



# STRATEGIC PLAN

INNOVATION • TECHNOLOGY

EFFICIENCY

# FY 2018-20





## A MESSAGE FROM THE GENERAL MANAGER



entral Contra Costa Sanitary District (Central San) is pleased to present its Fiscal Year 2018-20 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

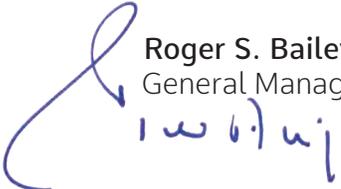
Since our establishment in 1946, Central San has protected public health and the environment through efficient, cost-effective collection and treatment of wastewater.

Over the last 71 years we have grown along with the communities we serve. Recently, our Board accepted a 20-year Comprehensive Wastewater Master Plan (CWMP) that will guide our path to meet the future needs of our customers, our aging infrastructure, and the environment. With service to over 484,200 residents and 3,000 businesses, we have a proven record of excellence which includes more than 20 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 goal to continuously improve, and our effective use of technology in all areas of operation.

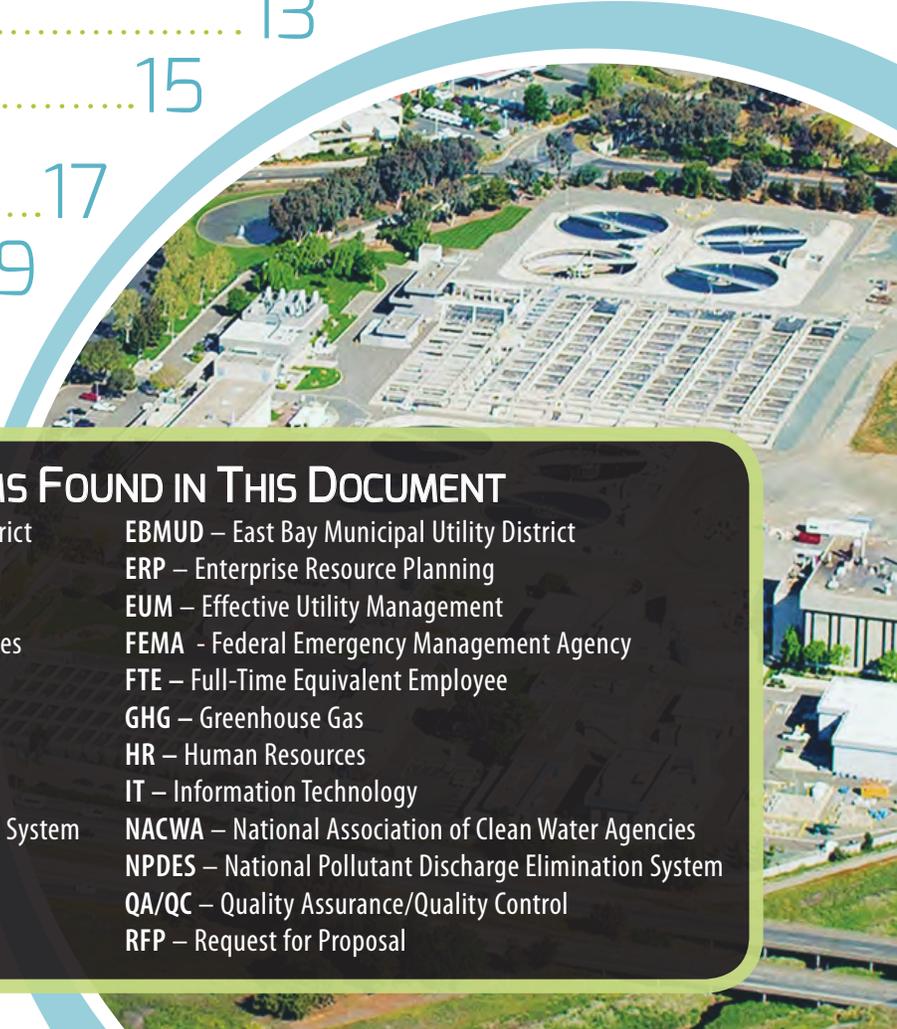
### Where We Are Going

In January 2018, 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 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

- |   |  |
|---|--|
| <b>BAAQMD</b> – Bay Area Air Quality Management District    | <b>EBMUD</b> – East Bay Municipal Utility District             |
| <b>BACWA</b> – Bay Area Clean Water Association             | <b>ERP</b> – Enterprise Resource Planning                      |
| <b>CARB</b> – California Air Resources Board                | <b>EUM</b> – Effective Utility Management                      |
| <b>CASA</b> – California Association of Sanitation Agencies | <b>FEMA</b> – Federal Emergency Management Agency              |
| <b>CCTV</b> – Closed-Circuit Television                     | <b>FTE</b> – Full-Time Equivalent Employee                     |
| <b>CCWD</b> – Contra Costa Water District                   | <b>GHG</b> – Greenhouse Gas                                    |
| <b>CIB</b> – Capital Improvements Budget                    | <b>HR</b> – Human Resources                                    |
| <b>CIP</b> – Capital Improvements Program                   | <b>IT</b> – Information Technology                             |
| <b>CMMS</b> – Computerized Maintenance Management System    | <b>NACWA</b> – National Association of Clean Water Agencies    |
| <b>CSOD</b> – Collection System Operations Department       | <b>NPDES</b> – National Pollutant Discharge Elimination System |
| <b>CWMP</b> – Comprehensive Wastewater Master Plan          | <b>QA/QC</b> – Quality Assurance/Quality Control               |
| <b>DCC</b> – Diablo Country Club                            | <b>RFP</b> – Request for Proposal                              |



# INTRODUCTION

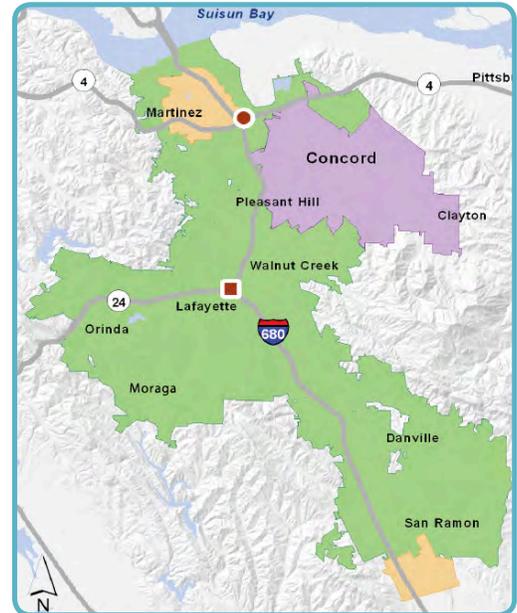
## CENTRAL SAN OVERVIEW



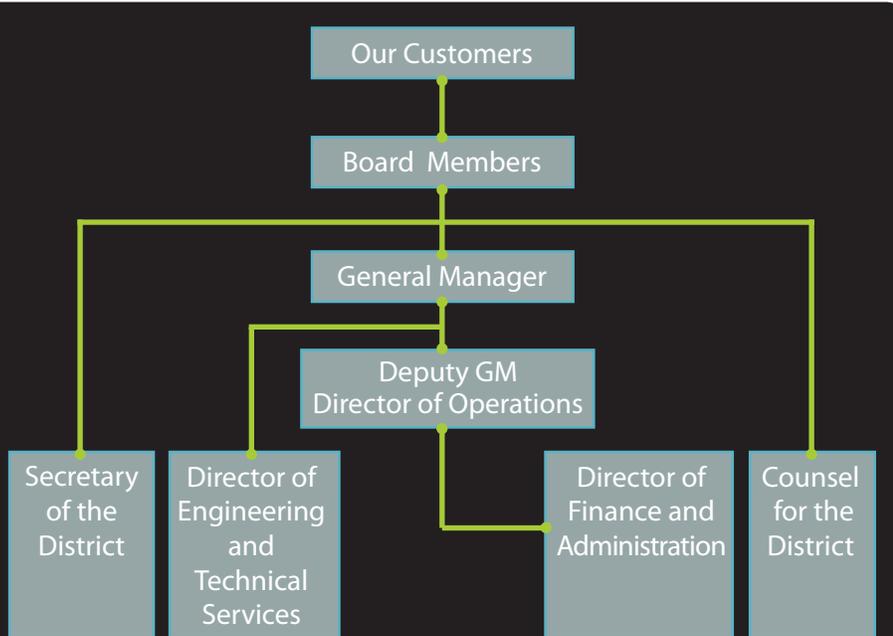
We are pleased to present Central San's Fiscal Year (FY) 2018-20 Strategic Plan. This plan outlines how we will achieve our vision and mission of protecting public health and the environment.

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 484,200 residents and more than 3,000 businesses within our 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 the central county area. We also clean the wastewater from Concord and Clayton, as they own and maintain their 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 – 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
- Work effectively and efficiently
- Celebrate our successes and learn from our challenges

### COMMUNITY

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

### PRINCIPLES

- Be truthful and honest
- Be fair, kind, and friendly
- Take ownership and responsibility
- Promote a passionate and empowered workforce
- Encourage continuous growth and development
- Inspire dedication and top-quality results
- Provide a safe and healthful environment



# THE STRATEGIC PLANNING PROCESS

Central San is committed to serving the public. Our vision, mission, and values emphasize putting people (our customers, employees, and the community) first while engaging in our core business functions. Central San's four key value are: People, Community, Principles, and Leadership and Commitment. We are dedicated to conducting our daily business within the framework of these values.

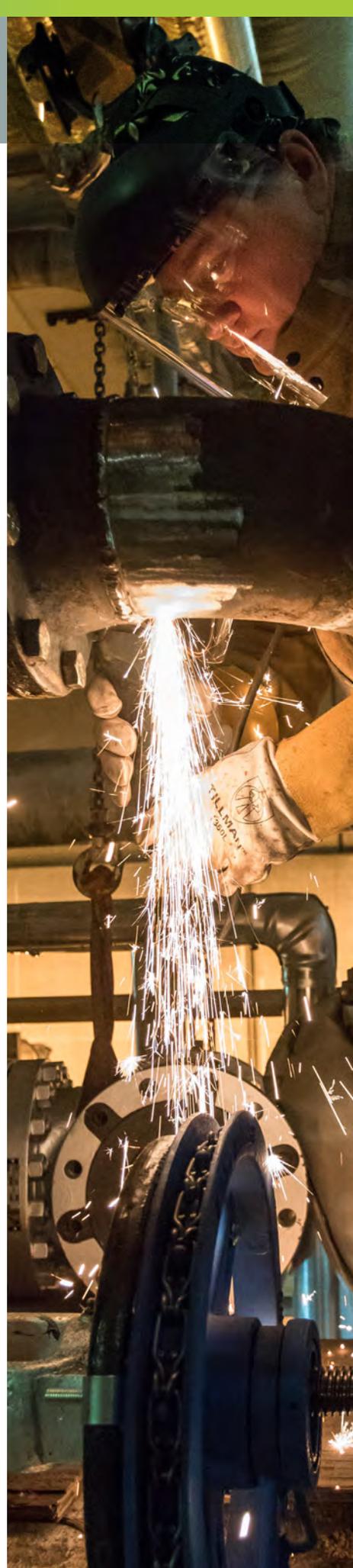


# EFFECTIVE UTILITY MANAGEMENT

The strategic goals and initiatives were developed using the EUM framework as an overarching tool. The EUM was originally developed by the Environmental Protection Agency and several major water sector associations in 2007. The framework is made up of ten attributes which provide a succinct indication of where effectively managed utilities should focus and what they should strive to achieve.

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# 10 ATTRIBUTES OF 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 2018-20 STRATEGIC PLAN

**T**he FY 2018-20 Strategic Plan draws upon the work accomplished under the FY 2016-18 Strategic Plan. Many of the goals and strategies remain the same, but the initiatives and work activities have been updated. We continue to integrate long-term planning, 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 Central San 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 2018-20 GOALS

- GOAL 1** Provide exceptional customer service and maintain an excellent reputation in the community
- GOAL 2** Strive to meet regulatory requirements
- GOAL 3** Be a fiscally responsible and effective wastewater utility
- GOAL 4** Recruit, develop, and retain a highly trained and safe workforce
- GOAL 5** Maintain a reliable infrastructure
- GOAL 6** Embrace technology, innovation, and environmental sustainability





## ▶ STRATEGY 1 – Build External Customer Relationships & Awareness

### **1** Provide high-quality customer service.

#### **KEY SUCCESS MEASURES**

- Provide trainings on Ethics, Brown Act, and Public Records Act.
- Conduct customer service and political sensitivity training.
- Perform research to assess customer awareness, satisfaction, desire to learn more about the District, and methods of best receiving information (FY 2019-20).

### **2** 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**

- Redesign website to enhance customer engagement and efficiency and demonstrate industry leadership.
- Develop and monitor growth of social media.
- Modernize Lobby layout and features to be more open and welcoming, including making information available digitally for customer self-service.

### **3** Increase customer understanding and support for key District initiatives, programs, and services.

#### **KEY SUCCESS MEASURES**

- Conduct facility tours and presentations through speaker's bureau and other opportunities.
- Develop videos and public service announcements to communicate information, including environmental messages.
- Continue public outreach associated with the rate study and its recommendations.
- Continue to host the Central San Academy annually to educate the public.

### **4** Build and maintain relationships with federal, state, and local elected officials and stakeholders.

#### **KEY SUCCESS MEASURES**

- Meet regularly with elected officials and stakeholders.
- Host a signature event every two years, open to the public, that communicates District information on programs and services.
- Plan Board Member presentations to City and Town Councils and community groups of their liaison cities.

## ► STRATEGY 2 – Foster Employee Engagement & Interdepartmental Collaboration

### **1** Establish opportunities for internal partnerships and cross-divisional collaborations.

#### KEY SUCCESS MEASURES

- Develop multi-divisional teams for implementation of the 10-Year CIP and business process efficiency projects District wide.
- Continue the IT Leadership, Applied Research and Optimizations, Wellness, and Safety Committees and expand the idea of cross-sectional committees to other areas.
- Organize team-building exercises for divisions as needed.

### **2** Cultivate employees' understanding of District operations and their role in the agency's success.

#### KEY SUCCESS MEASURES

- Communicate important Central San initiatives and information to employees via print and electronic media.
- Survey employees for internal customer service satisfaction levels.
- Educate on-boarding employees about existing Board Policies and Administrative Procedures.
- Provide training in Purchasing, HR, and other specialty areas to divisions upon request.
- Increase employee awareness of and participation in the Records Management Program, with an emphasis on electronic records storage and retention.

## ► STRATEGY 3 - Maintain a Strong Reputation in the Community

### **1** Continue to participate in industry trade organizations and apply for certifications and awards.

#### KEY SUCCESS MEASURES

- Renew California Special District Leadership Foundation Transparency Certificate of Excellence.
- Continue to apply for awards through Municipal Information Systems Association of California, California Association of Public Information Officials, California Special Districts Association, California Water Environment Association, National Purchasing Institute, and Government Finance Officers Association.
- Continue membership in Leading Utilities of the World network.
- Continue to participate in industry organizations such as American Water Works Association, Water Environment Foundation and CASA.

### **2** Continue to participate in CalWARN to provide mutual aid to sister agencies.

#### KEY SUCCESS MEASURE

- Respond when called to provide reasonable assistance to water and wastewater agencies during a natural disaster or emergency event.

### **3** Minimize impacts to residents and businesses during maintenance or construction work.

#### KEY SUCCESS MEASURES

- Hold community meetings for all major sewer renovation projects.
- Meet with individual property owners and/or tenants on private easements for construction projects or repairs, where there is an interest to do so.
- Liaise with the media and concerned residents to allay concerns.
- Troubleshoot and resolve construction issues as rapidly as possible.

**GOAL ONE - KEY METRICS**

Metric	Target
Average onsite response time for collection system emergency calls, during working hours	<20 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
Median customer satisfaction rating on construction projects	>95%
Median customer satisfaction rating on permit counter interactions	>95%
Students served by education programs	>4,000 per year
New employees attending customer service training within 6 months of employment	100%
Participants in Plant / Household Hazardous Waste Collection Facility tours and District presentations	>500 participants per year
Participants in citizens academy, Central San Academy	>30 participants per session
Purchasing internal customer survey rating of satisfactory or better	≥70%
Awards or recognitions received	10





## ► STRATEGY 1 – Strive to Achieve 100% Permit Compliance in Air, Water, Land, and Other Regulations

### **1** Meet existing regulations.

#### KEY SUCCESS MEASURES

- Comply with all permit requirements for air, wastewater discharges, and recycled water.
- Include and execute regulatory-driven projects in the CIB on time.
- Maintain NACWA Peak Performance Awards Platinum status (full compliance for a consecutive five-year period).

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

#### KEY SUCCESS MEASURES

- Actively participate in meetings of BACWA (a joint powers agency of other wastewater treatment agencies).
- Participate in relevant meetings and workshops with regulatory agencies.
- Communicate directly with regulatory bodies such as the Regional Water Quality Control Board, State Water Resources Control Board, BAAQMD, Environmental Protection Agency, and CARB, as needed.

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

#### KEY SUCCESS MEASURES

- Analyze, review, and comment on relevant proposed legislation, as appropriate.
- Actively participate in value-added professional association meetings and trainings and, when useful, produce reports on what was learned.
- Continue tracking possible regulations and plan on how to meet them.
- Evaluate the need for automation enhancements to the regulatory tracking program.

### **4** Actively manage GHG emissions in the most cost-effective and responsible manner.

#### KEY SUCCESS MEASURES

- Prepare internal monthly GHG emission inventory updates and annual inventory summary and verification report.
- Prepare and submit annual GHG emission inventory to CARB.

**▶ STRATEGY 2 – Strive to Minimize the Number of Sanitary Sewer Overflows**

**1** Complete the collection system scheduled maintenance on time and optimize cleaning schedules.

**KEY SUCCESS MEASURES**

- Clean and perform maintenance on sewer lines effectively and on schedule.
- Coordinate with Capital Projects on sewer replacements or repairs and include pipe replacement in CIB as needed.
- Review 1-, 2-, and 3-month frequency schedules for optimization.

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

**KEY SUCCESS MEASURES**

- Identify urgent and critical repair or replacements and complete pipeline repairs as soon as possible.
- Use CCTV data to adjust cleaning frequencies as needed.

**▶ STRATEGY 3 – Comply with All Federal, State, and Local Regulations Related to District Administration**

**1** Review all existing Board Policies every two years to ensure relevancy.

**KEY SUCCESS MEASURES**

- Staff review and update of policies, if needed.
- Upon conclusion of staff review, present the policies to the Administration Committee and full Board.
- Present new policies to the Administration Committee, then the full Board, for review within six months of the request for the policy to be drafted.

**2** Re-examine existing Department and Administrative Procedures to ensure compliance with applicable laws and regulations.

**KEY SUCCESS MEASURES**

- Review Finance, HR, Risk Management, and Safety directives, policies, and procedures to ensure compliance with all current applicable laws and regulations.
- Develop a schedule to review procedures on a regular basis.

**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
Sanitary sewer overflows	<2.5 spills per 100 miles of pipeline
Spills to public water	<3 per year
Percent of spills less than 500 gallons	>95%
Pipeline cleaning schedules completed on time	>95%
Pipeline cleaning quality assurance / quality control (QA/QC)	On ≥3% 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
Biennial review of all existing Board policies	100%



## ► STRATEGY 1 – Conduct Long-Range Financial Planning

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

#### KEY SUCCESS MEASURES

- Review sewer service charge rate structure for mixed-use businesses and consider implementing a new rate structure for FY 2019-20.
- Conduct annual review of current rates and fees in FY 2018-19 for reasonableness and consistency.
- Perform annual review of businesses to ensure consistency in applying and processing capacity fees.

### 2 Present alternative financial plans to the Board in FY 2018-19 for necessary rate adjustments for FY 2019-20 onward, including considering the potential issuance of debt to fund the CIP in conjunction with the overall financial plan.

#### KEY SUCCESS MEASURES

- Present options for Board input consistent with Board Policies, the 10-Year CIP, and general ratemaking principles.
- Develop scenarios to utilize debt prudently in financing the 10-Year CIP. As needed, issue debt consistent with Board direction and the debt management policy.

### 3 Develop alternatives for new revenues and funding sources (e.g., interagency agreements, services, and recycled water).

#### KEY SUCCESS MEASURES

- Identify and implement Central San services that could feasibly be offered to other regional public agencies.
- Pursue State Revolving Fund loan and grant opportunities, as appropriate.

## ► STRATEGY 2 – Manage Costs

### 1 Effectively manage the cost of employee benefits.

#### KEY SUCCESS MEASURES

- Successfully transition to CalPERS healthcare plan
- Annually assess the status of Contra Costa County Employees' Retirement Association pension and other employee-liability-related trusts (pension prefunding and other post-employment benefits).
- Develop funding goals for pay-down of Unfunded Actuarial Accrued Liabilities by percent.

**► STRATEGY 2 – Manage Costs**

**2 Carry out targeted audits of critical/high risk functions or processes.**

**KEY SUCCESS MEASURES**

- Continue to develop internal audit function and integrate into processes.
- Present annual audit plan to Board for approval.
- Execute audit plan and convey results to the Board.

**3 Re-engineer business processes and complete optimization studies to identify opportunities to reduce costs and align with best practices.**

**KEY SUCCESS MEASURES**

- Assess business processes and modify as needed.
- Provide annual report to Board on key findings of studies conducted and optimizations completed.
- Update Purchasing Policy and Procedures.
- Establish baseline data for potential improvement of Purchasing processes through metrics for workload and throughput.
- Implement the Uniform Construction Cost Accounting Act.

**4 Evaluate and apply risk management practices to minimize loss.**

**KEY SUCCESS MEASURES**

- Identify and harness lessons learned from previous losses.
- Reduce average cost of overflow claims.
- Develop and present to the Board a framework for an Enterprise Risk Management program.
- Maintain and report on risk inventory.
- Prevent inventory losses through monthly Warehouse inventory cycle counts and report reconciliations.

**GOAL THREE - KEY METRICS**

Metric	Target
Maintain service affordability	Sewer Service Charge less than average of Bay Area agencies Sewer Service Charge plus Ad Valorem tax less than average of Bay Area Agencies
Standard & Poor’s and Moody’s credit ratings	AAA/Aa1
Debt service coverage ratio	>2.0x
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
Workers’ compensation experience modifier	<1.0
Temporary modified duty provided (Return to Work program)	>95% of recordable injuries
Difference in inventory value in Purchasing database vs. value submitted to Accounting	<1%
Accuracy of physical inventory count vs. book value	≥95%



### ▶ 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 a training consultant.
- Develop and employ a training plan for each business section and employee classification.
- Update training database.
- Continue to encourage the use of external and internal training and tuition reimbursement programs.

#### 2 Recruit, develop, and train future leaders.

##### KEY SUCCESS MEASURES

- Develop and implement training and development checklists for all Plant Maintenance employees.
- Formalize an Operator-In-Training Program to encourage employees to explore career options in the Plant.
- Actively participate in career fairs and with community and technical colleges.
- Increase enrollment in the internship program.
- Continue the Leadership and Supervisory Academies (alternating years).
- Continue the Mentorship Program.
- Continue participation in Bay Area Water/Wastewater Workforce Development Collaborative and Bay Area Consortium for Water and Wastewater Education to support development of the regional workforce.

### ▶ STRATEGY 2 – Enhance Relationship with Employees and Bargaining Units

#### 1 Cultivate a positive work culture.

##### KEY SUCCESS MEASURES

- Develop an improved performance evaluation system to encourage more meaningful feedback.
- Establish and communicate clear performance expectations and standards.
- Perform a survey on employee engagement and apply viable suggestions.
- Provide opportunities to recognize high-performing teams at department meetings and Board meetings.
- Continue the General Manager lunches with the division workgroups.
- Maintain the Lateral Connection employee-centered newsletter.
- Increase participation in the employee wellness program, including the annual Health Expo, which provides a full health assessment for employees.

**▶ STRATEGY 2 – Enhance Relationship with Employees and Bargaining Units**

**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.

**▶ STRATEGY 3 – Meet or Exceed Industry Safety Standards**

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

**KEY SUCCESS MEASURES**

- Continue to monitor accident/incident causation including type, mechanism, and body part 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**

- Continue to conduct training based on accident/incident causal factors, new processes, equipment, or procedures.
- Continue to provide relevant safety information to personnel via the Safety Corner in the Lateral Connection.
- Continue to provide information on upcoming safety-related legislation and regulations to supervisors and managers via the California Occupational Safety and Health Administration Reporter and the Safety Supervisor.

**GOAL FOUR - KEY METRICS**

Metric	Target
Average time to fill vacancy (from request to hire)	<60 days
Turnover rate at or below American Water Works Association industry median	≤4.8% (2017 median)
Average annual training hours (external and internal training)	15 hours
Actual versus budgeted usage of training dollars	>80%
Performance evaluations completed on time	100%
Participation in annual Wellness Expo	Increase by 10% each year
Internal promotions (excludes entry-level positions)	≥25%
Formal grievances filed	Zero
Employee injury and illness lost time incident rate less than 2016 Bureau of Labor Statistics (BLS) California Sewage Treatment Facilities Rate	<6.8%



## ▶ STRATEGY 1 – Manage Assets Optimally Throughout Their Lifecycle

### **1** Develop 10-Year CIP consistent with recommendations of the Comprehensive Wastewater Master Plan and Asset Management.

#### KEY SUCCESS MEASURES

- Complete condition assessments on all critical equipment on time and incorporate into CIB or Maintenance Program as appropriate.
- Execute the CIB with the approved budget and on schedule.

### **2** Continue maintenance on assets using a reliability-based approach.

#### KEY SUCCESS MEASURES

- Perform reliability centered maintenance, experience centered maintenance, defect elimination or other strategic reliability-based analysis on treatment plant process systems.
- Evaluate and apply predictive technologies for appropriate asset classes.

### **3** Manage current vehicle fleet to provide maximum value.

#### KEY SUCCESS MEASURES

- Maintain high uptime for vehicles and equipment.
- Use diagnostics associated with automatic vehicle location to set performance benchmarks and dispatch staff in the field more efficiently.

## ▶ 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 10-Year CIP.

#### KEY SUCCESS MEASURES

- Capital Projects and Operations and Maintenance staff meet semi-annually to 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** Implement the Program Management Information System.

#### KEY SUCCESS MEASURE

- Complete implementation of the system and train staff.

**▶ STRATEGY 3 – Protect District 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.
- Adopt the Local Hazard Mitigation Plan update and provide annual reports to the California Governor’s Office of Emergency Services.
- Update the Emergency Operations Plan.
- Relocate the data center to a more secure location.
- Provide regular security awareness training to staff.
- Utilize technology to monitor portions of the Martinez campus in addition to security personnel.

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

**KEY SUCCESS MEASURES**

- Implement the Security Master Plan.
- Develop additional security procedures, apply the changes, and train staff.
- Upgrade treatment plant control network and its equipment to create redundant paths.

**3 Improve the potable water system and enhance water quality testing procedures.**

**KEY SUCCESS MEASURES**

- Construct new system and infrastructure upgrades.
- Test potable water quality on a monthly basis.
- Add a communication component to the water testing program to provide quarterly updates to employees on the quality of the water.

**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	>95%
Planned pumping station preventative maintenance completed on time	>95%
Uptime for vehicles and equipment	100%
Miles of pipeline replaced	>0.5% of assets (7.6 miles per year for the next five years starting in FY 2018-20)
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
Potable water system monthly testing meets all water quality standards	100%



**STRATEGY 1 – Augment the Region’s Water Supply**

**1 Explore partnering opportunities.**

**KEY SUCCESS MEASURES**

- Support regional development of local water supply.
- Develop and execute a contract for the Recycled Water Exchange Project with CCWD and Santa Clara Valley Water District (and/or other interested water supply agencies).
- Continue working with CCWD and the City of Concord to supply recycled water for irrigation to the Concord Community Reuse Project, formerly the Concord Naval Weapons Station.

**2 Continue to support the development of a demonstration Satellite Water Recycling Facility at DCC.**

**KEY SUCCESS MEASURES**

- Complete the environmental review process and assist the project team during design-build activities.
- Execute the Operations and Property Transfer Agreement (or equivalent).
- Actively participate in the RFP and the design-build-operate contract.

**3 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 Program.
- Continue the Commercial Recycled Water Truck Fill Program.

**STRATEGY 2 – Reduce Reliance on Non-Renewable Energy**

**1 Explore opportunities for renewable energy generation, conservation, and efficiency based on the Board’s Energy Policy.**

**KEY SUCCESS MEASURES**

- Track and review energy usage.
- Explore ways to optimize energy efficiency.
- Prepare and issue a solicitation for an onsite renewable energy generation project.

**▶ STRATEGY 3 – Encourage the Review and Testing of Technology to Optimize and Modernize Business Operations**

**1 Select and implement new ERP system and integrate with linked systems.**

**KEY SUCCESS MEASURES**

- Issue an RFP and select vendor and system integrator.
- Successfully manage scope, timeline, and budget for implementation, including mitigation of any effects on staff.
- Integrate with the electronic timekeeping system.
- Integrate with the Program Management Information System.
- Address e-procurement and contract management system needs.

**2 Expand and improve the use of worthwhile mobile computing and communication technologies.**

**KEY SUCCESS MEASURE**

- Utilize mobile applications for Construction Inspectors, Capital Projects Inspectors, and Surveyors (upgrades only).

**3 Continue developing and investing in cost-effective innovation, leading and promising technology, and applied research and development.**

**KEY SUCCESS MEASURES**

- Quarterly meetings of the Applied Research Committee to promote innovation and continuous improvement.
- Continue to be an active participant in the HYPOWERS pilot project to test an emerging hydrothermal resource recovery process for solids handling.
- Pilot test new and promising technologies or processes.

**GOAL SIX - KEY METRICS**

Metric	Target
Gallons of recycled water distributed to external customers	>240 million gallons per year
kWh of electricity produced	>18 million kWh per year (reported as a rolling average)
kWh of solar power produced at Collection System Operations and Household Hazardous Waste Facility	>220,000 kWh (reported as a rolling average)
Reviews or pilot tests of new and promising technology	>3 per year
Research papers and findings presented	>3 papers or presentations per year



# 2018-20 STRATEGIC PLAN SUMMARY

## ALIGNMENT WITH EFFECTIVE UTILITY MANAGEMENT ATTRIBUTES AND DISTRICT VALUES

### GOAL ONE: PROVIDE EXCEPTIONAL CUSTOMER SERVICE AND MAINTAIN AN EXCELLENT REPUTATION IN THE COMMUNITY

Strategy	Initiative	EUM Attribute	Value
Build External Customer Relationships and Awareness	Provide high-quality customer service.	Customer Satisfaction	People, Community
	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 District initiatives, programs and services.	Stakeholder Understanding and Support	People, Community
	Build and maintain relationships with federal, state and local elected officials and stakeholders.	Stakeholder Understanding and Support	Community
Foster Employee Engagement and Interdepartmental Collaboration	Establish opportunities for internal partnerships and cross-divisional collaborations.	Enterprise Resiliency	People
	Cultivate employees' understanding of District operations and their role in the agency's success.	Employee and Leadership Development, Enterprise Resiliency	People, Community
Maintain a Strong Reputation in the Community	Continue to participate in industry trade organizations and apply for certifications and awards.	Employee and Leadership Development	People, Community, Leadership and Commitment
	Continue to participate in CalWARN to provide mutual aid to sister agencies.	Community Sustainability	Community, Principles
	Minimize impacts to residents and businesses during maintenance or construction work.	Customer Satisfaction	People, Community

### GOAL TWO: STRIVE TO MEET REGULATORY REQUIREMENTS

Strategy	Initiative	EUM Attribute	Value
Strive to Achieve 100% Permit Compliance in Air, Water, Land and Other Regulations	Meet existing regulations.	Product Quality	Principles
	Foster relationships with regulatory agencies.	Stakeholder Understanding and Support	Community
	Track proposed and pending legislation or regulatory changes; plan for possible implementations.	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.	Infrastructure Strategy and Performance	Leadership, Commitment
	Continue the pipeline condition assessment and cleaning quality assurance program using the system-wide CCTV program.	Infrastructure Strategy and Performance	Leadership, Commitment
Comply with All Federal, State and Local Regulations Related to District Administration	Review all existing Board Policies every two years to ensure relevancy.	Enterprise Resiliency	Principles
	Reexamine existing Department and Administrative Procedures to ensure compliance with applicable laws and regulations.	Enterprise Resiliency	Principles

# 2018-20 STRATEGIC PLAN SUMMARY

## ALIGNMENT WITH EFFECTIVE UTILITY MANAGEMENT ATTRIBUTES AND DISTRICT VALUES

### GOAL THREE: BE A FISCALLY RESPONSIBLE AND EFFECTIVE WASTEWATER UTILITY

Strategy	Initiative	EUM Attribute	Value
Conduct Long-Range Financial Planning	Ensure rate structure and fees are consistent with cost of service principles.	Customer Satisfaction, Financial Viability	Community, Principles
	Present alternative financial plans to the Board in FY 2018-19 for necessary rate adjustments for FY 2019-20 onward, including considering the potential issuance of debt to fund the CIP in conjunction with the overall financial plan.	Financial Viability, Infrastructure Strategy and Performance	Community, Principles
	Develop alternatives for new revenues and funding sources (e.g. interagency agreements, services and recycled water).	Financial Viability	Leadership and Commitment
Manage Costs	Effectively manage the cost of employee benefits.	Financial Viability	Community, Principles
	Carry out targeted audits of critical/high risk functions or processes.	Operational Optimization, Enterprise Resiliency	People, Principles, Leadership and Commitment
	Re-engineer business processes and complete optimization studies to identify opportunities to reduce costs and align with best practices.	Operational Optimization, Enterprise Resiliency	People, Leadership and Commitment
	Evaluate and apply risk management practices to minimize loss.	Enterprise Resiliency	Principles

### GOAL FOUR: RECRUIT, DEVELOP, AND RETAIN A HIGHLY TRAINED AND SAFE 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
	Recruit, develop, and train future leaders.	Employee and Leadership Development	People, Leadership and Commitment
Enhance Relationship with Employees and Bargaining Units	Cultivate a positive work culture.	Employee and Leadership Development	People, Leadership and Commitment
	Sustain and grow collaborative relationships with the labor bargaining units.	Employee and Leadership Development, Enterprise Resiliency	People, Community, Leadership and Commitment
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, Leadership and Commitment

## GOAL FIVE: MAINTAIN A RELIABLE INFRASTRUCTURE

Strategy	Initiative	EUM Attribute	Value
Manage Assets Optimally Throughout Their Lifecycle	Develop 10-Year CIP consistent with recommendations of the CWMP and Asset Management.	Infrastructure Strategy and Performance	Leadership and Commitment
	Continue maintenance on assets using a reliability-based approach.	Infrastructure Strategy and Performance	Leadership and Commitment
	Manage current vehicle fleet to provide maximum value.	Infrastructure Strategy and Performance	Leadership and Commitment
Facilitate Long-Term Capital Renewal and Replacement	Integrate data from the Asset Management Program into the analysis of long-term Capital Improvement needs based on the 10-Year CIP.	Infrastructure Strategy and Performance	Leadership and Commitment
	Implement the Program Management Information System.	Operational Optimization, Infrastructure Strategy and Performance	People, Leadership and Commitment
Protect District Personnel and Assets from Threats and Emergencies	Enhance capability to mitigate, prepare for, respond to and recover from emergencies.	Enterprise Resiliency	Principles
	Evaluate and implement appropriate improvements to the Security Program to meet new or evolving threats.	Enterprise Resiliency	Principles
	Improve the potable water system and enhance water quality testing procedures.	Product Quality	Community, Leadership and Commitment

## GOAL SIX: EMBRACE TECHNOLOGY, INNOVATION, AND ENVIRONMENTAL SUSTAINABILITY

Strategy	Initiative	EUM Attribute	Value
Augment the Region's Water Supply	Explore partnering opportunities.	Water Resource Sustainability, Community Sustainability	Community
	Continue to support the development of a demonstration Satellite Water Recycling Facility at DCC.	Water Resource Sustainability, Community Sustainability	Community, Leadership And Commitment
	Continue to provide recycled water to residents and businesses; evaluate and process new customer requests.	Customer Service Satisfaction, Water Resource Sustainability	Community
Reduce Reliance on Non-Renewable Energy	Explore opportunities for renewable energy generation, conservation and efficiency based on the Board's Energy Policy.	Community Sustainability	Leadership and Commitment
Encourage the Review and Testing of Technology to Optimize and Modernize Business Operations	Select and implement new ERP system and integrate with linked systems.	Operational Optimization	Leadership and Commitment
	Expand and improve the use of worthwhile 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

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