





PRIORITIES	WORKPLAN	ACTION STEPS AND TIMELINE
Maintain an excellent regulatory compliance record	(1) Reduce SSOs	<ul style="list-style-type: none"> • Ensure proposed facilities are designed and constructed to District Standards • Conduct biennial audits of the SSMP
	(2) Comply with Statewide Sanitary Sewer Systems General Order Reissuance	<ul style="list-style-type: none"> • Attend industry conferences and workshops to stay abreast of updates • Fully comply with all requirements by Order Effective Date
Prepare for the future and foreseeable emergencies	(1) Pay down UAL	<ul style="list-style-type: none"> • Analyze rates of return of investments and current UAL liability • Present to Fee & Finance Committee for consideration
	(2) Prepare written contingency plans for emergencies	<ul style="list-style-type: none"> • Develop list of contingency plans by Dec 2022 • Develop two plans per year
Leverage existing and applicable technologies to improve efficiencies and reduce costs	(1) Develop Tactical Asset Management Plan	<ul style="list-style-type: none"> • Update asset inventory by Dec 2022 • Establish criteria for renewal decisions by Dec 2023 • Assess all lift stations by Jul 2024 • Draft TAMP by Dec 2025 • Final TAMP by Dec 2026
	(2) Update SCADA	<ul style="list-style-type: none"> • Design by Jul 2023 • Complete Phase 1 (HQ & FRs) by Dec 2024 • Complete Phase 2 (LSs) by Jul 2026
	(3) Reduce reliance on energy	<ul style="list-style-type: none"> • Determine cost of District wide energy use by July 2023 • Develop options for energy savings by Jul 2024

PRIORITIES	WORKPLAN	ACTION STEPS AND TIMELINE
Provide exceptional value for <u>cost</u> of sewer service	(1) Maintain low service charge while meeting established service levels	<ul style="list-style-type: none"> • Complete Rate study by Mar 2023 • Adopt new rates (if necessary) by Jul 2023
	(2) Use investment vehicles with the best return	<ul style="list-style-type: none"> • Evaluate investments • Present options to Fee & Finance Com.
	(3) More involved with determination of SPWA treatment costs	<ul style="list-style-type: none"> • Staff attends all SPWA Board Meetings • Staff from partners agencies meet to discuss treatment cost options
Make SPMUD a great place to work	(1) Employee Recognition	<ul style="list-style-type: none"> • Hold monthly employee recognition events • Promote <u>Masters</u> Program
	(2) Team Building Events	<ul style="list-style-type: none"> • Support Employee Engagement Committee • Monthly “All Hands” meetings • Annual employee team building activity



Product Quality

2023-2027 MEASUREMENT	DEPT.	NOTES
Number of Sewer Spills	FSD	Number of sewer overflows
Number of Spills per 100 miles of collection system	FSD	Number of sewer overflows per 100 miles of collection system piping
Volume of Sewer Spills	FSD	Volume of sewer overflows
Volume of Spills per million gallons conveyed	FSD	Volume of sewer overflows per million gallons treated/conveyed
Sewer "up-time"	FSD	Percentage of volume of sewer that is effectively conveyed for treatment (i.e., not discharged from the sewer collection system)
Number of Blockages	FSD	Number of customers experiencing backups each year; $100 \times (\text{number of customers experiencing backups each year} \div \text{total number of customers})$

Customer Satisfaction























2023-2027 MEASUREMENT	DEPT.	NOTES
Service Call Response Time	FSD	$100 \times (\text{number of calls responded to within "X" minutes} \div \text{total number of calls during reporting period})$
Development Review Response Time	TSD	$100 \times (\text{number of development plan reviews turned around in 20 days for the first review and 10 days for each subsequent review} \div \text{total number of plans reviews})$
Tenant Improvement Review Response Time	TSD	$100 \times (\text{number of tenant improvement plan reviews turned around in 20 days for the first review and 10 days for each subsequent review} \div \text{total number of plans reviews})$
Customer Satisfaction Surveys	FSD	Percent of positive or negative customer satisfaction survey responses based on a statistically valid survey or on an immediately after-service survey.
Error-driven billing adjustment rate *	ASD	$100 \times (\text{number of error-driven billing adjustments during reporting period} \div \text{number of bills generated during reporting period})$
Customer Newsletters	ASD	Publish two newsletters annually (yes/no)
Transparency Certification	ASD	Renew Transparency Certification annually (yes/no)
Obtain GFOA Award	ASD	Obtain GFOA Award (yes/no)

* This is a Benchmarking Performance Indicator.

Summary of Measures and Ratings





More information about the specific measures and the rationale for the ratings can be found on the page number provided.

-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure

Attribute	Measurement	2012 Rating	2013 Rating	Page
Product Quality	Treatment for BOD and TSS Removal			15
	Total Allowable BOD and TSS			15
	Sanitary Sewer Overflows (SSOs)			16
	Volume of Sewage Overflow			16
	Plugged Main Lines			17
	Recycled Water Service Availability			17
	Recycled Water Reuse by Customers			18
	Biosolids Put to Beneficial Reuse			19
Customer Service	Service Calls for District Plugged Laterals			20
	Service Call Response Time			20
	Development Review Response Time			21

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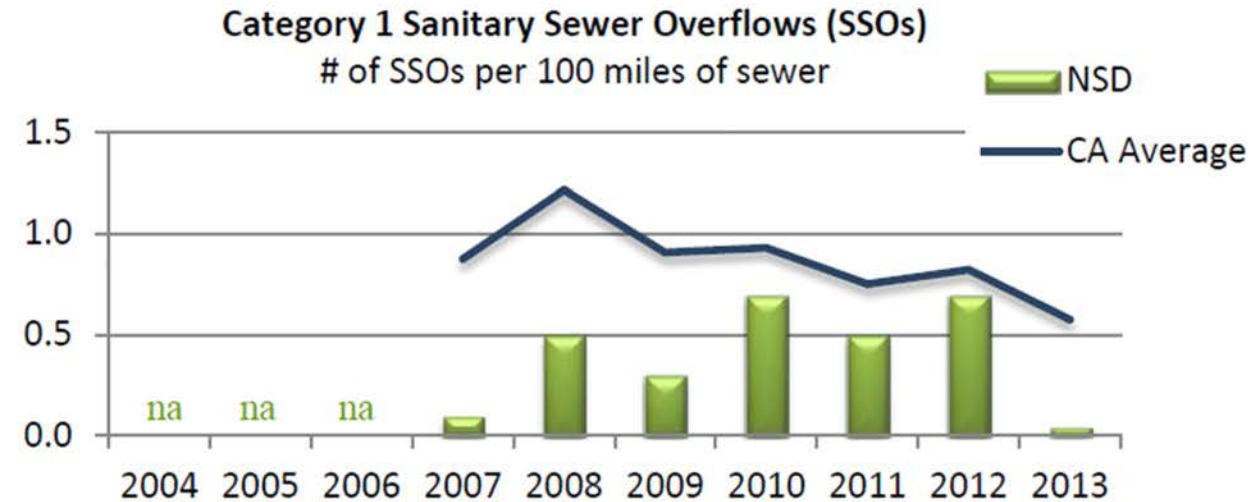
-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure

Attribute	Measurement	2012 Rating	2013 Rating	Page
Product Quality	Treatment for BOD and TSS Removal	★	★	15
	Total Allowable BOD and TSS	★	★	16
	Sanitary Sewer Overflows (SSOs)	★	★	16
	Volume of Sewage Overflow	★	★	17
	Plugged Main Lines	★	★	17
	Recycled Water Service Availability	★	★	18
	Recycled Water Reuse by Customers	★	★	19
	Biosolids Put to Beneficial Reuse	★	★	20
	Service Calls for District Plugged Laterals	★	◆	20
	Service Call Response Time	★	★	21
Customer Service	Development Review Response Time	★	★	22
	Customer Satisfaction	★	★	23
	Customer Satisfaction	★	◆	24
Employee and Leadership Development	Experience Turnover Rate	◆	○	25
	Employee Survey Response	○	○	25
	Total Training Hours	★	★	26
	Online Safety Training Hours	◆	★	27
	Succession Planning	★	★	27
Operational Optimization	Electricity Consumption by Source	★	★	28
	Electricity Consumption Efficiency	★	★	30
	Chemical Consumption	★	★	30
Financial Viability	Revenue-to-Expenditure Ratio	★	★	30
	Capital Expenses Compared to Operating Expenses	★	★	31
	Debt Service Coverage Ratio	★	★	32
	Financial Procedure Integrity	★	★	32
	Bond Rating	★	★	33
	Sewer Service Charges Compared to Inflation	★	★	33
	Rates Based on Life-cycle Cost	★	★	33
	Rate Stabilization Reserve	★	★	34

-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure

Attribute	Measurement	2012 Rating	2013 Rating	Page
Infrastructure Stability	Asset Inventory	◆	◆	35
	Sewer Main Condition Assessment	★	★	35
	Renewal & Replacement of Assets	★	★	36
	Sewer Main Renewal and Replacement	▲	◆	37
	Lower Sewer Lateral Renewal and Replacement	▲	◆	37
	Collection System Failure Rate	★	★	38
	Plant Planned Maintenance Ratio	★	★	38
	Sewer Main Line Cleaning	★	★	39
	Collections Planned Maintenance Ratio	★	★	39
	Pollution Prevention Inspections	▲	★	41
Operational Resiliency	Total Recordable Incident Rate	★	★	41
	Lost Time Hours	★	◆	42
	Number of Insurance Claims	★	★	42
	Severity of Insurance Claims	★	★	43
	Experience Modification (XMOD) Rate	★	★	43
	Emergency Response Plans in Place	★	★	44
	Frequency of ERP trainings	★	★	44
	Uptime for Cogeneration Engine	▲	▲	45
	Uptime for Pumps at IPS	★	★	45
	Power Resiliency	▲	▲	46
	Critical Parts and Equipment Resiliency	★	★	47
	Critical Staff Resiliency	★	★	47
	Treatment Operations Resiliency	★	★	49
Community Sustainability	Watershed-based Infrastructure Planning	★	★	49
	Green Infrastructure Approaches	★	★	51
	Carbon Dioxide Emissions	★	★	51
	Digester Gas Beneficial Reuse	★	★	52
	SSC Bill Affordability	★	★	53
	Low Income Billing Assistance	★	★	54
Water Resource Adequacy	Short-term Water Supply Adequacy	◆	◆	55
	Long-term Water Supply Adequacy	★	★	56
Stakeholder Understanding & Support	Stakeholder Consultation	○	○	57
	Stakeholder Satisfaction	○	○	57
	Internal Benefits from Stakeholder Input	◆	◆	57
	Comparative Rate Rank	★	★	58
Media/Press Coverage	★	★	58	

- **Sanitary Sewer Overflows (SSOs):** The District's goal is to maintain the sewer collection system so that there are no SSOs. Especially important is to prevent overflows that reach a creek, river or other body of water, or overflows that reach a storm drain and were not fully recovered, both of which are considered "Category 1 SSOs". While the overall goal is to prevent all overflows, the operational goal of the District is to have fewer overflows than the industry average in California.



Analysis: For the past several years, there have not been very many Category 1 SSOs in the collection system, and consistently fewer than the California state average. In 2013, there were no Category 1 SSOs in the District.

Accountability

- Annual Report on Progress
- Reference Strategic Priority and/or EUM Element in Staff Reports

Next Steps

- Send Goals and Measures
- Present Strategic Plan Document at September Meeting