

Central Contra Costa Sanitary District



STRATEGIC PLAN

FY 2016-18



A MESSAGE FROM THE GENERAL MANAGER

We are pleased to present the Central Contra Costa Sanitary District's (Central San's) Fiscal Year 2016-18 Strategic Plan. This Plan, developed in collaboration with the District's Board of Directors, serves as a roadmap that will enable us to increase efficiencies, fulfill our mission, and continue in our role as stewards of the environment.

Our History

For 70 years, Central San has protected public health and the environment through efficient, cost-effective collection and treatment of wastewater.

In the 1940s, central Contra Costa County was a rural area of farms, orchards and a few small towns. With the end of World War II, a massive building boom began. As the nearby cities of San Francisco, Oakland and Berkeley grew, so did the population of Contra Costa County. This resulted in a sanitation crisis due to the inability of septic tanks to handle increased volumes. Waterborne diseases such as typhoid became a potential health issue. Citizens and civic leaders worked together to create a new agency to collect and treat wastewater, and the Central Contra Costa Sanitary District was officially created on July 15, 1946. Within 26 months, its newly constructed sewer main and treatment plant were operational.

Our Track Record

Over the past seven decades, Central San has grown with the communities we serve, embraced state-of-the-art technologies, and become a recognized industry leader. Our 290 budgeted employees now serve more than 476,400 residents and 3,000 businesses. Central San's proven record of excellence includes more than 18 consecutive years of 100% compliance with our National Pollutant Discharge Elimination System permit; innovative recycled water, household hazardous waste, and pharmaceutical collection programs; and 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 emphasis on continuous improvement, and our effective use of technology in all areas of operation.

Our Strategy for Ongoing Success

In November 2015, the Board of Directors approved our revised vision, mission, and values statements, which emphasize our core operations and putting people first: our customers, employees, and the community. This is emphasized in our key values: People, Community, Principles, Leadership and Commitment. Using goals set by our Board of Directors, and the Effective Utility Management (EUM) framework as an overarching tool to standardize the process, we established 16 key strategies and 40 initiatives to address current and future challenges facing Central San. We will assess the progress of these initiatives on a quarterly basis 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 special focus on being accessible, being responsive, and delivering the highest quality service to our customers.

Roger S. Bailey
General Manager

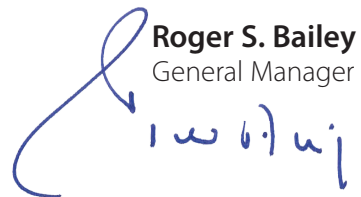


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LIST OF ACRONYMS FOUND IN THIS DOCUMENT

BAAQMD – Bay Area Air Quality Management District	ERP – Enterprise Resource Planning
BACWA - Bay Area Clean Water Agencies	EUM – Effective Utility Management
CARB – California Air Resources Board	FEMA - Federal Emergency Management Agency
CASA – California Association of Sanitation Agencies	HHWCF – Household Hazardous Waste Collection Facility
CCTV – Closed-Circuit Television	NACWA – National Association of Clean Water Agencies
CCWD – Contra Costa Water District	NPDES – National Pollutant Discharge Elimination System
CMMS – Computerized Maintenance Management System	QA/QC – Quality Assurance/Quality Control
CSOD – Collection System Operations Department	RFP – Request for Proposal
CWEA – California Water Environment Association	RWQCB – Regional Water Quality Control Board
CWMP – Comprehensive Wastewater Master Plan	SWRCB – State Water Resources Control Board
DCC – Diablo Country Club	SWRF – Satellite Water Recycling Facility
EBMUD – East Bay Municipal Utility District	WEF – Water Environment Federation
EPA – Environmental Protection Agency	

INTRODUCTION

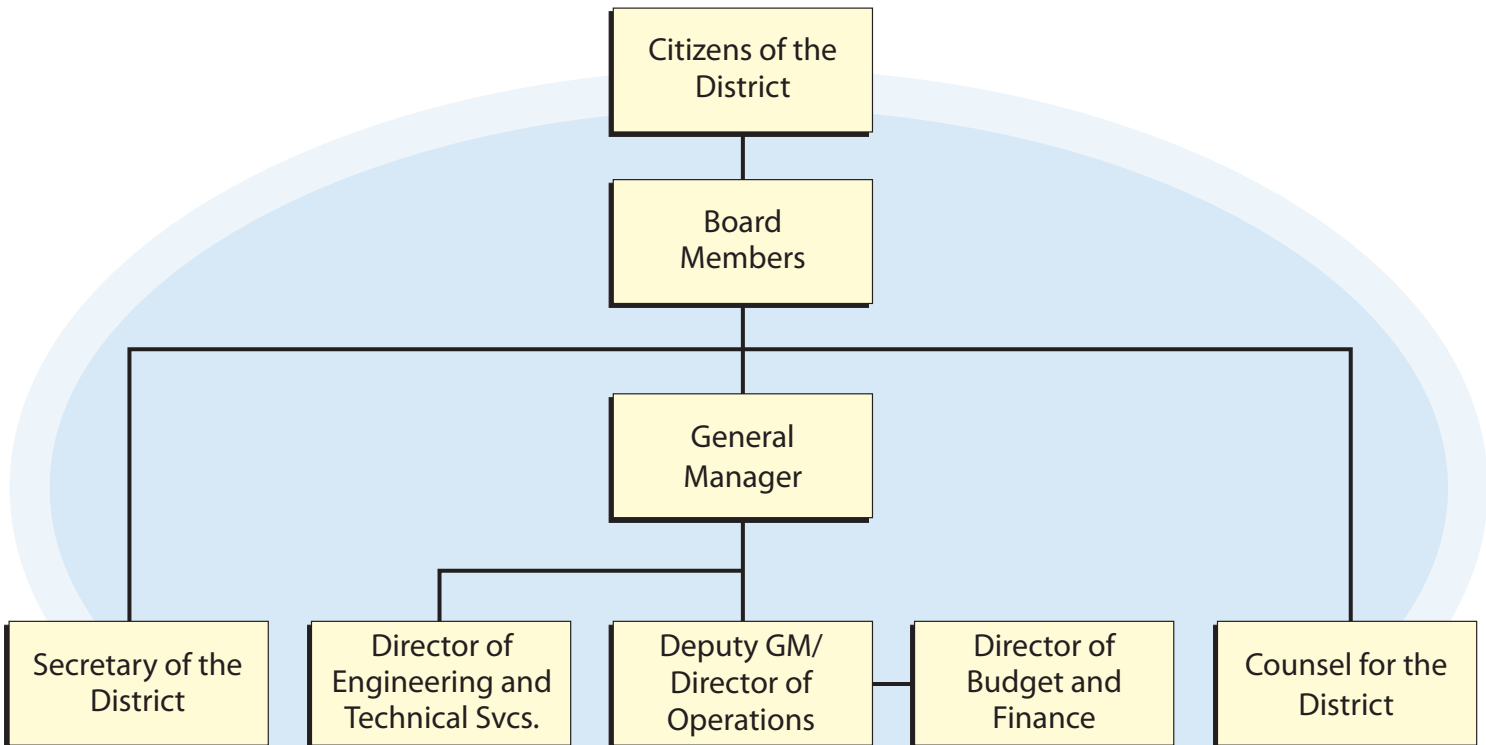
We are pleased to present the Central Contra Costa Sanitary District's (Central San's) Fiscal Year 2016-18 Strategic Plan. This Plan provides overall direction on how we will achieve our vision and mission to protect public health and the environment.

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 serve a population of approximately 476,400 residents and more than 3,000 businesses within our 145-square-mile service area, which includes Alamo, Danville, Lafayette, Moraga, Orinda, Pacheco, Pleasant Hill, Walnut Creek; portions of Martinez and San Ramon; and unincorporated communities within the central County area. We also treat the wastewater from Concord and Clayton, but they own and maintain their 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 the District. The organization is divided into three departments – Administration, Engineering and Technical Services, and Operations – each overseen by the Deputy General Manager or a Director who manages day-to-day operations.



VISION, MISSION, VALUES

OUR VISION

To be a high-performance organization that provides exceptional customer service and regulatory compliance at responsible rates

OUR MISSION

To protect public health and the environment

OUR VALUES

PEOPLE

- Value customers and employees
- Respect each other
- Work as a team
- Celebrate our successes and learn from our challenges

COMMUNITY

- Value water sector partners
- Foster excellent community relationships
- Be open, transparent and accessible
- Build partnerships
- Understand service level expectations

PRINCIPLES

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

LEADERSHIP AND COMMITMENT

- Work effectively and efficiently
- Promote a passionate and empowered workforce
- Encourage continuous growth and development
- Inspire dedication and top-quality results

THE STRATEGIC PLANNING PROCESS

Central San is committed to serving the public. In November 2015, the Board of Directors decided that our vision, mission, and values should emphasize putting people (our customers, employees and the community) first while engaging in our core business functions. The Board adopted four key values: People, Community, Principles, and Leadership and Commitment. We are dedicated to conducting our daily business within the framework of these values.

From our new vision, mission and values statements, the Board refined the existing Fiscal Year 2014-16 strategic goals and adopted six revised goals for Fiscal Year 2016-18. These goals reflect the challenges that many water sector agencies face as we strive to increase quality and minimize the cost of services to our customers.

These challenges include:

- Enhanced customer expectations and public awareness
- Aging infrastructure
- Continued regulatory requirements
- Financial constraints
- Expanded challenges associated with employee recruitment and retention
- Security and emergency response concerns
- Sustainable regional water supply concerns
- Increased focus on resource recovery

The goals, strategies, initiatives, and key success measures in this Strategic Plan will enable us to attempt to overcome these challenges, accomplish our mission, and meet our community's needs in the most efficient and cost-effective ways.



EFFECTIVE UTILITY MANAGEMENT

When developing this Strategic Plan, we used the Effective Utility Management (EUM) model as an overarching tool to define attributes to be considered in implementing practices and procedures to improve our operations and move toward continued sustainability.

The EUM framework was originally developed by the Environmental Protection Agency and water industry leaders in 2007. The framework is made up of 10 attributes that provide a succinct indication of where effectively managed utilities should focus and what they should strive to achieve. The attributes can be viewed as a continuum of, or set of building blocks for, management improvement opportunities.

In 2015, the EUM Steering Group modified the original attributes in light of how shifts in technology, policy, society, and the natural environment now affect both the day-to-day operations of water sector utilities, and planning efforts on a long-term scale.

Ten Attributes of Effectively Managed Water Sector Utilities

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

Using the EUM framework and the goals set by the Board, senior management identified critical issues facing the District.

FISCAL YEAR 2016-18 STRATEGIC PLAN

The Fiscal Year 2016-18 Strategic Plan draws upon the work accomplished under the Fiscal Year 2014-16 Strategic Plan. Many of the goals and strategies remain the same, but the initiatives and work activities have been updated. We continue to optimize operations, streamline processes, and look for opportunities to implement innovative technology to manage and contain costs.

The updated Strategic Plan continues our commitment to the mission of the District while anticipating new challenges.



GOALS, STRATEGIES, INITIATIVES AND KEY SUCCESS MEASURES

- ▶ Our **GOALS** define where we are going
- ▶ Our **STRATEGIES** define our plan for achieving our Goals
- ▶ Our **INITIATIVES** describe the tasks and actions we need to accomplish in the near term
- ▶ Our **KEY SUCCESS MEASURES** describe how we will evaluate our progress along the way



FISCAL YEAR 2016-18 GOALS

- GOAL 1 – Provide exceptional customer service
- GOAL 2 – Strive to meet regulatory requirements
- GOAL 3 – Be a fiscally sound and effective water sector utility
- GOAL 4 – Develop and retain a highly trained and innovative workforce
- GOAL 5 – Maintain a reliable infrastructure
- GOAL 6 – Embrace technology, innovation and environmental sustainability



GOAL ONE

PROVIDE EXCEPTIONAL CUSTOMER SERVICE

▶ STRATEGY 1 – FOSTER CUSTOMER ENGAGEMENT AND AWARENESS

1 Invest in business process changes and technologies to effectively increase access to District information and promote customer care, convenience and self-service.



Key Success Measures

- Update website to increase customer engagement, efficiency in customer-District processes, and showcase the District as an industry leader.
- Install kiosk in District Lobby (e.g. live Board meetings, website information, service information, touch screen station).
- Develop and monitor growth of social media.
- Evaluate and improve process for managing District electronic records, including emails.
- Implement on-line permit processing (FY 2017-18).

2 Increase customer understanding and support for key issues facing the District.



Key Success Measures

- Conduct and track outreach for the Comprehensive Wastewater Master Plan (CWMP).
- Conduct external presentations that highlight District services and key initiatives through speaker's bureaus and other presentations.
- Conduct facility tours and track the number of people participating.
- Develop videos and public service announcements to communicate important District information, programs and services.

3 Build and maintain relationships with Federal, State and local elected officials and key stakeholder groups.



Key Success Measures

- Track number of meetings with elected officials and stakeholders.
- Host an annual signature event that includes legislators and stakeholders.
- Plan presentations for Board Members to present to City Councils and community groups of their liaison cities.

4 Provide high-quality customer service.



Key Success Measures

- Provide staff with Public Records Act training.
- Respond to all customer field requests within 20 minutes during working hours.
- Conduct annual customer service sensitivity training for all District staff.
- Conduct annual political sensitivity training for all District management and supervisory staff.
- Monitor customer feedback and identify trends and areas for improvement.
- Survey customers and conduct research to assess customer expectations (FY 2017-18).

GOAL ONE

PROVIDE EXCEPTIONAL CUSTOMER SERVICE

▶ STRATEGY 2 – IMPROVE INTERDEPARTMENTAL COLLABORATION

1

Foster employees' understanding of District operations and their role in our success.

Key Success Measures

- Communicate important District initiatives and information to employees via print and electronic communication.
- Solicit feedback from employees on efficiency of District operations, and implement viable solutions.
- Continue review and streamlining of existing Board policies, and assist with development of new Board policies as may be necessary.
- Update current intranet system and its content (FY 2017-18).



2

Increase internal partnerships.

Key Success Measures

- Develop multi-divisional teams for implementation of Board-approved recommendations from the CWMP.
- Develop multi-divisional teams to implement District-wide business process efficiency projects.
- Continue the Information Technology (IT) Leadership Committee.



KEY METRICS FOR GOAL ONE

Metric	Target
Average onsite response time for collection system emergency calls, during working hours	Less than 20 minutes
Average onsite response time for collection system emergency calls, after hours	Less than 30 minutes
Average customer service rating for emergency calls	At least 3.8 out of 4.0
Average customer satisfaction rating on construction projects	Greater than 95%
Average customer satisfaction rating on permit counter interactions	Greater than 95%
Number of students served by our education programs	Greater than 2,200 per year
Number of District employees attending annual customer service training	At least 50% of all District staff
Number of participants on treatment plant tours	Greater than 150 participants per year
Number of participants at speakers bureau presentations	Greater than 400 participants per year
Number of students attending Central San Academy	Greater than 30 participants per session



GOAL TWO

STRIVE TO MEET REGULATORY REQUIREMENTS

► STRATEGY 1 – STRIVE TO ACHIEVE 100% PERMIT COMPLIANCE IN AIR, WATER, LAND AND OTHER REGULATIONS

1 Renew treatment plant NPDES permit which expires on March 31, 2017.

Key Success Measures

- Prepare application and submit application to the RWQCB on or before September 30, 2016.
- Obtain new permit.

2 Meet existing regulations and plan for future regulations.

Key Success Measures

- Comply with all permit requirements for air, wastewater discharges and recycled water.
- Develop a comprehensive regulatory permit matrix (i.e., current permits with which the District must comply) and track compliance on a quarterly basis.
- Provide an annual regulatory update to the Board.

3 Foster relationships with regulatory agencies.

Key Success Measures

- Actively participate in meetings of BACWA and the RWQCB.
- Participate in relevant meetings and workshops with regulatory agencies.
- Communicate directly with RWQCB, SWRCB, BAAQMD, CARB and EPA staff, as needed.

4 Monitor and track proposed and pending legislation and regulatory changes that may impact District operations.

Key Success Measures

- Develop an internal system to track relevant proposed legislation/regulations.
- Analyze, review and comment on relevant proposed legislation/regulations, as appropriate.
- Actively participate in professional associations (NACWA, WEF, CASA, BACWA, CWEA, etc.).

5 Actively manage Greenhouse Gas (GHG) emissions in the most cost-effective and responsible manner.

Key Success Measures

- Keep CO₂e anthropogenic GHG emissions below 25,000 metric tons.
- Prepare internal monthly GHG emission inventory updates.
- Prepare and submit annual GHG emission inventory to CARB.
- Prepare internal annual inventory summary and verification report.



GOAL TWO

STRIVE TO MEET REGULATORY REQUIREMENTS

► STRATEGY 2 – STRIVE TO MINIMIZE THE NUMBER OF SANITARY SEWER OVERFLOWS

1 Complete the collection system scheduled maintenance on time and optimize cleaning schedules to improve efficiencies.

Key Success Measures

- Clean at least 800 miles of sewer lines per year.
- Complete scheduled maintenance on time for at least 95% of the schedules.

2 Continue the pipeline condition assessment and cleaning quality assurance program using the system-wide CCTV program.

Key Success Measures

- Televiser at least 150 miles of sewer lines per year.
- Identify emergency pipeline projects and include them in the CIP.
- Perform CCTV QA/QC on 3% of lines cleaned on an annual basis with a goal of having at least a 98% passing rate.

KEY METRICS FOR GOAL TWO

Metric	Target
NPDES Compliance	Zero violations
Title V Compliance	Zero violations
Recycled Water Title 22 Compliance	Zero violations
Sanitary sewer overflows	Fewer than 3.0 spills per 100 miles of pipeline
Spills to public water	Fewer than 3
Percent of spills less than 500 gallons	Greater than 95%
Pipeline cleaning schedules completed on time	Greater than 95%
Pipeline cleaning QA/QC	On at least 3% of pipeline cleaned on an annual basis
Pipeline cleaning QA/QC passing rate	Greater than 98%
Annual source control inspections completed on time	100%



GOAL THREE

BE A FISCALLY SOUND AND EFFECTIVE WATER SECTOR UTILITY

► STRATEGY 1 – CONDUCT LONG-RANGE FINANCIAL PLANNING

1 Ensure rate structure is consistent with cost of service principles.

Key Success Measures

- Perform rate study to support the Board-approved recommendations from the CWMP.
- Review and implement a new rate structure for mixed-use businesses.
- Develop a public outreach strategy associated with the rate study and its recommendations.
- Conduct audit of rates and fees (FY 2017-18).

2 Improve the application and processing of capacity fees for consistency across user classes.

Key Success Measures

- Conduct annual capacity fee audits to ensure appropriate fees are assessed and collected.
- Conduct annual review of business establishments to ensure consistent use with existing permits and capacity fees paid.

3 Develop a long-range debt management policy.

Key Success Measures

- Present draft debt management policy to Board by June 2017.
 - ▶ Policy will consider intergenerational equity and the prudent use of debt to stabilize long-term rates.
- Develop alternative scenarios to utilize debt prudently to optimize the financing of the Board-approved recommendations from the CWMP.

4 Develop alternatives for new revenues and funding sources (i.e., interagency agreements, services, recycled water).

Key Success Measures

- Identify District services that could be offered to other regional public agencies and implement feasible alternatives.
- Identify and pursue State Revolving Fund (SRF) loan and grant opportunities, as appropriate.

GOAL THREE

BE A FISCALLY SOUND AND EFFECTIVE WATER SECTOR UTILITY

► STRATEGY 2 – MANAGE COSTS

1 Perform targeted audits of critical/high-risk functions or processes.

Key Success Measures

- Identify high-cost/high-risk functions.
- Perform at least three audits of high-risk function (FY-2016-18).

2 Perform optimization studies of treatment plant and field operations to reduce costs.

Key Success Measures

- Identify treatment plant and field processes for optimization.
- Perform optimization studies on at least three of the processes identified (FY-2016-18).

3 Evaluate and implement risk management practices to minimize loss.

Key Success Measures

- Identify and implement lessons learned from previous losses (FY-2016-18).
- Reduce average cost of overflow claims.
- Offer temporary modified duty to employees with occupational injuries.
- Provide an annual risk management report to the Board.

KEY METRICS FOR GOAL THREE

Metric	Target
Standard and Poor's credit rating	AAA
Debt service coverage ratio	Greater than 2.0 times
Maintain service affordability	Sewer Service Charge less than median of Bay Area agencies
Actual reserves as a percentage of target	100%
Operating expenditures as a percentage of operating budget	Greater than 90%
Workers' Compensation experience modifier	Less than 1.0
Return to Work	Provide modified duty for greater than 80% of occupational injuries
Self-insurance reserves as a percentage of target	100%

GOAL FOUR

DEVELOP AND RETAIN A HIGHLY TRAINED AND INNOVATIVE WORKFORCE

► STRATEGY 1 – ENSURE ADEQUATE STAFFING AND TRAINING TO MEET CURRENT AND FUTURE OPERATIONAL LEVELS

1 Assess, develop, and implement District-wide training needs.

Key Success Measures

- Hire Training Coordinator position.
- Develop and implement a training plan for each business section (FY-2016-18).
- Develop and implement a training plan for each employee classification (FY-2016-18).
- Continue to encourage and track the usage of outside training and tuition reimbursement programs.

2 Develop and train our future leaders.

Key Success Measures

- Continue the Leadership and Supervisors Academies (alternating years).
- Implement the Mentorship Program.
- Implement Team-Building Program for the Management Team.
- Implement one-on-one coaching sessions for Management Team.

► STRATEGY 2 – ENHANCE RELATIONSHIPS WITH EMPLOYEES AND BARGAINING UNITS

1 Cultivate a positive work culture and promote teamwork.

Key Success Measures

- Establish and communicate clear performance expectations and standards.
- Regularly assess and communicate performance against standards.
- Solicit feedback on employee satisfaction and engagement, and implement viable suggestions.
- Promote opportunities for cross-divisional work teams.
- Provide opportunities to recognize high-performing teams at Department meetings and Board meetings.
- Continue the General Manager lunches with the Division workgroups.
- Continue the *Lateral Connection* employee newsletter.

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

Key Success Measures

- Continue the General Manager lunches with the bargaining representatives.
- Continue the Labor Management Committee meetings.
- Engage the bargaining units in informal discussions on collaborative solutions to workplace issues.



GOAL FOUR

DEVELOP AND RETAIN A HIGHLY TRAINED AND INNOVATIVE WORKFORCE



► STRATEGY 3 – MEET OR EXCEED INDUSTRY SAFETY STANDARDS

1 Achieve consistent improvement on State of California and Bay Area industry injury rates.

Key Success Measures

- Continue monitoring of accident/incident causation including type, mechanism, and body part to identify and mitigate hazards.
- Continue providing accident/incident analysis summary to the District Safety Committee and Safety Teams on a monthly basis to inform members about accident/incident causation and corrective measures.
- Continue providing accident/incident analysis summary to District Management Team on a quarterly basis to inform Managers of their respective workgroup’s performance, accident causation, and corrective measures.
- Continue providing an Annual Safety Report to the Board.

2 Enhance the safety culture through improved training and communications.

Key Success Measures

- Continue conducting regulatory required safety training.
- Continue conducting training based upon accident/incident causal factors, new processes, equipment, or procedures.
- Continue providing relevant safety information to personnel via the Safety Corner in the *Lateral Connection*.
- Continue providing upcoming safety-related legislation and regulations to supervisors and managers via the *Cal/OSHA Reporter* and Safety Supervisor.
- Continue safety staff participation in Department meetings via tailgate training sessions or safety updates.
- Implement safety training/tracking system.

KEY METRICS FOR GOAL FOUR

Metric	Target
Average time to fill vacancy (from request to hire)	Fewer than 60 days
Percentage turnover rate at or below industry average	Less than 3.4%
Average annual training hours per employee	Track in FY 2016-17, set target for FY 2017-18
Actual versus budgeted usage of tuition reimbursement	Greater than 80%
Percentage of performance evaluations completed on time	100%
Employee injury and illness lost time incident rate	Less than Bureau of Labor Statistics California Sewage Treatment Facilities Rate

GOAL FIVE

MAINTAIN A RELIABLE INFRASTRUCTURE

► STRATEGY 1 – MANAGE ASSETS OPTIMALLY THROUGHOUT THEIR LIFECYCLE

1 Implement Board-approved recommendations from the CWMP and Condition Assessment.

Key Success Measures

- Implement prioritized CWMP and Condition Assessment recommendations that are maintenance-related and incorporate these into the maintenance schedule (e.g., corrective work orders) or adjust maintenance activities (e.g., Preventive Maintenance Plan) as appropriate.
- Implement the capital improvement projects identified in the CWMP consistent with Board-approved recommendations.

2 Update the Consequence of Failure Matrices.

Key Success Measures

- Review and update the Consequence of Failure Matrices by June 2017.

3 Implement the reliability centered maintenance (RCM) program.

Key Success Measures

- Train staff on RCM analysis and software.
- Perform RCM on at least five treatment plant process systems (FY-2016-18).

4 Manage and maintain current equipment and vehicle fleet to provide maximum value.

Key Success Measures

- Maintain uptime for vehicles and equipment greater than 95%.
- Install automated vehicle location (AVL) on all District vehicles.
- Develop and implement diagnostics associated with AVL.

► STRATEGY 2 – FACILITATE LONG-TERM CAPITAL RENEWAL AND REPLACEMENT

1 Integrate data from the Asset Management Program into the analysis of long-term capital improvement needs based on the Board-approved CWMP.

Key Success Measures

- Complete the implementation of InfoMaster software to determine prioritization of collection system pipe replacement based on likelihood and consequence of failures factors.
- Develop a business process to incorporate long-term (10 plus years) renewal and replacement schedules into the Capital Improvement Program (CIP) based on the Board-approved CWMP.
- Coordinate near term CIP projects identified in the condition assessment findings with the Board-approved CWMP.

2 Implement business case evaluations, including life-cycle cost into proposals for new CIP projects to determine the most cost-effective projects and solutions for projects that were not identified in the approved CWMP or the Capital Improvement Budget (CIB).

Key Success Measures

- Adopt a Business Case Evaluation Process (FY 2016-17) for new projects not already identified in the CIB or Board-approved CWMP.
- Prepare Business Case Evaluations for all large projects over \$1 million if not already identified in the CIB or Board-approved CWMP.



GOAL FIVE MAINTAIN A RELIABLE INFRASTRUCTURE

► STRATEGY 3 – PROTECT DISTRICT PERSONNEL AND ASSETS FROM THREATS AND EMERGENCIES

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

Key Success Measures

- Implement the minimum readiness requirements of the Continuity Plan.
- Add one continuity, field and treatment plant practical exercise to the Emergency Management Training Program.
- Complete the five-year update to the multi-jurisdictional Local Hazard Mitigation Plan (LHMP) (Contra Contra County, State, FEMA).
- Update the Emergency Operations Plan.
- Provide an annual Emergency Management Report to the Board.
- Relocate the data center to a more secure location (FY-2016-18).
- Explore cloud-based systems such as email and cloud backup solutions.

2 Evaluate and implement appropriate improvements to our Security Program to meet new or evolving threats.

Key Success Measures

- Develop a Comprehensive Security Master Plan.
- Conduct physical security assessments of the Martinez and Walnut Creek facilities.
- Consolidate security monitoring at all District facilities.
- Enhance the security culture through improved communication.
- Upgrade treatment plant-side network and network equipment to create redundant paths.
- Develop and implement critical IT security policy/procedure.

KEY METRICS FOR GOAL FIVE

Metric	Target
Safety work orders completed on time	100%
Regulatory Title V work orders completed on time	100%
Planned treatment plant preventative maintenance completed on time	Greater than 95%
Complete implementation of InfoMaster	By first quarter of 2017
Miles of pipeline replaced	Greater than 1% of assets
Capital expenditures as a percentage of capital budgeted cash flow	Greater than 90%
Information Systems uptime (excluding planned maintenance)	100%
Data backup and recovery	Zero lost data

GOAL SIX

EMBRACE TECHNOLOGY, INNOVATION AND ENVIRONMENTAL SUSTAINABILITY

► STRATEGY 1 – AUGMENT THE REGION’S WATER SUPPLY

1 Explore partnering opportunities (e.g., CCWD and EBMUD).

Key Success Measures

- Complete wholesale opportunities next steps.
- Work with regional partners to develop water supply opportunities.
- Support regional development of local water supply.

2 Develop a Satellite Water Recycling Facilities (SWRF) Program.

Key Success Measures

- Complete the Facilities Planning Study, or other alternative, for the Diablo Country Club’s (DCC) SWRF project.
- Finalize the agreement for the DCC SWRF project.
- Submit the application for a State Revolving Fund (SRF) loan for the DCC project, if applicable.

► STRATEGY 2 – EVALUATE BUSINESS PROCESSES AND OPTIMIZE BUSINESS OPERATIONS

1 Perform business process mapping and re-engineering.

Key Success Measures

- Implement Automated Timekeeping Program.
- Update Purchasing Policy and Procedures to incorporate best practices and simplify the process.
- Work with the Enterprise Resource Planning (ERP) vendor to implement targeted improvements to processes as identified.
- Develop a plan to implement other improvements to existing processes in key business areas (FY 2017-18).
- Issue a Request for Proposal and contract with a consultant to perform business process mapping to identify opportunities for streamlining administrative business processes (FY 2017-18).



GOAL SIX

EMBRACE TECHNOLOGY, INNOVATION AND ENVIRONMENTAL SUSTAINABILITY

► STRATEGY 3 – ENCOURAGE THE REVIEW AND TESTING OF PROMISING AND LEADING TECHNOLOGY

1 Expand and improve the use of mobile computing and communication technologies.

Key Success Measures

- Acquire and roll out cost-effective mobile devices for appropriate staff.
- Train staff on the use of CMMS mobile devices.
- Implement mobile applications:
 - ▶ CMMS (FY 2016-17)
 - ▶ Environmental Compliance (FY 2017-18)
 - ▶ Timekeeping (FY 2017-18)
 - ▶ Flexible Spending Account (FY 2017-18)
 - ▶ Construction Inspections (FY 2017-18)
 - ▶ Benefits Application (Ben IQ) (FY 2017-18)

2 Continue developing and investing in cost effective innovation, technology and applied research and development.

Key Success Measures

- Meet quarterly with the Applied Research Committee to promote innovation and continuous improvement.
- Track and assign resources to implement applied research projects as recommended by the Board-approved CWMP or staff.

► STRATEGY 4 – REDUCE RELIANCE ON NON-RENEWABLE ENERGY

1 Explore opportunities for self-generation, conservation and efficiency based on the Board-approved CWMP.

Key Success Measures

- Develop energy self-sufficiency assessment.
- Develop criteria for the evaluation of energy generation projects.
- Prepare an Energy policy to be approved by the Board.
- Track and review energy usage and explore options to optimize energy efficiency.



KEY METRICS FOR GOAL SIX

Metric	Target
Total gallons of recycled water distributed to external customers	More than 240 million gallons per year
Maximum residential recycled water fill station customer wait time	15 minutes
Gallons of recycled water distributed at the residential fill stations	More than 14 million gallons per year
Gallons of recycled water distributed at truck fill program	More than 4 million gallons per year
kWh of electricity produced	More than 18 million kWh per year (reported as a rolling average)
kWh of solar power produced at CSOD and HHWCF	More than 200 kWh per year (reported as a rolling average)
Pilot test new and promising technology	More than 3 pilot tests or reviews per year
Present research papers and findings	More than 3 papers per year

FY 2016–2018
STRATEGIC PLAN AND INITIATIVES
SUMMARY

Alignment with Effective Utility Management Attributes and District Values



GOAL 1 - PROVIDE EXCEPTIONAL CUSTOMER SERVICE

Strategy	Initiative	EUM Attribute	Value
Foster Customer Engagement and Awareness	Invest in business process changes and technologies to effectively increase access to District information and promote customer care, convenience and self-service.	Customer Satisfaction Operational Optimization	Leadership and Commitment
	Increase customer understanding and support for key issues facing the District.	Stakeholder Understanding and Support	Community
	Build and maintain relationships with Federal, State and Local Elected Officials and key stakeholder groups.	Stakeholder Understanding and Support	Community
	Provide high quality customer service.	Customer Satisfaction	Community
Improve Interdepartmental Collaboration	Foster employees' understanding of District operations and their role in our success.	Customer Satisfaction	People
	Increase internal partnerships.	Employee and Leadership Development	People, Community

GOAL 2 - STRIVE TO MEET REGULATORY REQUIREMENTS

Strategy	Initiative	EUM Attribute	Value
Strive to Achieve 100% Permit Compliance in Air, Water, Land and Other Regulations	Renew treatment plant NPDES permit.	Product Quality	Principles
	Meet existing regulations and plan for future regulations.	Product Quality	Principles
	Foster relationships with regulatory agencies.	Stakeholder Understanding and Support	Community
	Monitor and track proposed and pending legislation/regulatory changes that may impact District operations.	Stakeholder Understanding and Support	Community
	Actively manage GHG emissions in the most cost-effective and responsible manner.	Community Sustainability	Principles
Strive to Minimize the Number of Sanitary Sewer Overflows	Complete the collection system scheduled maintenance on time and optimize cleaning schedules to improve efficiencies.	Infrastructure Strategy and Performance	Leadership and Commitment
	Continue the pipeline condition assessment and cleaning quality assurance program using the system-wide CCTV program.	Infrastructure Strategy and Performance	Leadership and Commitment

GOAL 3 - BE A FISCALLY SOUND AND EFFECTIVE WATER SECTOR UTILITY

Strategy	Initiative	EUM Attribute	Value
Conduct Long Range Financial Planning	Ensure rate structure is consistent with cost of service principles.	Financial Viability	Community, Principles
	Improve the application and processing of capacity fees for consistency across user classes.	Financial Viability	Community, Principles
	Develop a long-range debt management policy.	Financial Viability	Principles
	Develop alternatives for new revenues and funding sources (i.e., Interagency agreements, services, recycled water).	Financial Viability	Leadership and Commitment
Manage Costs	Perform targeted audits of critical/high-risk functions or processes.	Enterprise Resiliency	Principles
	Perform optimization studies of treatment plant and field operations to reduce costs.	Operational Optimization	Leadership and Commitment
	Evaluate and implement risk management practices to minimize loss.	Enterprise Resiliency	Principles

GOAL 4 – DEVELOP AND RETAIN A HIGHLY TRAINED AND INNOVATIVE WORKFORCE

Strategy	Initiative	EUM Attribute	Value
Ensure Adequate Staffing and Training to Meet Current and Future Operational Levels	Assess, develop, and implement District-wide training needs.	Employee and Leadership Development	People, Leadership and Commitment
	Develop and train our future leaders.	Employee and Leadership Development	People, Leadership and Commitment
Enhance Relationship with Employees and Bargaining Units	Cultivate a positive work culture and promote teamwork.	Employee and Leadership Development	People, Leadership and Commitment
	Sustain and grow collaborative relationships with the labor bargaining units.	Stakeholder Understanding and Support	People, Community
Meet or Exceed Industry Safety Standards	Achieve consistent improvement on State of California and Bay Area industry injury rate.	Employee and Leadership Development	People, Principles, Leadership and Commitment
	Enhance the safety culture through improved training and communications.	Employee and Leadership Development	People, Principles

GOAL 5 – MAINTAIN A RELIABLE INFRASTRUCTURE

Strategy	Initiative	EUM Attribute	Value
Manage Assets Optimally Throughout Their Lifecycle	Implement Board-approved recommendations from the Comprehensive Wastewater Master Plan and Condition Assessment.	Infrastructure Strategy and Performance	Principles, Community
	Update the Consequence of Failure Matrices.	Enterprise Resiliency	Principles, Leadership and Commitment
	Implement the reliability centered maintenance (RCM) program.	Infrastructure Strategy and Performance	Leadership and Commitment
	Manage and maintain current equipment and vehicle fleet to provide maximum value.	Infrastructure Strategy and Performance	Leadership and Commitment
Facilitate Long-Term Capital Renewal and Replacement	Integrate the data from the Asset Management Program into the analysis of long-term capital improvement needs.	Infrastructure Strategy and Performance	Leadership and Commitment
	Implement business case evaluations, including life-cycle cost, into proposals for new CIP projects to determine most cost-effective projects and solutions.	Infrastructure Strategy and Performance	Leadership and Commitment
Protect District Personnel and Assets from Threats and Emergencies	Enhance our capability to mitigate, prepare, respond to and recover from emergencies.	Enterprise Resiliency	Principles
	Evaluate and implement appropriate improvements to our Security Program to meet new or evolving threats.	Enterprise Resiliency	Principles

GOAL 6 – EMBRACE TECHNOLOGY, INNOVATION AND ENVIRONMENTAL SUSTAINABILITY

Strategy	Initiative	EUM Attribute	Value
Augment the Region's Water Supply	Explore partnering opportunities (e.g., CCWD and EBMUD).	Water Resource Sustainability	Community
	Develop a Satellite Water Recycling Facilities (SWRF) Program.	Water Resource Sustainability	Community, Leadership and Commitment
Evaluate Business Processes and Optimize Business Operations	Perform business process mapping and re-engineering.	Operational Optimization	Leadership and Commitment
Reduce Reliance on Non-Renewable Energy	Explore opportunities for self-generation, conservation and efficiency based on the Board-approved Comprehensive Wastewater Master Plan.	Community Sustainability	Leadership and Commitment
Encourage the Review and Testing of Promising and Leading Technology	Expand and improve the use of cost-effective mobile computing and communication technologies.	Operational Optimization	Leadership and Commitment
	Continue developing and investing in cost-effective innovation, technology and applied research and development.	Operational Optimization	Leadership and Commitment



Central Contra Costa Sanitary District

