

FY 2024-26

# STRATEGIC PLAN



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 2024–26 Strategic Plan. 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.



## OUR TRACK RECORD

For over 77 years, Central San has provided safe and reliable wastewater collection and cleaning for the people of central Contra Costa County. Today, we serve nearly half a million residents and more than 15,000 businesses, cleaning about 13 billion gallons of wastewater every year. Our record of excellence includes 26 consecutive years of 100% compliance with our National Pollutant Discharge Elimination System permit. We also operate a popular Household Hazardous Waste Collection Facility, provide recycled water for landscape irrigation and industrial use, and champion pollution prevention through a variety of education, outreach, and inspection programs.

Through prudent planning, industry-leading innovation, and the dedication of our employees, Central San has remained resilient in the face of adversity. In recent years, we have weathered major storms, wildfires, pandemic, and economic uncertainty. Throughout, we've risen to the challenge of providing essential services without interruption, supporting health, safety, economic vitality, and quality of life in central Contra Costa County.

## THE ROAD AHEAD

At Central San, we're working hard today to meet the challenges of tomorrow. We're upgrading aging infrastructure to ensure our system remains reliable and resilient. We're pursuing new technologies and efficiencies to help us make the most of each customer dollar without compromising service. We're evaluating and implementing new solutions to meet increasingly rigorous regulatory requirements, conserve energy, expand the use of recycled water, and respond to climate change. Moreover, we are dedicated to fostering a more equitable and inclusive workplace that can better serve our diverse community.

In December 2023, the Board reaffirmed our mission to protect public health and the environment. They also adopted revised vision, values, and goals that underscore our ongoing commitment to our customers, employees, and environment. 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.

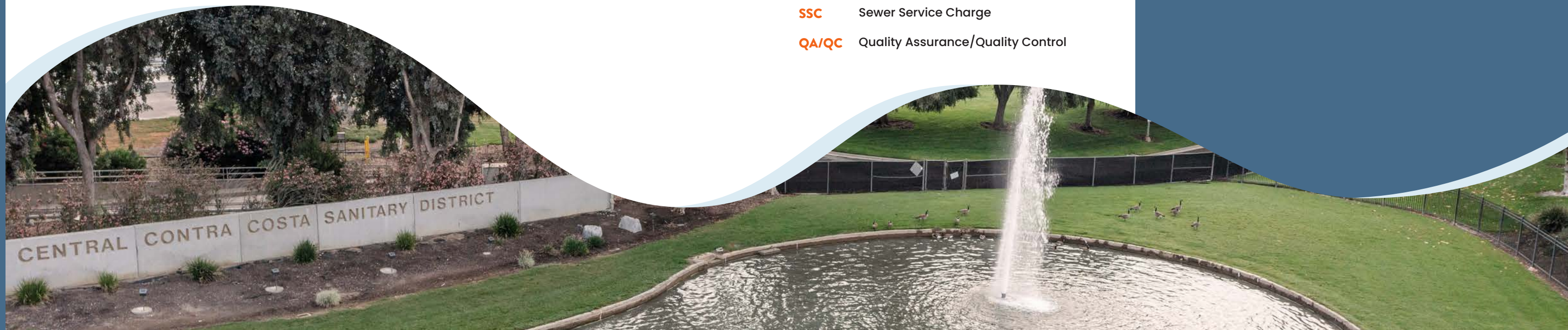
We have a lot of work ahead of us, but we look forward to continuing to provide our customers with exceptional service and value, while helping to safeguard our planet.

## LIST OF ACRONYMS FOUND IN THIS DOCUMENT

- CCWD** Contra Costa Water District
- CIP** Capital Improvement Program
- CMMS** Computerized Maintenance Management System
- CO<sub>2e</sub>** Carbon Dioxide Equivalent
- DERWA** Dublin San Ramon Services District–East Bay Municipal Utility District Recycled Water Authority
- EPA** Environmental Protection Agency
- EPM** Enterprise Performance Management
- ERP** Enterprise Resource Planning
- EUM** Effective Utility Management
- FY** Fiscal Year
- GHG** Greenhouse Gas
- HHW** Household Hazardous Waste
- IT** Information Technology
- kWh** Kilowatt–Hour
- MT** Metric Tons
- NACWA** National Association of Clean Water Agencies
- O&M** Operations and Maintenance
- SSC** Sewer Service Charge
- QA/QC** Quality Assurance/Quality Control

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# 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 15,000 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.



## 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 industry-leading organization known for environmental stewardship, innovation, and delivering exceptional customer 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.

### • ENVIRONMENTAL SUSTAINABILITY

We conduct our business to safeguard and improve our planet.

### • INTEGRITY

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

### • INNOVATION

We continuously improve and optimize our operations.

### • DIVERSITY, EQUITY, & INCLUSION

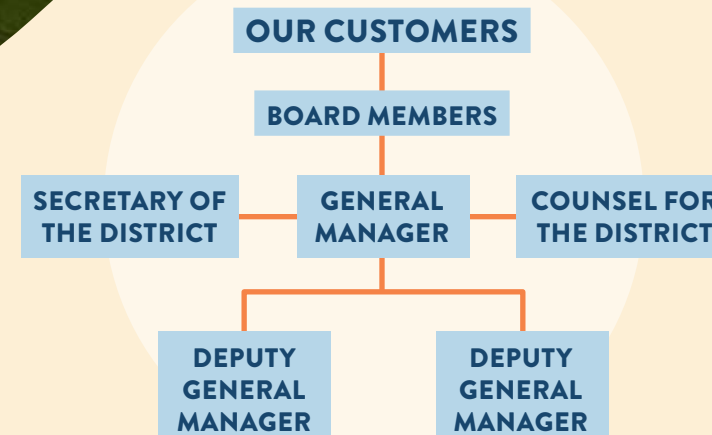
We value people of all backgrounds, cultures, and perspectives, and believe that diversity, equity, and inclusion are a source of strength, creativity, and innovation and thus central to how we do business and how we engage with each other at work.



## 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—Administration, Engineering and Technical Services, and Operations—which are overseen by two Deputy General Managers who manage day-to-day operations.



# EFFECTIVE UTILITY MANAGEMENT

## 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.

## 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.

## EMPLOYEE & 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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.

## 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 2024-26 GOALS

## GOAL ONE

### CUSTOMER SATISFACTION & STAKEHOLDER ENGAGEMENT

Provide value and reliability to our customers and cultivate relationships within our community and industry

## GOAL TWO

### ENVIRONMENTAL STEWARDSHIP

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

## GOAL THREE

### WORKFORCE DIVERSITY, EQUITY, & DEVELOPMENT IN AN INCLUSIVE WORKPLACE CULTURE

Recruit, empower, and retain a workforce from diverse backgrounds and foster their trust

## GOAL FOUR

### GOVERNANCE & FISCAL RESPONSIBILITY

Operate a well-run, responsible, and ethical organization emphasizing integrity and transparency

## GOAL FIVE

### SAFETY & SECURITY

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

## GOAL SIX

### INFRASTRUCTURE RELIABILITY

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

## GOAL SEVEN

### INNOVATION & AGILITY

Optimize operations for continuous improvement



GOAL ONE 

# CUSTOMER SATISFACTION & STAKEHOLDER ENGAGEMENT

Provide value and reliability to our customers and cultivate relationships within our community and industry

STRATEGY 1

## DELIVER HIGH-QUALITY CUSTOMER SERVICE

1 Effectively collect and treat wastewater with our customers and stakeholders in mind.

KEY SUCCESS MEASURES

- Conduct a customer satisfaction survey and develop creative ways to meet expectations.
- Survey customers on work directly impacting them.
- Be attentive to our customers' and stakeholders' needs.

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

KEY SUCCESS MEASURES

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

3 Maintain affordable services.

KEY SUCCESS MEASURES

- Conduct a Cost-of-Service Study for FY 2025-26 rates.
- Perform annual reviews of rate structure and fees.
- Administer low cost financing programs and explore others to offer.
- Conduct updated affordability review using new Environmental Protection Agency (EPA) Financial Capability Analysis guidelines.



STRATEGY 2

## ENGAGE WITH OUR CUSTOMERS, COMMUNITY, AND INDUSTRY

1 Perform extensive customer and community outreach.

KEY SUCCESS MEASURES

- Conduct public tours and presentations.
- Host citizens' academy (Central San Academy) annually.
- Expand social media outreach.
- Lead Go with the Flow bicycling tours.

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

KEY SUCCESS MEASURES

- Connect with elected officials, staff, and stakeholders on initiatives.
- Support Board Member engagement with elected officials, focusing on nutrient compliance and water reuse.

3 Cooperate with professional organizations and peer agencies.

KEY SUCCESS MEASURES

- Participate in industry organizations and forums.
- Share industry-leading work.

GOAL ONE CUSTOMER SATISFACTION & STAKEHOLDER ENGAGEMENT	
METRIC	TARGET
Average customer service rating for emergency calls	≥3.8 out of 4.0
Average customer satisfaction rating for permit counter interactions	≥95%
Average customer satisfaction rating for construction projects	≥95%
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
Sewer Service Charge (SSC) affordability (EPA 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

KEY METRICS

GOAL TWO 

# ENVIRONMENTAL STEWARDSHIP

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

## STRATEGY 1

## COMPLY WITH ALL ENVIRONMENTAL REGULATIONS

### 1 Meet all regulations to protect our environment.

## 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.
- Develop and submit an updated Sewer System Management Plan.
- Develop a long-term compliance plan for nutrient regulations.

### 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.
- Engage regularly with local, state, and federal regulatory authorities.

## STRATEGY 2

## BE A PARTNER IN REGIONAL DEVELOPMENT OF WATER SUPPLY

### 1 Explore and advance cooperative opportunities.

## KEY SUCCESS MEASURES

- Continue to collaborate with Contra Costa Water District (CCWD) and Valley Water in advancing the water transfer policy discussions with the United States Bureau of Reclamation on the Refinery Recycled Water Exchange Project.
- Continue to work with CCWD and the City of Concord to supply recycled water to the Concord Community Reuse Project.
- 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.
- Collaborate with the DERWA agencies to evaluate making the raw wastewater diversion permanent to expand recycled water use in Central San's service area.
- Facilitate recycled water solutions (e.g., satellite water recycling facilities), consistent with the Guiding Principles.

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

## KEY SUCCESS MEASURES

- Operate and maintain a reliable recycled water distribution system.
- Continue the Residential Recycled Water Fill Station and Commercial Recycled Water Truck Fill Programs.
- Initiate design-build for Filter Plant rehabilitation and electrical improvements.
- Confirm future capacity for Title 22 plant systems as needed for capital renewal and replacement projects.

## STRATEGY 3

## OPTIMIZE ENERGY USAGE AND REDUCE GREENHOUSE GAS EMISSIONS

### 1 Reduce reliance on non-renewable energy.

## KEY SUCCESS MEASURES

- Develop alternative options to reduce Central San's carbon footprint.
- Implement the Fleet Electrification Strategic Plan.
- Develop an energy optimization roadmap to maximize value of cogeneration equipment and plan future investments.
- Track and review energy usage.
- Explore the viability of a steam turbine generator to convert incineration waste-heat steam into electricity.
- Replace the existing diffusers and associated control system with the latest state-of-the-art high efficiency diffusers and smart control systems.

### 2 Responsibly manage greenhouse gas (GHG) emissions.

## KEY SUCCESS MEASURES

- Maximize landfill gas usage.
- Track and report GHG emissions as part of the energy usage report.

## STRATEGY 4

## PROMOTE POLLUTION PREVENTION AND ENVIRONMENTAL PROTECTION

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

## KEY SUCCESS MEASURES

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

### 2 Expand internal sustainability practices.

## KEY SUCCESS MEASURES

- Implement internal sustainability initiatives through the Green Team.
- Complete Green Business re-certification for the Martinez campus.
- Advance circular economies with suppliers and contractors towards a smaller ecological footprint.

**GOAL TWO  
ENVIRONMENTAL STEWARDSHIP**

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%
Sanitary sewer overflows	≤1.3 spills per 100 miles of pipeline
Spills to public water	≤1
Spills greater than 500 gallons	≤3
Environmental Compliance inspections and permitting completed on time	100%
Household Hazardous Waste (HHW) management compliance	0 violations
Recycled water distributed to external customers	≥240 million gallons
Electricity produced by co-generation using natural gas	≥18 million 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	≥3.5 million kWh (reported as a rolling average)
Anthropogenic GHG emissions	≤25,000 metric tons (MT) CO2e per calendar year
Students served by education programs	≥6,000

**GOAL THREE** 

**WORKFORCE DIVERSITY, EQUITY, & DEVELOPMENT IN AN INCLUSIVE WORKPLACE CULTURE**

Recruit, empower, and retain a workforce from diverse backgrounds and foster their trust

**STRATEGY 1**

**RECRUIT FROM A DIVERSE POOL OF QUALIFIED APPLICANTS**

**1 Broadly solicit applications to attract a diverse talent pool.**

**KEY SUCCESS MEASURES**

- Offer internships and summer student opportunities in cross-disciplinary positions.
- Host the Externship Program for college students and recent graduates.
- Form a talent pipeline by collaborating with schools and apprenticeship programs.
- Participate in intra-agency workforce development efforts.

**STRATEGY 2**

**INVEST IN EQUITABLE TALENT MANAGEMENT PRACTICES**

**1 Support employees to grow to their fullest capacity while contributing to Central San’s success.**

**KEY SUCCESS MEASURES**

- Continue the Supervisory and Management Academies, Mentorship Program, and Job Shadowing Program.
- Encourage staff to obtain professional or technical certifications and registrations.
- Conduct performance planning and appraisals with a coaching and career development approach, while also establishing and conveying clear expectations.
- Continue to promote and expand internal training opportunities.



STRATEGY 3

**ENGAGE EMPLOYEES AND CONDUCT LABOR RELATIONS IN A TRANSPARENT AND COLLABORATIVE ENVIRONMENT**

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

KEY SUCCESS MEASURES

- Foster a sense of community through interdepartmental cooperation and internal events and communications.
- Relay important initiatives to increase staff’s understanding of our operations and their role in our success.

**2 Celebrate employees’ achievements.**

KEY SUCCESS MEASURES

- Recognize staff accomplishments.
- Expand the employee recognition program.
- Continue to hold the Employee Appreciation Event and Innovations Fair to recognize and thank employees.

**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.

STRATEGY 4

**ACCEPT THE DEI FRAMEWORK AND STRATEGIC PLAN AND UPHOLD ITS PILLARS**

**1 Accept the plan; assign responsibilities; prioritize and implement key initiatives; and report on progress.**

GOAL THREE

**WORKFORCE DIVERSITY, EQUITY, & DEVELOPMENT IN AN INCLUSIVE WORKPLACE CULTURE**

KEY METRICS

METRIC	TARGET
Average time to fill vacancy (from request to hire)	≤60 days
Completion of performance evaluations	100%
Average training hours per employee (external and internal training)	≥15
Internal promotions (excludes entry-level positions)	≥25%
Turnover rate (including retirements)	≤6.5%
Formal grievances processed	Zero

GOAL FOUR



**GOVERNANCE & FISCAL RESPONSIBILITY**

Operate a well-run, responsible, and ethical organization emphasizing integrity and transparency

STRATEGY 1

**PROMOTE AND UPHOLD ETHICAL BEHAVIOR, OPENNESS, AND ACCESSIBILITY**

**1 Comply with all laws, regulations, and policies.**

KEY SUCCESS MEASURES

- Keep apprised of changes to laws, regulations, and policies.
- Display policies in a visible location for staff to access.
- Incorporate potential impacts of regulatory changes into long-range infrastructure and financing plans.

**2 Govern and operate with transparency.**

KEY SUCCESS MEASURES

- Live our values and conduct all business ethically.
- 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.

**3 Produce accurate, timely, and meaningful financial reports.**

KEY SUCCESS MEASURES

- Issue the Annual Comprehensive 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 enhance functionalities and outputs of the enterprise resource planning (ERP) software and associated systems.





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.
- Hold Central San division elections.

**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 resilience 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.

**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.
- Encourage competitive, transparent, and fair sourcing of goods and services.

STRATEGY 4

**ADVOCATE FOR RELEVANT LEGISLATIVE AND POLICY INITIATIVES**

**1 Participate in legislative and regulatory processes.**

**KEY SUCCESS MEASURES**

- Track, review, and comment on proposed legislation and regulations.
- Support key advocacy initiatives through communications and outreach.
- Work with elected officials, government agencies, industry groups, and non-governmental organizations to support pollution prevention and other beneficial initiatives.

**GOAL FOUR GOVERNANCE & FISCAL RESPONSIBILITY**

**KEY METRICS**

METRIC	TARGET
Board meeting videos posted online	100%
Compliance with Public Records Act requests on time	100%
Dissemination of interim financial reports	100%
Reported material weaknesses or significant deficiencies in internal controls as part of annual financial audit	Zero
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%
Operations and Maintenance (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%
Purchasing requisitions completed within standard processing time	≥85%
Contractors/consultants in compliance with insurance requirements through Purchasing (excludes construction/public works contracts done through Capital)	≥80%
Actual inventory count value to book value error rate	≤3%
Average cost per overflow claim	≤\$25,000

GOAL FIVE   
**SAFETY & SECURITY**

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

STRATEGY 1  
**SUSTAIN A SAFE AND HEALTHFUL WORKPLACE**

**1 Maintain low injury and illness rates.**

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

- Maintain 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.

**3 Support the mental and physical wellbeing of all employees.**

KEY SUCCESS MEASURES

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

STRATEGY 2  
**IDENTIFY, EVALUATE, AND MITIGATE RISKS**

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

KEY SUCCESS MEASURES

- Maintain and report on the Enterprise Risk Management Program and risk inventory.
- Activate and engage Risk Mitigation Teams to develop mitigation plans for key strategic risks.
- Identify internal audit opportunities based on risk assessments.
- Address findings from regular internal and external audits, including testing and improving internal controls.
- Collaborate with Contra Costa County to maintain and keep updated a Local Hazard Mitigation Plan.

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

KEY SUCCESS MEASURES

- Train staff and conduct an exercise of the Continuity of Operations Plan.
- Maintain the Emergency Operations Plan.
- Maintain planned level of Federal Emergency Management Agency training.
- Participate in California Water/Wastewater Agency Response Network.
- Be active partners in regional aid networks.

**3 Evaluate and implement improvements to meet evolving security needs.**

KEY SUCCESS MEASURES

- Budget and complete the projects identified in the Security Action Plan.
- Provide regular security awareness training to staff.
- Improve perimeter security at the Martinez campus.
- Continue to modernize access control systems.

STRATEGY 3  
**UNDERSTAND AND REDUCE IMPACTS OF CYBERSECURITY ATTACKS**

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

KEY SUCCESS MEASURES

- Implement Information Technology (IT) Cybersecurity Roadmap.
- Conduct third-party cybersecurity assessments focusing on technology, people, and physical assets.
- Train staff to increase levels of awareness.
- Distribute quarterly Cybersecurity Reports.

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

KEY SUCCESS MEASURES

- Execute the Disaster Recovery Plan.
- Evaluate and test redundancies in network and equipment.

GOAL FIVE SAFETY & SECURITY	
KEY METRICS	TARGET
Employee injury and illness lost time incident rate	≤3.3
Safety-prioritized work orders completed on time	100%
Days to implement approved Safety Suggestions	≤60
Temporary modified duty provided (Return to Work program)	≥95% of recordable injuries
Workers' compensation experience modifier	≤1.0
Participation in annual Wellness Expo	+≥10% each year
Emergency response supplies and equipment in stock	100%
Employees trained in cybersecurity awareness	100%

GOAL SIX 

# INFRASTRUCTURE RELIABILITY

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

STRATEGY 1

## MANAGE ASSETS FOR OPTIMAL LIFECYCLE VALUE

### 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.
- Follow failure reporting and corrective action system process on critical assets.
- Complete Planner Updates to work orders and use other feedback mechanisms for continuous improvement.
- Optimize rehabilitation, replacement, and cleaning of pipelines.
- Update Sewer System Infrastructure Plan to identify collection system capital and O&M needs and opportunities.
- Implement large diameter and force main condition and risk assessment programs.
- Continue to implement the recommendations listed in the Strategic Asset Management Plan.

### 2 Develop and pursue reliability-centered asset management strategies and design.

KEY SUCCESS MEASURES

- Develop an Asset Health and Condition Monitoring framework, including using reliability-based analysis and condition-based and predictive-based technologies.
- Apply reliability-centered design to one or more capital projects.
- Add service contracts to computerized maintenance management software (CMMS) to track work orders.
- Transfer Pumping Stations Operations preventative maintenance work orders to CMMS.

STRATEGY 2

## EXECUTE THE APPROVED CAPITAL PROGRAM

### 1 Achieve risk-balanced prioritization using a consistent evaluation and planning framework with interdepartmental coordination.

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.
- Coordinate interdepartmentally and with all stakeholders to prioritize projects.
- Develop and continue updating strategic roadmaps for nutrients, electrical, energy, and solids.
- Update the process for new projects to be accepted within the CIP by Capital Projects.

### 2 Improve CIP delivery capability.

KEY SUCCESS MEASURES

- Finish updating contract templates.
- Investigate a single-platform application for project details and shutdown processes.
- Continue project management and project delivery training for responsible staff and develop onboarding process for new staff.
- Provide Project Management Professional training for all project managers.
- Perform annual CIP self-assessment.
- Conduct annual forward-looking delivery capacity review.
- Manage all contracts in Enterprise Performance Management (EPM).
- Complete internal audit recommendations.
- Update all Engineering procedures for Capital Projects.

GOAL SIX INFRASTRUCTURE RELIABILITY	
METRIC	TARGET
Planner Updates (work orders improved)	≥24
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 ≥3% of pipelines cleaned on an annual basis
Pipeline cleaning QA/QC passing rate	≥95%
Pipeline inspected through Closed Circuit Television Program	10% inspected (150 miles)
Uptime for vehicles	100%
Information system outages affecting normal business operations	100% uptime
Data backup and recovery	0 lost data
Warehouse stockouts of spares linked to an asset	≤4
Time to fulfill request-to-stock items	≤30 days
Capital expenditures as a percentage of capital budgeted cash flow including carry forward	≥80%
Miles of sewers replaced	≥6.0 (running three-year average)
All large diameter gravity sewers inspected within 5 years	≥11 miles per year in FY 2024-25, ≥15 miles per year starting FY 2025-26
All large diameter siphons cleaned and inspected within 3 years	≥3 siphons per year
All pumping station forcemains inspected within 5 years	≥5 forcemains per year starting FY 2025-26
Average time to execute Engineering agreements from complete package submittal	≤2 weeks
Contract renewals executed on time for uninterrupted service	100%

KEY METRICS

GOAL SEVEN



# INNOVATION & AGILITY

Optimize performance through continuous improvement

STRATEGY 1

## APPLY DATA ANALYTICS TO IDENTIFY EFFICIENCIES

### 1 Deploy improved monitoring and performance metrics, tracking, and analytics.

KEY SUCCESS MEASURES

- Assess and pilot test digital monitoring, machine learning, and artificial intelligence for plant assets.
- Develop new reporting dashboards to track strategic, tactical, and O&M performance metrics.
- Identify process improvements and their potential efficiencies.

### 2 Make improvements based on performance data.

KEY SUCCESS MEASURES

- Communicate progress and results on process measures.
- Complete annual Benchmarking Study to assess organizational performance.

STRATEGY 2

## IMPLEMENT ORGANIZATION-WIDE OPTIMIZATION

### 1 Construct optimization-related Plant improvements.

KEY SUCCESS MEASURES

- Initiate design for Secondary Clarifier Improvements to rehabilitate and replace aged equipment, optimize flow split, and evaluate hydraulic baffles to improve performance.
- Develop Electrical Infrastructure Replacement Program to optimize the treatment plant 12,000 V distribution system and replace existing electrical transformers and switchgear.
- Operate and report findings of a Membrane Aerated Biofilm Reactor Intensification Pilot to assess removing nitrogen in existing tankage.
- Develop long-term solids handling strategy, including exploring feasibility, costs, and benefits of regionalization of fluidized beds.

### 2 Support innovation in capital and operational practices.

KEY SUCCESS MEASURES

- Provide Optimizations Program Annual Reports to Board.
- Administer an in-house treasury function.
- Revise procurement processes, develop new reports, and implement a contracts management module.
- Develop and implement asset on-boarding technical data flow, including a tracking system.
- Document O&M standard operating procedures and Training Plan administrative procedures.
- Develop a 3-D representation of Solids 1A Perpetual As-Built reflecting adopted Building information modeling/Computer Aided Drafting & Design standards.
- Implement barcoding of plant assets to create legacy IDs.

### 3 Continue to configure ERP system to meet evolving needs.

KEY SUCCESS MEASURES

- Evaluate, select, and implement new SSC development and billing software.
- Administer capital projects using EPM technology.
- Launch electronic performance appraisal process.

### 4 Execute roadmaps to improve enterprise governance of IT.

KEY SUCCESS MEASURES

- Execute Enterprise Asset Management roadmap.
- Execute Supervisory Control and Data Acquisition roadmap.
- Execute Cybersecurity roadmap.
- Execute Geographic Information Systems roadmap.
- Execute Business Intelligence - Data Governance roadmap.

KEY METRICS

GOAL SEVEN

## INNOVATION AND AGILITY

METRIC	TARGET
Reviews or pilot tests of new and promising technology and presentations of findings	≥3
Don't Just Fix It; Improve It work orders completed	≥20
Completed optimizations	≥20



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

