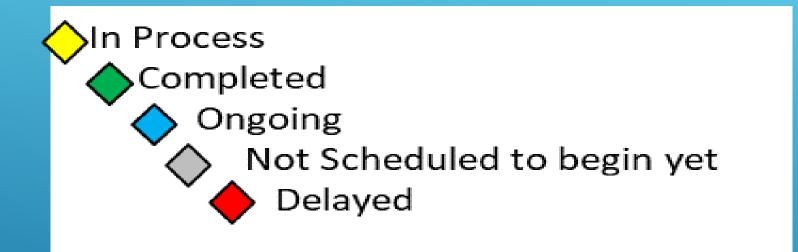
FY 2018/19 ANNUAL REPORT SPMUD STRATEGIC PLAN 2018-2022

September 5, 2019







				FY 1	17/18		FY 18/19				
		DEPT	July-Sept	July-Sept Oct-Dec Jan-Mar Apr-June				July-Sept Oct-Dec Jan-Mar			
	Objectives	RESP.	2017	2017	2018	2018	2018	2018	2019	Apr - Jun 2019	
1.	Customer Service:										
	Customer service.										
	Engage Customers and stakeholders and promote Public Participation to determi		pectations	and deliv	er excelle	ent custom	er service				
Goal 1.1 a	Implement Customer and Stakeholder Feedback Form and Satisfaction survey	ASD									
Goal 1.1 b	Add a "Forum" component to the District Website	ASD								4	
Goal 1.1 c	Create an interactive learning tool to the website (FOG, roots, building sewer, responsibility,					A					
	cleanouts, fixtures)	TSD				A	Х	x	Implement	Implement	
Goal 1.1 d	Investigate an interactive customer-specific tool to the website (billing)	ASD									
Goal 1.1 e	Investigate an interactive stakeholder tool to be added to the website (GIS)	TSD									
Goal 1.1 f	Improve web payments site and customer access to their accounts	ASD									
Goal 1.1 g	Focus on building relationships and engage in two-way communication with business partners,										
	title companies, city & county departments as it relates to customer accounts.	ASD									
Goal 1.1 h	Develop communication protocol with partner agencies – city/town/county portal	TSD							Develop	Develop	
Goal 1.2:	Improve Communications										
Goal 1.2 a	Implement Project Outreach Plan	TSD									
Goal 1.2 b	Publish two newsletters annually	ASD									
Goal 1.2 c	Prepare routine press releases of District activities	ASD									
Goal 1.2 d	Develop comprehensive content for door hangar	TSD					Develop				
Goal 1.2 e	Provide employee training (common voice) regarding communication with										
	media/stakeholder/customers.	ASD									
Goal 1.3:	Transparency with all District Activities										
Goal 1.3 a	Renew Transparency Certification	ASD					Prepare	Prepare	Send	Cert.	
Goal 1.3 b	Obtain GFOA Award for Financial Reporting	ASD					Prepare	Send			
Goal 1.3 c	Post performance measures and annual work plan goals on website	TSD									
Goal 1.3 d	Post link to State Waterboards SSO program	FSD									
Goal 1.3 e	Encourage clear communications with employees to ensure they understand the Districts										
	values and goals.	ASD						v v			
		ASD						Х			

				FY 1	7/18		FY 18/19					
		DEPT	July-Sept	Oct-Dec	Jan-Mar	July-Sept	Oct-Dec	Jan-Mar	Apr - Jun			
	Objectives	RESP.	2017	2017	2018	2018	2018	2018	2019	2019		
II. Sus	tainability											
Goal 2.1: Deve	lop and implement strategies to conserve energy and use it more efficient	ly										
	Perform Energy Audits	FSD						Complete				
Goal 2.1 b	Solar at CY Facilities	FSD										
Goal 2.1 c	Explore back-up generation of power for District facilities	FSD					Complete					
Goal 2.2: Imple	ement efforts to ensure water efficiency in District buildings and Operation	ıs										
Goal 2.2 a	Perform Water Use Audit	FSD										
Goal 2.2 b	Evaluate Reverse Osmosis Water Treatment Plant for efficiency and continued use	FSD										
Goal 2.2 c	Assess and reduce water use and attributed costs	FSD										
	Irrigate CY grounds with well water	FSD					Х	Х	Х	X		
Goal 2.2 e	Change CY landscape to drought-resistant, reduce amount of grass	FSD					Complete					
	Supplement hydro-cleaning activities with well water	FSD					Х	Х	Х	Х		
Goal 2.2 g	Clean only pipes that need to be cleaned	FSD					Х	Х	Х	Х		
	t, Implement and Integrate strategies to use renewable energy, low carbo	n tuels,	and invest	tigate opt	ions for fe	easibility o	r alternati	ve fuel ef	ricient veh	icles		
	Perform Fuel Study	FSD										
	Evaluate Fuel Alternatives	FSD										
	Hybrid Vehicles	FSD										
Goal 2.4: Embr	ace Green building policies in the design and operation of District Facilities	and en	hance sus	tainable b	uilding ar	nd constru	ction pract	ices				
Goal 2.4 a	Adopt and Implement Low-Impact-Development Standards	TSD										
Goal 2.4 b	Evaluate use of permeable pavements as a long term substitute for asphalt paving	TSD										
Goal 2.4 c	Investigate Institute for Sustainable Infrastructure (ISI) Envision process	TSD										
Goal 2.5: Imple	ement a comprehensive waste reduction and recycling program											
Goal 2.5 a	Enhance current recycling efforts at all District facilities.	ASD					х	х	х	х		
Goal 2.5 b	Establish recycling goals.	ASD					x	х	x	х		
Goal 2.5 c	Continue to pursue a paperless work environment.	ASD					х	х	х	х		
Goal 2.5 d	Procure postconsumer recycled content products.	ASD					х	х	х	х		
Goal 2.5 e	Promote source reduction of office supplies.	ASD					х	х	х	х		
Goal 2.5 f	Enhance used cooking oil pick up program	TSD						Research	Implement			
Goal 2.5 g	Enhance e-waste recycling program (household batteries)	FSD										
Goal 2.6: Provi	de performance measures and metrics to compare to Best Management Pr	actices.										
Goal 2.6 a	Develop performance measures intended to evaluate sustainability efforts.	TSD					Implement					

			FY 17/18					FY 18/19				
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	Objectives	RESP.	2017	2017	2018	2018	2018	2018	2019	2019		
III. Ir	nfrastructure Management and Capital Improvement											
Goal 3.1: Plan all projects to ensure adherence to District standards and ordinances												
Goal 3.1 a	Create a Quality Control process for SPMUD projects	TSD								Develop		
Goal 3.1 b	Create a Quality Control process for Development projects	TSD								Develop		
Goal 3.1 c	Create a Quality Control process for County/City/Town projects	TSD								Develop		
Goal 3.2: Pro	ovide construction management to ensure the best possible facilities for the I	District										
Goal 3.2 a	Evaluate work force to ensure appropriate staffing to achieve this goal	TSD						Evaluate	Evaluate			
Goal 3.2 b	Develop a Construction Management Program for District projects	TSD						Develop	Develop			
Goal 3.3: Dev	velop and implement a Tactical Asset Management Program											
Goal 3.3 a	Evaluate current asset inventories and management practices	TSD										
Goal 3.3 b	Develop condition assessment/rehab replace program	TSD						Implement				
Goal 3.3 c	Prioritize CIP and determine long-term needs:											
	a. HRD, HFLS					Λ		Develop	Assess	1		
	b. Lift Station Abandonement Schedule	TSD										
Goal 3.4: Pro	ovide performance measures and metrics to compare to Best Management Pr	ractices										
Goal 3.4	Provide Performance Measures and metrics to compare to Best Management Practices	TSD										

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IV.	Sewer System Maintenance and Watershed Management										
Goal 4.1: Ma	aintain Compliance with pertinent regulations										
Goal 4.1 a	Use consultants to establish a regulatory compliance program	FSD									
Goal 4.1 b	Attend/participate in industry workshops and conferences	FSD							Х		
Goal 4.1 c	Participate in the State Water Boards SSO reduction programs	FSD					Х	Х	Х	Х	
Goal 4.1 d	Continuously evaluate the District's OERP	FSD					Х	Х	Х	X	
Goal 4.1 e	Investigate Regional Partners Regulatory Compliance Program	TSD									
Goal 4.1 f	Implement advocacy program to combat unnecessary regulations that affect Districts' cost of service	TSD					x	x	X	X	
Goal 4.2: Pr	Goal 4.2: Prevent and Mitigate Sewer System Overflows (SSOs) using the most efficient and effective maintenance and operational methods and procedures.										
Goal 4.2 a	CCTV the mainline system in a four-year interval	FSD					Х	Х	Х	Х	
Goal 4.2 b	Perform condition assessment of 1600 laterals/year	FSD					Х	Х	Х	X	
Goal 4.2 c	Clean all lines identified by CCTV operations to be cleaned	FSD					Х	Х	Х	X	
Goal 4.2 d	Eliminate repeat customer service calls	FSD					Х	Х	Х	X	
Goal 4.2 e	Ensure cleanouts on all District owned Lower Laterals	FSD					X	Х	Х	X	
Goal 4.3: Im	plement the FSE FOG permit system.										
Goal 4.3 a	Permit all FSE's	TSD					х	х	Х	Х	
Goal 4.3 b	Inspect all FSE's on an appropriate schedule	TSD						Inspect	Inspect	Inspect	
Goal 4.4: Pro	ovide performance measures and metrics to compare to Best Management P	ractices									
Goal 4.4	Provide Performance Measures and metrics to compare to Best Management Practices	fsd									

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			FY 17/18				FY 18/19				
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	Objectives	RESP.	2017	2017	2018	2018	2018	2018	2019	2019	
V.	Financial Stability										
Goal 5.1:	Maintain Wastewater rates sufficient to meet financial needs, operational der	mands, r	egulatory	requirem	ents and r	ustomer ϵ	xpectation	ns			
			B,								
Goal 5.1 a	5- Year Financial plan updates	ASD									
Goal 5.1 b	Establish predictable rates	ASD									
Goal 5.1 c	Recover sufficient revenues to maintain wastewater operations, capital and regulatory										
	requirements.	ASD					X	X	Х	Х	
Goal 5.2:	Explore and evaluate investment and business practice alternatives										
Goal 5.2 a	Periodically review Board Investment and Reserve policies and permitted investment										
	allocations.	ASD							х		
Goal 5.3:	Maintain financial responsibility by ensuring allocated funding sources are ade	equate to	meet exp	penses; an	id that ava	ailable					
funds and	d resources are managed efficiently.										
Goal 5.3 a	Evaluate investments and monitor liquidity needs.	ASD					Х	Х	х	Х	
	Prepare balanced annual budgets; conduct acceptable audits										
Goal 5.4 a	Obtain GFOA Award for Financial Reporting	ASD					Prepare	Send			
Goal 5.4 b	Conduct Annual Audit	ASD					Prepare	Complete		Prepare	
Goal 5.5:	Provide qualifying low income program rates for eligible customers										
Goal 5.5 a	Investigate the mplemention of a Lifeline Low income Rate Assistance Program.	ASD					Х	Х	Х	Х	
Goal 5.6:	Provide routine reports on Financial Stability										
Goal 5.6 a	Monthly and annual reporting of investments and expenditures.	ASD					Х	Х	Х	Х	
Goal 5.6 b	Annual report to the Board from the investment team.	ASD							Х		
Goal 5.7:	Provide performance measures and metrics to compare to Best Management I	Practices									
Goal 5.7:	Provide Performance Measures and metrics to compare to Best Management Practices	FSD									
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	Objectives	RESP.	2017	2017	2018	2018	2018	2018	2019	2019		
VI.	Workforce Planning and Employee Development											
Goal 6.1: E	nhance Professional Development and Training Programs to invest in District en	mploye	es									
Goal 6.1 a	Bring experts to the District for in-house training (Departmental specific)	FSD										
Goal 6.1 b	Field staff attend CWEA training	FSD							Х			
Goal 6.1 c	Investigate a regional partners training program	FSD										
Goal 6.1 d	Enhanced incentives for professional development	FSD							Х	Complete		
Goal 6.1 e	Evalate core/non -core duties for performance by contracted services/consultants	TSD										
Goal 6.2: D	Develop and implement competitive and Incentive-based Compensation Program	ms										
Goal 6.2 a	Implement Performance Based Compensation Program (West Bay Model)	FSD					Х	X	X	X		
Goal 6.2 b	Implement Performance Based Wellness Program	FSD					Х	Х	Х	X		
Goal 6.3: C	Continuously Annually evaluate the organizational staffing needs for the District	t										
Goal 6.3 a	Investigate staffing triggers	FSD										
Goal 6.3 b	Investigate the concept of staffing models and determine cost benefit analysis	TSD										
Goal 6.3 c	Use of Consultants; evaluate outsourcing of non-core functions	TSD										
Goal 6.3 d	Safety Regulatory Compliance Officer	FSD					<u>'</u>			X		
Goal 6.3 e	Develop Performance Standards by Job Classification	FSD										
Goal 6.4: P	rovide performance measures and metrics to compare to Industry Best Manage	ement F	ractices									
Goal 6.4:	Provide Performance Measures and metrics to compare to Best Management Practices	FSD										

		DEPT	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr - Jun
	Objectives	RESP.	2017	2017	2018	2018	2018	2018	2019	2019
VII.	Operational Optimization									
Goal 7.1: Ir	nformation Technology Improve various data management and information syst	tems								
Goal 7.1 a	Continuously evaluate available technology to ensure efficient programs and processes	TSD					X	Х	X	X
Goal 7.1 b	Implement technology based upon District needs	TSD					Х	Х	X	Х
Goal 7.2 Do	evelop and Implement Records Management Plan									
Goal 7.2 a	a) Implement Records Retention Policy	ASD					Χ	Х	Х	X
Goal 7.2 b	a) Inventory Old Agreements, Establish intention and history , document (use of GIS) and	ASD								
	train staff accordingly (refund agreements, assessment districts, pre-paid agreements/credits)						Х	Х	X	X
Goal 7.2 c	a) Manage Archiving Systems	ASD					X	X	X	X
Goal 7.2 d	Develop standard documentation procedures/electronic filing protocols, file naming etc.	ASD					Х	Х	Х	X
Goal 7.3 Bu	usiness Efficiencies									
Goal 7.3 a	Implement Fuel Station Card-Lock	FSD								
Goal 7.3 a	Increase the number of customers using the web site to manage their customer accounts and									
	make web payments.	FSD								
Goal 7.3 b	Evaluate contracted services or use of consultants for business tasks	ASD								

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