Information Technology                          |
| <b>CWMP</b> – Comprehensive Wastewater Master Plan   | <b>kWh</b> – Kilowatt-Hour                                  |
| <b>DERWA</b> – Dublin San Ramon Services District-East Bay Municipal Utility District Recycled Water Authority | <b>MT</b> – Metric Tons                                     |
| <b>ERP</b> – Enterprise Resource Planning  | <b>NACWA</b> – National Association of Clean Water Agencies |
|  | <b>QA/QC</b> – Quality Assurance/Quality Control            |







## CENTRAL SAN OVERVIEW

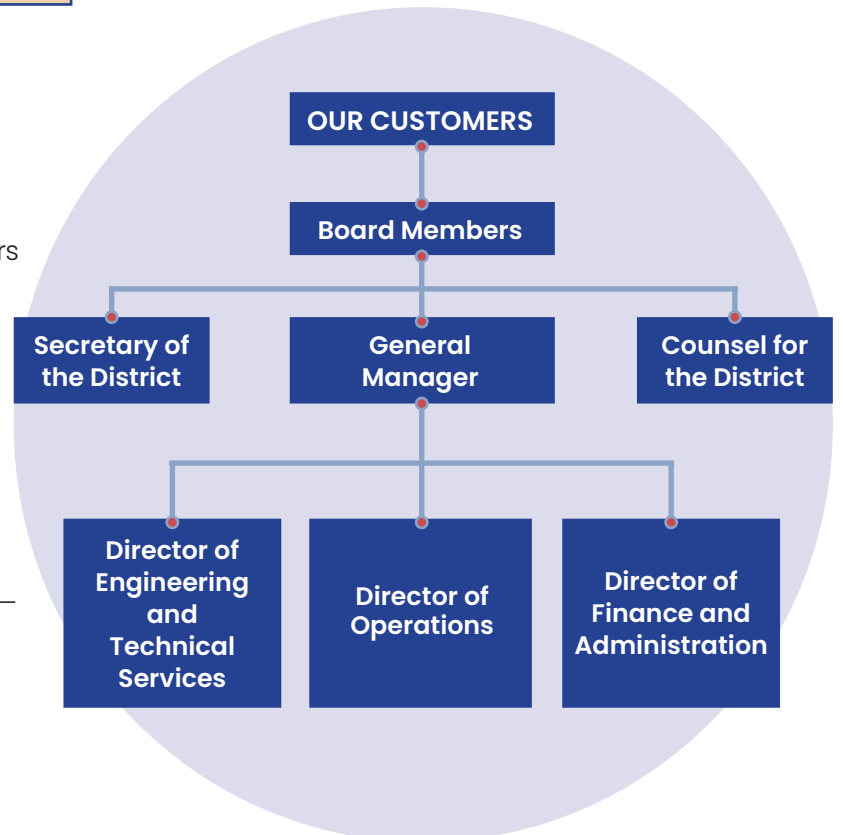


Established in 1946, Central San is a special district of the State of California. Special districts are local public agencies formed by residents of a community to provide a specific service. We provide wastewater collection, treatment, and disposal services; recycled water production and distribution; and household hazardous waste collection. We maintain more than 1,500 miles of neighborhood 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 146-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 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 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.



# MISSION, VISION, VALUES

## OUR MISSION

To protect public health and the environment

## OUR VISION

To be an innovative industry leader in environmental stewardship and sustainability, while delivering exceptional service at responsible rates

## OUR VALUES

Our core values guide our daily decisions and how we fulfill our mission, vision, and goals

### ● CUSTOMER SERVICE

We are responsive to our customers, and we deliver on our commitment to provide safe, reliable, and cost-efficient services.

### ● EMPLOYEES

We empower our employees to do their best work.

### ● INTEGRITY

We hold ourselves accountable to a high standard of honesty, reliability, and transparency.

### ● INNOVATION

We continuously improve and optimize our operations.

### ● ENVIRONMENTAL SUSTAINABILITY

We conduct our business to safeguard and improve our planet.

### ● DIVERSITY, EQUITY, AND INCLUSION

We value people of all backgrounds, cultures, and perspectives, and we are committed to the principles of equity and inclusion.





# EFFECTIVE UTILITY MANAGEMENT

1

## Product Quality

Produces potable water, treated effluent, and process residuals in full compliance with regulatory and reliability requirements and consistent with customer, public health, and ecological needs.

2

## Customer Satisfaction

Provides reliable, responsive, and affordable services in line with explicit, customer-accepted service levels. Receives timely customer feedback to maintain responsiveness to customer needs and emergencies.

3

## Employee and Leadership Development

Recruits and retains a workforce that is competent, motivated, adaptive, and safe-working. Establishes a participatory, collaborative organization dedicated to continual learning and improvement. Ensures employee institutional knowledge is retained and improved upon over time. Provides a focus on and emphasizes opportunities for professional and leadership development and strives to create an integrated and well-coordinated senior leadership team.

4

## Operational Optimization

Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations. Minimizes resource use, loss, and impacts from day-to-day operations. Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements.

5

## Financial Viability

Understands the full life-cycle cost of the utility and establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues. Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provide for reserves, maintain support from bond rating agencies, and plan and invest for future needs.

6

## Infrastructure Stability

Understands the condition of and costs associated with critical infrastructure assets. Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels, and consistent with anticipated growth and system reliability goals. Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences.

7

## Operational Resiliency

Ensures utility leadership and staff work together to anticipate and avoid problems. Proactively identifies, assesses, establishes tolerance levels for, and effectively manages a full range of business risks (including legal, regulatory, financial, environmental, safety, security, and natural disaster-related) in a proactive way consistent with industry trends and system reliability goals.

8

## Water Resource Adequacy

Ensures water availability consistent with current and future customer needs through long-term resource supply and demand analysis, conservation, and public education. Explicitly considers its role in water availability and manages operations to provide for long-term aquifer and surface water sustainability and replenishment.

9

## Community Sustainability

Is explicitly cognizant of and attentive to the impacts its decisions have on current and long-term future community and watershed health and welfare. Manages operations, infrastructure, and investments to protect, restore, and enhance the natural environment; efficiently uses water and energy resources; promotes economic vitality; and engenders overall community improvement. Explicitly considers a variety of pollution prevention, watershed, and source water protection approaches as part of an overall strategy to maintain and enhance ecological and community sustainability.

10

## Stakeholder Understanding and Support

Engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. Actively involves stakeholders in the decisions that will affect them.





## FISCAL YEAR 2022-24 GOALS

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

Provide exceptional service

### **GOAL 2: Environmental Stewardship**

Meet regulatory requirements, promote sustainability, and identify and reduce contributions to climate change and mitigate its impacts

### **GOAL 3: Workforce Diversity & Development**

Recruit, educate, empower, and retain a workforce from diverse backgrounds

### **GOAL 4: Governance & Fiscal Responsibility**

Uphold integrity, transparency, and wise financial management in an effective governing model

### **GOAL 5: Safety & Security**

Provide a safe, secure, and healthful workplace that foresees and addresses threats

### **GOAL 6: Infrastructure Reliability**

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

### **GOAL 7: Innovation & Agility**

Optimize operations for continuous improvement, and remain flexible and adaptable



# GOAL 1: CUSTOMER AND COMMUNITY PROVIDE EXCEPTIONAL SERVICE

## STRATEGY 1 – Deliver High-Quality Customer Service

### 1 Provide core service of collecting and treating wastewater, along with value-added programs.

#### KEY SUCCESS MEASURES

- Assess customer satisfaction and develop inventive ways to meet those expectations.
- Respond in a timely manner to requests for service.
- Continue to administer customer-facing 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.

## STRATEGY 2 – Promote Initiatives to Advance Affordable and Equitable Access to Services

### 1 Perform extensive customer and community outreach.

#### KEY SUCCESS MEASURES

- Conduct public tours and presentations highlighting infrastructure investments.
- Host Central San Academy annually.
- Develop engaging videos, publications, and brochures.
- Expand social media outreach.

### 2 Maintain responsible rates and offer services at affordable levels.

#### KEY SUCCESS MEASURES

- Conduct a Cost-of-Service Study.
- Perform annual reviews of rate structure and fees.
- Administer financing programs.





**STRATEGY 3 – Build Neighborhood and Industry Relationships**

**1 Form and sustain relationships with federal, state, and local elected officials and stakeholders.**

**KEY SUCCESS MEASURES**

- Connect and engage elected officials, staff, and stakeholders on initiatives.
- Support Board Member engagement with elected officials.

**2 Support member organizations and sister agencies.**

**KEY SUCCESS MEASURES**

- Participate in industry organizations and forums.
- Provide assistance and mutual aid to other agencies.
- Share industry-leading work.

**GOAL ONE – CUSTOMER AND COMMUNITY – 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%
Sewer Service Charge affordability (Environmental Protection Agency Lowest Quintile Residential Indicator)	<2% (or lower than High Impact)
Participants in public tours and presentations	≥500
Participants in Central San Academy	≥35
Awards or recognitions received	≥10





## GOAL 2: ENVIRONMENTAL STEWARDSHIP

MEET REGULATORY REQUIREMENTS, PROMOTE SUSTAINABILITY, AND IDENTIFY AND REDUCE CONTRIBUTIONS TO CLIMATE CHANGE AND MITIGATE ITS IMPACTS

### STRATEGY 1 – Achieve Compliance in All Regulations

#### 1 Comply with all applicable regulations.

##### KEY SUCCESS MEASURES

- Continue to attain National Association of Clean Water Agencies (NACWA) Platinum Peak Performance Awards.
- Continue to keep sanitary sewer overflows at a reduced level.
- Scope improvements to the Solids Handling Facilities.
- Upgrade aeration tank diffusers to continue proper biological treatment and prepare to meet future discharge limitations.

#### 2 Foster relationships with regulatory agencies.

##### KEY SUCCESS MEASURES

- Participate in Bay Area Clean Water Agencies, California Association of Sanitation Agencies, NACWA, and other like organizations.
- Communicate with and participate in meetings and workshops with local, state, and federal regulatory bodies.

#### 3 Participate in legislative and regulatory processes.

##### KEY SUCCESS MEASURES

- Track, review, and comment on proposed legislation and regulations.
- Support key advocacy initiatives through customer communications and outreach.
- Incorporate potential impacts of regulatory changes into long-range infrastructure and financing plans.

### STRATEGY 2 – Educate on Pollution Prevention and Environmental Protection

#### 1 Provide industry-leading public and student education programming.

##### KEY SUCCESS MEASURES

- Present student education programs that meet the Next Generation Science standards.
- Conduct creative public education outreach that encourages positive customer behavioral changes.

### STRATEGY 3 – Be a Partner in Regional Development of Local Water Supply

#### 1 Explore and advance cooperative opportunities.

##### KEY SUCCESS MEASURES

- Continue exploring partnerships with Contra Costa Water District (CCWD), Santa Clara Valley Water District (Valley Water) and San Francisco Public Utilities Commission (SFPUC) to advance the Refinery Recycled Water Exchange Project.
- Continue to work with CCWD and the City of Concord in plans to supply recycled water to the Concord Community Reuse Project.
- Collaborate with East Bay Municipal Utility District (EBMUD) on a potable reuse study.
- Continue to divert raw wastewater to produce recycled water to meet Dublin San Ramon Services District – East Bay Municipal Utility District Recycled Water Authority (DERWA)'s peak summer irrigation demand, per the Agreement.
- Facilitate recycled water solutions (e.g., satellite water recycling facilities), consistent with the Guiding Principles.



### STRATEGY 3 – Be a Partner in Regional Development of Local Water Supply

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

##### KEY SUCCESS MEASURES

- 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.
- Complete Phase 1A of the Filter Plant and Clearwell Renovations Project.
- Complete the Tertiary Membrane Filter Pilot.

### STRATEGY 4 – Identify and Advance Sustainability Initiatives, Including Reducing Energy Usage and Emissions

#### 1 Reduce reliance on non-renewable energy and responsibly manage greenhouse gas (GHG) emissions.

##### KEY SUCCESS MEASURES

- Develop a policy on net zero carbon footprint.
- Implement the 1.75-megawatt solar energy project on the Lagiss property.
- Evaluate electric vehicle charging stations on site.
- Maximize landfill gas usage in daily operations and by capital improvements.
- Complete long-term Biosolids Handling and Disposal Evaluation feasibility study and investigate how anaerobic digestion may potentially reduce anthropogenic carbon from treatment plant energy supply by producing biogas.
- Continue to track and report GHG emissions.

#### 2 Explore opportunities for cost-effective energy conservation and efficiency.

##### KEY SUCCESS MEASURES

- Track and review energy usage; evaluate ways to optimize efficiency in accordance with Board policies.
- Replace incandescent lighting and air conditioning equipment with energy-efficient devices.
- Assess and replace the existing disinfection system with the latest ultraviolet high-efficiency lamps.

#### 3 Expand internal sustainability practices.

##### KEY SUCCESS MEASURES

- Restart the Green Team to solicit organization-wide ideas.
- Promote environmentally conscious behavior in day-to-day operations.
- Advance circular economies with suppliers and contractors towards a smaller ecological footprint.

**GOAL 2: ENVIRONMENTAL STEWARDSHIP** (cont'd)

MEET REGULATORY REQUIREMENTS, PROMOTE SUSTAINABILITY, AND IDENTIFY AND REDUCE CONTRIBUTIONS TO CLIMATE CHANGE AND MITIGATE ITS IMPACTS

**GOAL TWO – ENVIRONMENTAL STEWARDSHIP – KEY METRICS**

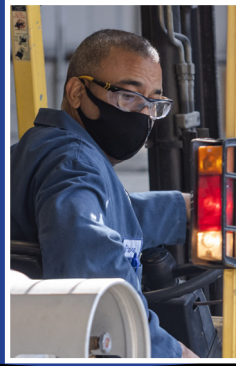
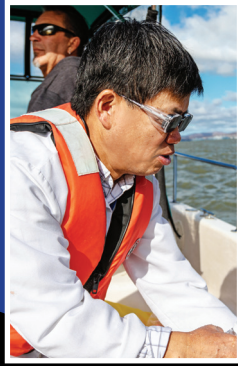
Metric	Target
National Pollutant Discharge Elimination System compliance	0 violations
Recycled Water Title 22 compliance	0 violations
Title V compliance	0 violations
Regulatory Title V work orders completed on time	100%
Anthropogenic GHG emissions	≤25,000 metric tons (MT) CO <sub>2</sub> e per calendar year
Sanitary sewer overflows	≤1.3 spills per 100 miles of pipeline
Spills to public water	≤1
Spills greater than 500 gallons	≤3
Sanitary sewer overflows resulting from construction work	0
Annual Environmental Compliance inspections and permitting completed on time	100%
Household Hazardous Waste (HHW) management compliance	0 violations
Students served by education programs	≥6,000
Gallons of recycled water distributed to external customers	≥240 million gallons
Electricity produced by co-generation using natural gas	≥18 million kilowatt hours (kWh) (reported as a rolling average)
Solar power produced at Collection System Operations and HHW Collection Facility	≥220,000 kWh (reported as a rolling average)
Solar power produced by a new solar array near the treatment plant campus	≥2.5 million kWh (reported as a rolling average)





## GOAL 3: WORKFORCE DIVERSITY AND DEVELOPMENT

### RECRUIT, EDUCATE, EMPOWER, AND RETAIN A WORKFORCE FROM DIVERSE BACKGROUNDS



#### STRATEGY 1 – Recruit from a Diverse Pool of Qualified Applicants

##### 1 Broadly solicit applications to hire a diverse staff who embody Central San’s values.

###### KEY SUCCESS MEASURES

- Post job opportunities in a variety of places.
- Offer internships in cross-disciplinary positions.
- Host the Externship Program for college students and recent graduates.
- Collaborate with schools and/or apprenticeship programs as requested to form a talent pipeline.
- Continue participation in intra-agency workforce development efforts.

#### STRATEGY 2 – Engage Employees and Conduct Labor Relations in a Transparent, Effective, and Collaborative Environment

##### 1 Promote employee engagement and inspire dedication.

###### KEY SUCCESS MEASURES

- Foster a sense of community through internal events, team-building exercises, the employee newsletter, and increased interdepartmental cooperation.
- Establish and communicate clear expectations and standards through performance planning and appraisals.
- Convey important initiatives to employees to increase their understanding of Central San’s operations and their role in its success.
- Host General Manager lunches with the division workgroups.

##### 2 Celebrate employees’ achievements.

###### KEY SUCCESS MEASURES

- Recognize staff accomplishments via newsletters, the intranet, Board announcements, and other avenues.
- Expand the employee recognition program.
- Continue to hold the Innovations Fair, which recognizes and thanks employees for innovative projects.

##### 3 Sustain and grow collaborative relationships with the bargaining units.

###### KEY SUCCESS MEASURES

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



## GOAL 3: WORKPLACE DIVERSITY AND DEVELOPMENT

### STRATEGY 3 – Retain Skilled Workers by Investing in Resources and Opportunities for All Employees to Grow and Thrive

#### 1 Develop employees to meet their full potential and fill future leadership roles.

##### KEY SUCCESS MEASURES

- Continue the Leadership and Supervisory Academies, Mentorship Program, and Career Development Program.
- Encourage staff to obtain professional or technical certifications and registrations.
- Perform appraisals with a coaching and career development approach.
- Continue to host and participate in multiagency workforce development programs for staff from Central San and sister agencies.
- Continue to expand internal training opportunities.

#### 2 Support the mental and physical wellbeing of all employees.

##### KEY SUCCESS MEASURES

- Offer comprehensive benefits such as online therapy services and the Employee Assistance Program.
- Encourage participation in the Wellness Program.
- Hold financial and health seminars.

### STRATEGY 4 – Foster a Culture of Diversity, Equity, and Inclusion

#### 1 Build a diverse workplace that celebrates differences and is inclusive of individual perspectives, ideas, and values.

##### KEY SUCCESS MEASURES

- Conduct an assessment to identify strengths and weaknesses.
- Encourage and respectfully acknowledge the voicing of different views and perspectives.
- Develop programs/initiatives with metrics based on the outcomes of the assessment.
- Promote inclusivity and a sense of belonging through leadership.

### GOAL THREE – WORKFORCE DIVERSITY & DEVELOPMENT – KEY METRICS

Metric	Target
Average time to fill vacancy (from request to hire)	≤60 days
Turnover rate	≤6.5% (including retirements)
Average annual training hours per employee (external and internal training)	≥15
Completion of performance evaluations	100%
Temporary modified duty provided (Return to Work program)	≥95% of recordable injuries
Internal promotions (excludes entry-level positions)	≥25%
Formal grievances processed	Zero
Participation in annual Wellness Expo	+≥10% each year





## GOAL 4: GOVERNANCE & FISCAL RESPONSIBILITY

### UPHOLD INTEGRITY, TRANSPARENCY, AND WISE FINANCIAL MANAGEMENT IN AN EFFECTIVE GOVERNING MODEL

#### STRATEGY 1 – Promote and Uphold Ethical Behavior, Openness, and Accessibility

##### 1 Govern and operate with honor and transparency.

###### KEY SUCCESS MEASURES

- Support Central San’s values and conduct all business in an ethical manner.
- Update website with the latest Board agendas, public notices, financial documents, and other content.
- Respond promptly to Public Records Act requests.
- Renew California Special District Leadership Foundation Transparency Certificate of Excellence.

##### 2 Produce accurate, timely, and meaningful financial reports.

###### KEY SUCCESS MEASURES

- Issue the Annual Financial Report no later than six months after the end of the fiscal year.
- Earn the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
- Continue to evolve the enterprise resource planning (ERP) software and associated systems to meet reporting needs.

#### STRATEGY 2 – Encourage and Facilitate Public Participation

##### 1 Support the elections process.

###### KEY SUCCESS MEASURES

- Promote voter registration efforts.
- Enable voting through a secure, public ballot drop box on campus.
- Conduct first by-district election.

##### 2 Encourage civic engagement.

###### KEY SUCCESS MEASURES

- Adhere to the Brown Act to provide public access to meetings.
- Livestream Board meetings online.
- Maintain the virtual Customer Experience website.
- Host public events.

#### STRATEGY 3 – Maintain Financial Stability and Sustainability

##### 1 Conduct long-range planning.

###### KEY SUCCESS MEASURES

- Mitigate rate increases by leveraging financing opportunities.
- Develop scenarios to utilize debt prudently in financing the 10-Year Capital Improvement Plan (CIP).
- Actively pursue state and federal funding via loans and grants.

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

###### KEY SUCCESS MEASURES

- Fund Rate Stabilization Account and Pension and Other Post-Employment Benefits Trust with available funds from favorable year-end variances.
- Strive towards full funding of employee-related obligations in accordance with Board policies.

## GOAL 4: GOVERNANCE & FISCAL RESPONSIBILITY

### STRATEGY 3 (cont'd) – Maintain Financial Stability and Sustainability

3

#### Manage costs.

##### KEY SUCCESS MEASURES

- Develop budgets in alignment with the Strategic Plan, Enterprise Risk Management, and 10-Year Financial Plan.
- Disseminate relevant and reliable interim financial information to management for monitoring and controlling of their respective cost centers.
- Pursue efficiencies and new technology for cost control.
- Promote open competition and equal opportunity for qualified suppliers and service providers by soliciting and awarding high-level service and commodity-based contracts.
- Utilize annual requirements contracts to improve efficiency and savings through negotiated pricing.
- Complete annual Benchmarking Study to identify potential gaps.

#### GOAL FOUR – GOVERNANCE AND FISCAL RESPONSIBILITY – KEY METRICS

Metric	Target
Compliance with Public Records Act requests on time	100%
Board meeting videos posted online	100%
Standard and Poor's / Moody's credit ratings	AAA/Aa1
Debt service coverage ratio	≥2.0
Debt as a percentage of total assets	≤60%
Debt financing of prior 10 years' CIP spending	≤60%
Debt financing as a percentage of projected 10-year CIP	≤60%
Total revenue funded collection system CIP spending in past 10 years	≥100%
Total revenue funded collection system spending in 10-year CIP (projection)	≥100%
O&M reserves	≥41.7% of next year's budget
Sewer Construction reserves	≥50% of next year's budget (non-debt financed)
Operating expenditures as a percentage of Board-approved operating budget	90-100%
Financial reports disseminated every month (summary) and quarter (full)	100%
Reported material weaknesses or significant deficiencies in internal controls as part of annual financial audit	Zero
Average cost per overflow claim	≤\$25,000
Purchasing requisitions completed within standard processing time	≥80%





## GOAL 5: SAFETY AND SECURITY

PROVIDE A SAFE, SECURE, AND HEALTHFUL WORKPLACE THAT FORESEES AND ADDRESSES THREATS

### STRATEGY 1 – Reduce and Eliminate Risks of Injury or Illness

#### 1 Maintain low injury and illness rates in a safe workplace.

##### KEY SUCCESS MEASURES

- Monitor accident/incident causes to identify and mitigate hazards.
- Provide regular analyses 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.
- Conduct training based upon accident/incident causal factors, new processes, equipment, or procedures.
- Notify supervisors and managers promptly of upcoming safety-related regulations.

### STRATEGY 2 – Protect Personnel and Assets from Threats and Emergencies

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

##### KEY SUCCESS MEASURES

- Maintain and report on the Enterprise Risk Management Program and risk inventory.
- Develop annual internal audit plans based on risk assessments.
- Test and improve internal controls to mitigate risks of loss.
- Address findings from regular internal and external audits.

#### 2 Enhance capability to mitigate, prepare for, respond to, & 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 California Water/Wastewater Agency Response Network (CalWARN) to represent the needs of wastewater agencies in emergency planning and responses.
- Cross-train staff in mission-critical functions.

## GOAL 5: SAFETY AND SECURITY

### STRATEGY 2 – Protect Personnel and Assets from Threats and Emergencies

#### 3 Evaluate and implement improvements to meet new or evolving threats.

##### KEY SUCCESS MEASURES

- Budget and complete the projects identified in the Security Action Plan.
- Provide regular security awareness training to staff.
- Renovate security guard posts and update monitoring equipment.
- Expand access control systems and harden certain facilities.

### STRATEGY 3 – Understand and Reduce Impacts of Cybersecurity Attacks

#### 1 Stay updated on the latest trends and emerging threats in cybersecurity.

##### KEY SUCCESS MEASURES

- Address cybersecurity concerns as part of the Information Technology (IT) Strategic Plan.
- Conduct third-party cybersecurity assessments focusing on technology, people, and physical assets.
- Share news and tips with staff.

#### 2 Prevent, detect, and remediate effects of attacks.

##### KEY SUCCESS MEASURES

- Keep safeguards in place to block and filter attacks.
- Measure and reduce employee susceptibility to phishing.
- Upgrade network and equipment to create redundant paths.

### GOAL FIVE – SAFETY AND SECURITY – KEY METRICS

Metric	Target
Safety-prioritized work orders completed on time	100%
Employee injury and illness lost time incident rate	≤3.3
Workers' compensation experience modifier	≤1.0
Days to implement approved Safety Suggestions	≤60
Contractors/consultants in compliance with insurance requirements	≥70%
Information system outages affecting normal business operations	100% uptime
Data backup and recovery	0 lost data
Employees trained in cybersecurity awareness	100%





## GOAL 6: INFRASTRUCTURE RELIABILITY

### MAINTAIN FACILITIES AND EQUIPMENT TO BE DEPENDABLE, RESILIENT, AND LONG LASTING

#### STRATEGY 1 – Manage Assets Optimally

##### 1 Incorporate Asset Management practices into the Capital Improvement and Maintenance Programs.

###### KEY SUCCESS MEASURES

- Formalize a condition assessment process for each asset class and complete condition assessments on all critical equipment.
- Conduct Failure Mode & Effects and other reliability-based analyses as part of key Capital Improvement projects.
- Report, analyze, and identify corrective actions to eliminate or mitigate the recurrence of the failure of key and critical assets.
- Complete Planner Updates to work orders and use other feedback mechanisms for continuous improvement.
- Optimize rehabilitation, replacement, and cleaning of pipelines.

##### 2 Develop reliability-centered asset management strategies.

###### KEY SUCCESS MEASURES

- Perform strategic reliability-based analysis on treatment plant process systems.
- Deploy condition-based and predictive-based technologies across asset classes.
- Develop Asset Health Indicator Requirements and an Asset Tool Framework.
- Add service contracts to computerized maintenance management software (CMMS) to track work orders.
- Transfer Pumping Stations Operations preventative maintenance work orders to CMMS by the end of 2022.

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

##### 1 Perform capital improvements in accordance with the Comprehensive Wastewater Master Plan (CWMP) and Asset Management Program findings.

###### 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 and update the risk model.
- Maintain and evolve tools for effective financial and project management of the capital program.

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

**2 Harden infrastructure against resiliency risks associated with climate change, earthquakes, and energy availability.**

**KEY SUCCESS MEASURES**

- Identify vulnerable assets and develop mitigation measures.
- Update the CWMP Technical Memo (TP8) on Resiliency and Vulnerability.
- Improve the wet weather basins berms and levees to reduce risk of flood damage in extreme wet weather.
- Seismically retrofit the Laboratory and Maintenance Reliability Center buildings.
- Complete renovation of steam and aeration blower operations to increase capacity during energy outages.

**GOAL SIX – INFRASTRUCTURE RELIABILITY – KEY METRICS**

Metric	Target
Planned treatment plant preventative maintenance completed on time	≥90%
Planned recycled water distribution system preventative maintenance completed on time	≥98%
Planned collection system preventative maintenance 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%
Pipeline inspected through Closed Circuit Television Program	10% inspected (150 miles)
Uptime for vehicles	100%
Miles of sewers replaced (focused on deteriorated small diameter pipelines)	≥6.0
Large diameter and force main condition assessment	≥3 miles per year
Average time to execute Engineering agreements from complete package submittal	≤2 weeks
Contract renewals executed on time for uninterrupted service	100%
Approved request-to-stock items entered in databases within 5 business days	100%
Capital expenditures as a percentage of capital budgeted cash flow including carry forward	≥90%







## GOAL 7: INNOVATION AND AGILITY

### OPTIMIZE OPERATIONS FOR CONTINUOUS IMPROVEMENT, AND REMAIN FLEXIBLE AND ADAPTABLE

#### STRATEGY 1 – Leverage Data Analytics to Become a More Efficient Utility

##### 1 Develop performance metrics related to key operational systems.

###### KEY SUCCESS MEASURES

- Review plant process control loops and evaluate and rank based on potential cost savings.
- Assess existing monitoring, metrics, and controls for those processes with greatest optimization potential and develop recommendations for improvements.

##### 2 Deploy improved monitoring and performance tracking and analytics.

###### KEY SUCCESS MEASURES

- Design and implement new real-time control systems for improved monitoring, control, and optimization.
- Assess and pilot test digital monitoring and cloud analytics to leverage machine learning where effective and applicable.
- Integrate data collection and analysis for reporting performance of key business areas.
- Develop new reporting dashboards to track strategic, tactical, and operational performance metrics.

#### STRATEGY 2 – Implement Organization-Wide Optimization

##### 1 Evaluate the treatment process and carry out recommendations for optimization.

###### KEY SUCCESS MEASURES

- Develop best practices guidance for process control.
- Conduct a review and ranking of current versus target treatment efficiencies.
- Identify conceptual improvements and their potential efficiencies.
- Develop an implementation plan and schedule of recommended opportunities.
- Communicate progress and results on process measures.

**STRATEGY 2 – Implement Organization-Wide Optimization**

**2 Support innovation in capital and operational improvements.**

**KEY SUCCESS MEASURES**

- Continue the Optimizations, Applied Research, and Smart Initiative programs.
- Provide Optimizations Program Annual Reports to Board.
- Develop and begin implementing the IT Strategic Plan.
- Automate the Treatment Plant Asset Handover Process and track completion of key points along the workflow.
- Evaluate and use geocoding/barcodes to tag and track plant assets.
- Implement a barcode Warehouse inventory program to fully automate all issues, receipts, and inventory cycle counts.

**3 Continue to configure new ERP system to meet evolving needs.**

**KEY SUCCESS MEASURES**

- Evaluate, select, and implement new Sewer Service Charge development and billing software.
- Implement Permitting and Community Development software.
- Utilize digital database storage and retrieval to reduce paper processes.
- Create procedures to reflect new business workflows.
- Improve Maintenance, Repair, and Operations metrics monitoring.

**STRATEGY 3 – Be Adaptable, Resilient, and Responsive**

**1 Make sound decisions when faced with unforeseen events.**

**KEY SUCCESS MEASURES**

- Identify potential collection and treatment system catastrophic events along with key operational decisions and responses.
- Develop Decision Analytics to provide the required support documentation for rapid response.
- Develop the analytic infrastructure to gather and use information to make data-driven assessments.
- Survey best practices of leading sister agencies.

**2 Develop and employ improved operational decision support systems and approaches where practicable.**

**KEY SUCCESS MEASURES**

- Design and perform Failure and Response Evaluations of major operational upsets.
- Implement the Jarvis Operations Response software pilot to facilitate decision making based on real-time data.

**GOAL SEVEN – INNOVATION AND AGILITY – KEY METRICS**

Metric	Target
Projects initiated under Central San Smart	≥3
Improved process monitoring or performance reporting	≥3 control loops
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	≥25
Completed optimizations	≥20









THE GOALS,  
STRATEGIES,  
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KEY SUCCESS  
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ARE DESIGNED TO  
HELP US TO MEET  
OUR CHALLENGES,  
ACCOMPLISH  
OUR MISSION,  
AND SERVE OUR  
COMMUNITY  
IN THE MOST  
EFFICIENT AND  
COST-EFFECTIVE  
WAYS.



CENTRAL SAN  
CENTRAL CONTRA COSTA  
SANITARY DISTRICT