

# STRATEGIC PLAN 2023 - 2027

September 2022

South Placer Municipal Utility District

5807 Springview Drive  
Rocklin, CA 95677





# SOUTH PLACER MUNICIPAL UTILITY DISTRICT

## Strategic Plan 2023 - 2027

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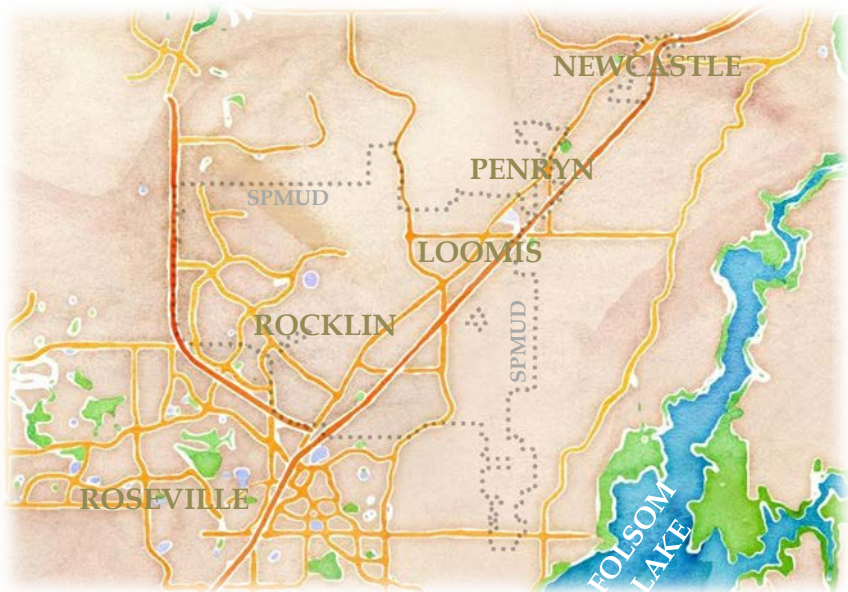
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## Introduction and Overview

### About the District

South Placer Municipal Utility District (District) is a community-based, customer-owned utility, governed by a five-member Board of Directors (Board), elected by the registered voters within the district boundaries. The District was founded by local community leaders in the 1950s to create a customer-owned, regional sanitary sewer system. Initially, the District provided sewer collection and treatment via its own sewer treatment lagoon systems at various sites within the service area. These lagoons were decommissioned in 1974, when, under the Federal Clean Water Act, the District constructed a sewer pipeline to convey the sewage to the City of Roseville Dry Creek Wastewater Treatment Plant located in the southern end of Roseville. In October 2000, the District partnered with the City of Roseville and Placer County to create the joint power authority South Placer Wastewater Authority (SPWA) to finance the construction of a second regional treatment plant called the Pleasant Grove Wastewater Treatment Plant. The Pleasant Grove Wastewater Treatment Plant is located in the western portion of the City of Roseville and was completed in 2005. Today, SPWA owns and operates the two regional wastewater treatment plants. The District is responsible for the collection and conveyance of wastewater only.



The District's sewer collection system is comprised of approximately 290 miles of gravity sewer main, 7 miles of sewer force main, 122 miles of lower laterals, 13 sewer lift stations, and 11 permanent flow recorder stations.

The District's service area covers 31 square miles and includes all of the incorporated limits of the City of Rocklin and Town of Loomis, plus portions of southern Placer County around the unincorporated communities of Penryn, Newcastle, and a portion of Granite Bay. District Offices are located at 5807 Springview Drive, Rocklin CA 95677.

The General Manager acts as the Chief Executive Officer and directs the managers of the three District departments. Each manager is responsible for the day-to-day operations of the department that they oversee. The District has twenty-nine (29) Full Time employees and two (2) Part Time employees. The District is organized into three departments: Field Services (18), Technical Services (6), and Administrative Services (5).



## Overview

The District’s first Strategic Plan was developed in 2007 and updated in 2013 and 2017 and has been used to direct and focus District resources and efforts. The purpose of this Strategic Plan is to describe and reaffirm the mission, vision, and core values of the District. It also outlines strategic priorities and combines those with work plans to direct the work of the District departments to implement the priorities. These strategic priorities reflect the direction, insights, and expertise of the District Board of Directors and District staff.

This Strategic Plan also presents performance measures using the Effective Utility Management framework to provide a mechanism for reporting progress, identifying, and making course corrections, and ensuring accountability.

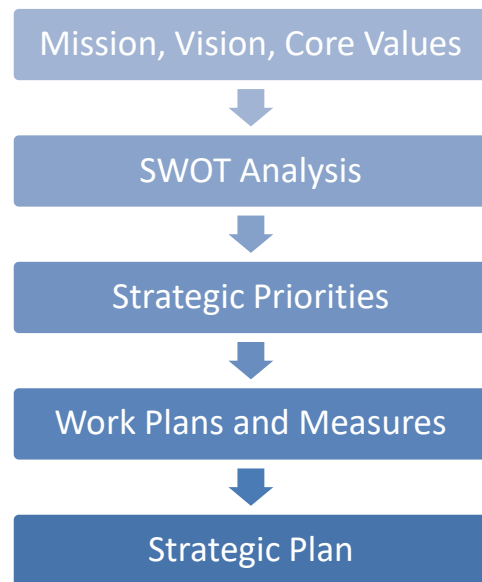
This document represents the culmination of planning activities (i.e., Board workshops, advisory committee meetings, staff meetings) and provides the overall strategic direction for the District for the next five years.

## Strategic Planning Framework

The District’s strategic planning process is conducted every five years to review, renew, and update its Strategic Plan. The framework for this process is generally outlined in the figure to the right. The steps of this framework and the results of the process are described in greater detail in later chapters of this plan.

The President of the District’s Board of Directors appointed two members of the Board to serve on the Strategic Plan Advisory Committee. The members of this committee met with staff during each step of the planning process to review information and organize presentations for the entire Board. These presentations were made during workshops held in regularly scheduled Board Meetings so that stakeholders and members of the public could participate.

The benefit of using a strategic planning framework like the one described is that it guides policymakers through a defined process for setting direction. It helps elected bodies realistically set goals and direction so that limited resources can be best used to achieve meaningful results. The process starts with establishing the core purpose for the agency and the vision for what the agency hopes to accomplish in the future. The next step is an introspective look at the strengths, weaknesses, opportunities, and threats facing the agency. With this background, elected officials then narrow in on a few (three to five) important priorities. Staff then works to align these priorities with administrative and operational work plans that have action steps and timelines.





## SPMUD Mission

Mission statements should be memorable, inspiring, concise, understandable, and right for the organization. The mission statement should identify the purpose of the organization and the work that is done to fulfill that purpose.

The District’s Mission Statement remains unchanged from prior strategic plans. This mission statement is memorable (i.e., Protect, Provide, Prepare) and concisely explains why the District exists.

## SPMUD Vision

A vision is an aspirational statement that describes an agency’s desired future. Vision statements should steer an organization’s efforts in moving forward and maintaining an excellent level of sewer service.

The District’s Vision Statement was consolidated from previous versions to focus on key aspects. It avoids making comparisons to other agencies, instead using the District’s past performance as a benchmark.

## SPMUD Core Values

Core values identify concepts or principles that an agency considers important. They are principles that give an agency a greater purpose. Core values help guide responses during challenging situations. An agency’s culture grows from the core values it adopts and implements. Core values bring individual personalities together to create a group’s identity.

The District’s Core Values remain unchanged from prior strategic plans. These core values have served the District well and align well with the mission and vision of the District.

We are a customer owned utility dedicated to:

**PROTECTING** public health and the water environment.

**PROVIDING** efficient and effective sanitary sewer service.

**PREPARING** for the future.

SPMUD Mission Statement

To be a reliable, innovative, sustainable, efficient, and cost-effective sewer service provider.

SPMUD Vision

### SPMUD CORE VALUES

**INTEGRITY**  
We will be trustworthy, truthful, and honest.

**STEWARDSHIP**  
We will be accountable and committed to responsible management and respect our environment.

**SERVICE**  
We will be responsive, reliable and respectful, putting the needs of the District and customers first.

**QUALITY**  
We will be dedicated to continuous improvement.



## SWOT Analysis

Following the establishment of the District’s Mission, Vision, and Core Values, the District performed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis to identify drivers/forces that have the potential to affect the District as it moves forward. Board directors, management, and employees (in groups and individually) provided input into the SWOT Analysis. Comments were collected and presented during a workshop at the April 2022 SPMUD Board Meeting. A summary of all the comments provided during the SWOT Analysis is presented in Appendix A.

## Strategic Priorities

The insight achieved during the SWOT Analysis was used to develop strategic priorities for the District. To be successful in reporting measurable attainment to customers, agencies should focus in on just a few top priorities. This process results in true priorities for the resources not consumed by daily services. As policymakers, Board directors play a pivotal role in setting direction for the District and selecting strategic priorities. During the June 2022 Board Meeting, directors participated in a workshop to determine the strategic priorities for the next five years. Those priorities are listed in the figure below.

### STRATEGIC PRIORITIES







## Work Plans

Effective public organizations use work plans to direct the work of the operating and support departments. This is how staff and the governing body ensure they are on the same page with expectations and available resources to achieve outlined strategic priorities.

The Board held a workshop during the August 2022 Board Meeting to review and comment on the work plans presented by staff. The table below lists the strategic priorities identified by the Board and the associated work plans and action steps with timelines prepared by staff.

### Strategic Plan Priorities and Associated Work Plans and Action Steps

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



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

## Performance Measures

Performance measurement is critical to effectively managing a utility.

Since 2008, a unique coalition, which includes the U.S. Environmental Protection Agency and a growing number of major water/wastewater sector associations, has supported an approach developed by sector leaders for water/wastewater utility management. The approach is based around the Ten Attributes of an Effectively Managed Utility known as Effective Utility Management (EUM). EUM is designed to help utility managers make practical, systematic changes to achieve excellence in utility performance. EUM is now the most widely recognized water/wastewater sector utility management program in the country.

The EUM framework provides detailed information on a range of measures that utilities can consider using. The District selected a number of measures from the EUM examples and created a number of measures that are District-specific. The tables below list the proposed measures to be used to assess performance in each of the ten EUM Elements. Each measure is assigned to a specific District department and includes notes on how each measure will be calculated. It should be noted that measurements may be changed, added, or removed during the five-year period based on the actual performance and the benefit derived from tracking that measure.





### 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	$100 \times (\text{number of calls responded to within set timeframes} \div \text{total number of calls during reporting period})$
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 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.



### Stakeholder Understanding and Support

2023-2027 MEASUREMENT	DEPT.	NOTES
Comparative Rate Rank	ASD	Typical monthly bill for the average household as a percentage of typical monthly bills for similar sewer utilities.
Stakeholder Consultation	GM	Number of active contacts with stakeholders in key areas (e.g., from local government, business, education, non-governmental groups)?
Stakeholder Input	GM	Does the utility actively seek input from stakeholders (yes/no)?
Stakeholder Satisfaction	GM	100 X (number of stakeholders who annually rate the overall job of the utility as positive ÷ total number of stakeholders surveyed)
Partnering in your community	GM	Number of outreach events conducted to build support for utility, value of water, and value of sewer services.

### Financial Viability

2023-2027 MEASUREMENT	DEPT.	NOTES
Debt Ratio *	ASD	Total liabilities ÷ total assets. Total liabilities are the entire obligations of the utility under law or equity. Total assets are the entire resources of the utility, both tangible and intangible. Utilities often have different debt-risk acceptability levels, thus the ratio itself should be considered within each utility’s unique circumstances.
Financial Procedure Integrity	ASD	<ul style="list-style-type: none"> <li>• Number of control deficiencies and material weaknesses reported on annual audits.</li> <li>• Does the utility have financial accounting policies and procedures (yes/no)?</li> <li>• Are financial results and internal controls audited annually (yes/no)?</li> <li>• Have the number of control deficiencies and material weaknesses been reduced from previous audits (yes/no)?</li> <li>• Does the utility have a formal policy for the bill collection process (yes/no)?</li> </ul>
Revenue-to-Expenditure Ratio	ASD	Total revenue ÷ total expenditures
Sewer Service Charges Compared to Inflation	ASD	How do your rate changes compare currently and over time with the inflation rate and the Consumer Price Index (CPI) or Consumer Price Index for All Urban Consumers (CPI-U)?

\* This is a Benchmarking Performance Indicator.



### Operational Optimization

2023-2027 MEASUREMENT	DEPT.	NOTES
Customer Accounts per Employee *	FSD	Customer accounts per employee: Number of accounts ÷ number of FTEs.
Personnel Cost as Percentage of Revenue	ASD	Personnel costs ÷ sewer service revenue
Personnel Cost per EDU	ASD	Personnel costs ÷ total number of equivalent dwelling units
Miles of Sewer per Employee	FSD	Miles of sewer (mains and laterals) ÷ FSD employees
O&M Cost per Mile of Sewer	FSD	O&M costs ÷ miles of sewer (mains and laterals)
Energy Use per Volume Conveyed	FSD	KWH from all sources ÷ MG conveyed to SPWA
Payment options	ASD	Total number of options customers have to make payments
Number of web payments	ASD	Total number of web payments
Number of customers on e-bills	ASD	100 X (number of customers on e-billing ÷ total number of customers)
Electronic forms	ASD	100 X (number of electronic forms in use ÷ number of electronic forms set as a goal)
Converting paper archive records into the electronic content management system	ASD	100 X (number of paper records converted to electronic ÷ total number of paper records)

\* This is a Benchmarking Performance Indicator.

### Employee and Leadership Development

2023-2027 MEASUREMENT	DEPT.	NOTES
Voluntary Turnover Rate	GM	100 X (number of voluntary departures ÷ total number of authorized positions per year)
Experience Turnover Rate	GM	100 X (number of years of experience represented by all departures ÷ total years of experience with the organization) (at the beginning of the year)
Employee Survey Response	GM	100 X (number of employees with “satisfied” job satisfaction level or better ÷ total number of employees) (based on implementation and monitoring over time of a comprehensive employee survey)
Total Training Hours per Employee *	FSD	Total of qualified formal training hours for all employees ÷ total FTEs
Certification Coverage	FSD	100 X (number of certifications achieved or maintained ÷ number of needed certifications per year)
Succession Planning	GM	100 X (number of employees covered by a long-term workforce succession plan that accounts for projected retirements and other vacancies in each skill and management area ÷ total number of employees)

\* This is a Benchmarking Performance Indicator.



### Enterprise Resiliency

2023-2027 MEASUREMENT	DEPT.	NOTES
Lost Time Hours	FSD	Total number of lost time hours as recorded on OSHA Form 300
Total recordable incident rate	FSD	(Number of work-related injuries and illnesses X 200,000) ÷ employee hours worked
Number of Insurance Claims	ASD	Number of general liability and auto insurance claims per 200,000 employee hours worked
Severity of Insurance Claims	ASD	Total dollar amount of general liability and auto insurance claims per 200,000 employee hours worked.
Critical Parts and Equipment Resiliency	FSD	Current longest lead time (e.g., hours or days) for repair or replacement of operationally critical parts or equipment (calculated by examining repair and replacement lead times for all identified critical parts and equipment and taking the longest single identified time)
Power Resiliency	FSD	Total number of hours when a lift station was left without power (total across all lift stations)
Cybersecurity Resiliency *	TSD	Does the utility document and periodically review network architecture (including defining network boundaries and network asset inventory)?
Critical Staff Resiliency	FSD	Average number of response-capable backup staff for critical operation and maintenance positions (calculated as the sum of all response-capable backup staff ÷ total number of critical operation and maintenance positions)
Emergency Response Plan in Place	FSD	Does the utility have an ERP in place (yes/no)?
Contingency Plans in Place	FSD	100 X (number of contingency plans ÷ total number of possible contingency plans set as a goal)

\* This is a Benchmarking Performance Indicator.

### Resource Sustainability

2023-2027 MEASUREMENT	DEPT.	NOTES
Fuel Supply Adequacy	FSD	Does the utility have a plan to obtain fuel for vehicles, equipment, and generators in times of power outages and emergencies (yes/no)?
Alternative Water Use	FSD	100 X (Amount (gallons) of SPMUD well water used for O&M ÷ amount (gallons) of PCWA water used for O&M activities)
Watershed Protection	TSD	Does the utility partner with regional stakeholders to protect and enhance its watershed (yes/no)?



### Infrastructure Strategy and Performance

2023-2027 MEASUREMENT	DEPT.	NOTES
Asset Inventory Data	TSD	100 X (total number of sewer assets inventoried ÷ total number of sewer assets (complete attribution)).
Asset Inventory in Tyler	ASD	100 X (total number of distinct sewer assets in Tyler ÷ total number of sewer assets in Lucity)
Sewer Main Condition Assessment	FSD	Number of sewer mains segments with a “Last CCTV Date” greater than four years ago
Lower Lateral Condition Assessment	FSD	100 X (number of laterals assessed this year ÷ target number of laterals (1600 laterals))
Lift Station Condition Assessment	FSD	100 X (number of lift stations with a condition assessment report in the last five years ÷ total number of lift stations)
Asset Renewal *	TSD	100 X (total actual expenditures or total amount of funds reserved for renewal and replacement for each asset group ÷ total present worth for renewal and replacement needs for each asset group)
Collection System Failure Rate (Structural) *	FSD	100 X (total number of collection system failures ÷ total miles of collection system piping per year)
Collection System Failure Rate (O&M) *	FSD	100 X (total number of collection system failures ÷ total miles of collection system piping per year)
Repeat Customer Service Calls	FSD	Total number of repeat customer service calls
Property line clean outs	FSD	100 X (number of PLCOs collected with GPS ÷ total number of laterals)
Capacity Assurance	TSD	Does the District have any existing capacity deficiencies identified in the current SECAP (yes/no)?

\* This is a Benchmarking Performance Indicator.

### Community Sustainability

2023-2027 MEASUREMENT	DEPT.	NOTES
Bill Affordability	ASD	100 X (number of households served for which average sewer bill is > 2.5% of median household income ÷ total number of households served)
Low-Income Billing Assistance	ASD	Total number of customers enrolled in SPMUD low-income billing assistance program
Watershed-based Infrastructure Planning	TSD	Does the utility employ alternative, watershed-based approaches to align infrastructure decisions with overall watershed goals and potentially reduce future infrastructure costs (yes/no)?
Greenhouse gas emissions	FSD	Percent of utility electrical energy demand met by renewable energy resources
Energy use audit	FSD	Did the utility have an energy use audit performed (yes/no)?
Water use audit	FSD	Did the utility have a water use audit performed (yes/no)?



## Plan Implementation

To ensure success in goal and priority setting, a local government agency should follow up, make course corrections, and ensure accountability. The goal of this strategic planning effort is to create a process where staff will be accountable, and the Board will fulfill its proper role of overseeing District progress toward agreed-upon priorities. Department managers are responsible for tracking and analyzing performance against the measurements that they are assigned. The General Manager and department managers will include updates on strategic priorities in monthly departmental reports and identify relevant strategic priorities on pertinent staff reports.

The General Manager will continue to present an Annual Report Card on District performance to the Board of Directors at the regular September meeting every year. Annual Report Cards will provide an update on the progress made against work plans that are tied to strategic priorities and contain a summary of performance measures grouped by EUM Element. The summary will provide a rating of performance for the previous two years so that at-a-glance, readers will be able to quickly determine the overall performance of the District. If readers would like additional information, the summary will provide a page number where a detailed explanation of the measurement and an analysis of performance is presented. An example of what the summary measures will look like is shown below.

### Example Annual Report Card Summary of Measures

EUM Element	Measurement	2023 Rating	2024 Rating	Page
Product Quality	Number of sewer overflows	+	+	12
	Number of sewer overflows per 100 miles of collection system piping	✗	+	12
	Volume of sewer overflows	+	+	13
Customer Service	Service Call Response Time	-	+	14
	Development Review Response Time	+	+	15

The General Manager will continue to collaborate with department managers between Annual Report Cards to keep things on track and adapt to changing circumstances while keeping the Board apprised of significant accomplishments and deviations.



## List of Acronyms Found in this Document

ASD	Administrative Services Department
CCTV	Closed Circuit Television
CIP	Capital Improvement Program
CMMS	Computerized Maintenance Management System
ERP	Emergency Response Plan
EUM	Effective Utility Management
FOG	Fats, Oils & Grease
FSD	Field Services Department
FR	Flow Recorder
FTE	Full Time Equivalent (2,080 hours per year of employee time equivalent)
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GM	General Manager
GPS	Global Positioning System
HQ	Headquarters
KWH	Kilowatt-Hour
LS	Lift Station
MG	Million Gallons
NC	Newcastle
OSHA	Occupational Safety and Health Administration
O&M	Operation and Maintenance
PCWA	Placer County Water Agency
PLCO	Property Line Clean-Out
SCADA	Supervisory Control & Data Acquisition
SECAP	System Evaluation and Capacity Assurance Plan
SPMUD	South Placer Municipal Utility District (District)
SPWA	South Placer Wastewater Authority
SSMP	Sewer System Management Plan
SSO	Sanitary Sewer Overflow
SWOT	Strengths, Weaknesses, Opportunities, Threats
TAMP	Tactical Asset Management Plan
TSD	Technical Services Department
UAL	Unfunded Actuarial Liability
U.S.	United States
WDR	Waste Discharge Requirements





## Appendix A – Summary of SWOT Analysis

# Summary of SWOT Analysis

	Internal / Existing	External / Future
+	<p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Low number and volume of SSOs.</li> <li>• Good rapport with customers.</li> <li>• Dedicated employees that want to work.</li> <li>• Single-service utility.</li> <li>• Willingness to implement technology.</li> <li>• Solid financial foundation and policy.</li> </ul>	<p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• District staff grow as a “team” and set a “culture”.</li> <li>• Use technology to create additional efficiencies.</li> <li>• Divert resources from land development to other projects.</li> <li>• Utilize outside training for staff development.</li> <li>• Create a social media presence for outreach.</li> <li>• Develop sound long-term policies.</li> </ul>
-	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Small-volume SSOs from laterals.</li> <li>• Impacts of staff turnover.</li> <li>• Lack of communication/trust between staff.</li> <li>• Less layers of oversight due to small staff.</li> <li>• Limited control over treatment.</li> <li>• Portions of sewer system are failing (NC).</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Pending revision to the SSS WDR. Evolving regulations.</li> <li>• Staff burnout.</li> <li>• Impacts of cost of living on workforce.</li> <li>• Ransomware attacks.</li> <li>• Inflation.</li> <li>• Dependency on PG&amp;E for energy (high rates).</li> </ul>