

South Placer Municipal Utility District
2013-17 Strategic Plan

Rev 08/26/13

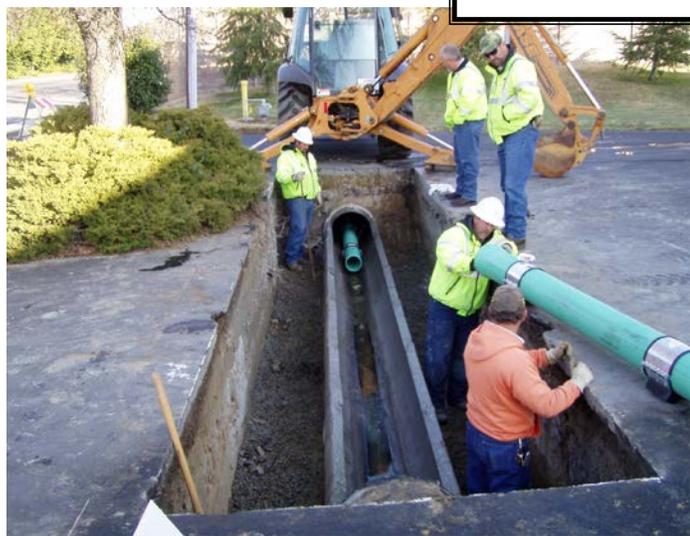


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ACRONYM LIST

CCTV	Closed Circuit Television
CIP	Capital Improvement Program
CMMS	Computerized Maintenance Management System
CWEA	California Water Environment Association
DO	Desired Outcomes
FOG	Fats, Oils & Grease
G&O	Goals and Objectives
GIS	Geographic Information System
GPS	Global Positioning System
HRF	High Risk Facilities
IT	Information Technology
KAOF	Key Areas of Focus
KPI	Key Performance Indicators
MOMS	Multiple Operations Management System
MOU	Memorandum of Understanding
PEPRA	Public Employee Pension Reform Act
PLCO	Property Line Clean-Out
SCADA	Supervisory Control & Data Acquisition
SSMP	Sewer System Management Plan
SSO	Sanitary Sewer Overflow
SSO-ERP	Sanitary Sewer Overflow - Emergency Response Plan
WDR	Waste Discharge Requirements

Our Mission (The 3 – P’s)

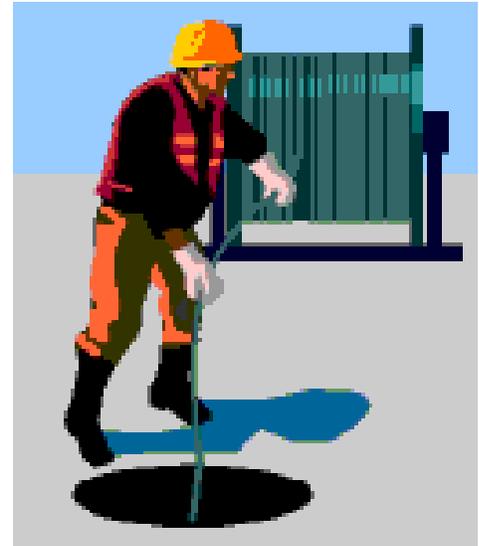
- **PROTECT** public health and the water environment.
- **PROVIDE** efficient and effective sanitary sewer service.
- **PREPARE** for the future.

Our Vision

To be a reliable, innovative operations and maintenance organization that preserves and prolongs the life of our assets, resulting in sustainable, efficient, cost-effective customer services.

Our Core Values

1. **INTEGRITY:** We will be trustworthy, truthful and honest.
 2. **STEWARDSHIP:** We will be accountable and committed to responsible management and respect our environment.
 3. **SERVICE:** We will be responsive, reliable and respectful; putting the needs of the District and customers first.
 4. **QUALITY:** We will be dedicated to continuous improvement.
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Introduction

The South Placer Municipal Utility District’s Strategic Plan document is a blueprint for how SPMUD will respond to future challenges and ever changing priorities. It reconfirms our mission, vision and core values as a customer owned utility, dedicated to protecting public health by providing quality sanitary sewer service that also protects and preserves of our water environment and resources for future generations. With the guidance of our Board of Directors, we established “Key Areas of Focus” and the specific goals we want to reach over this five-year planning period. The objectives we will pursue to accomplish these goals where established by the management team to move us from where we are now to where we want to be.

The Planning Process

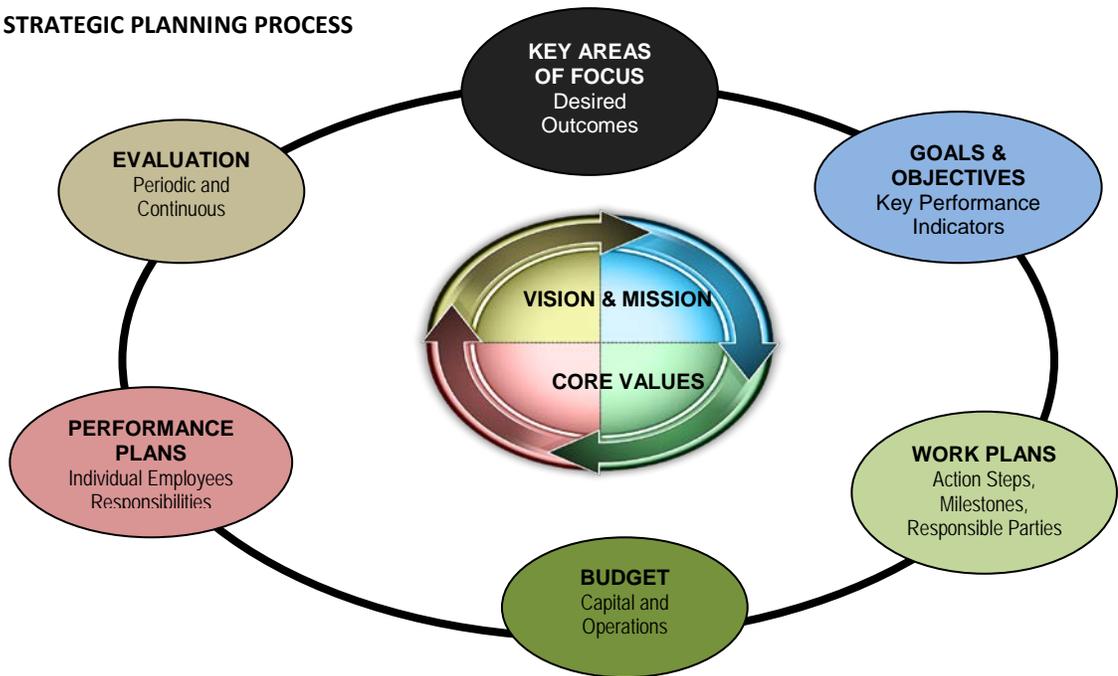
The District’s first Strategic Plan was developed in 2007 and has been used over the last five years to direct and focus our resources and efforts. This update defines new goals and objectives, and key performance indicators that will help us carry out our mission over the next five years. Goals are the important things we want to achieve, objectives are what we need to accomplish and key performance indicators measure how well we are doing in achieving our goals.

This comprehensive strategic planning update will augment and guide our annual budget and performance process. We have used and will continue to use a variety of other planning tools, such as the Sewer Master Plan, the Five-year Financing Plan, and the Sanitary Sewer Management Plan to guide us in our efforts to

meet specific program objectives. The intent of the strategic plan is to bring these diverse planning efforts under a single overarching document that is forward thinking but also builds on the work that we are already doing.

Since the future is uncertain and we will always be faced with change, we will revisit the plan as needed to reflect new needs, shifting priorities, and continuous improvement. The feedback we receive from tracking our performance indicators will be used to modify our goals and objectives as necessary.

Figure 1- STRATEGIC PLANNING PROCESS



Implementing the Plan

This plan provides the District with a vision and overall direction on how to achieve future success. It does not, however, describe all of the specific actions we will need to take in order to achieve our objectives. These actions are prioritized and spelled out in a series of *Work Plans* that outline the “SMART” [Specific, Measurable, Achievable, Relevant, Time dependent] tasks for the various objectives contained in the strategic plan. These work plans will be in place and used in our *Budget* preparation cycle. By using these work plans to guide our budget priorities, we can ensure that we focus our resources on the highest priorities of the District.

Individual employee *Performance Plans* are currently being prepared to reflect the priorities contained in the work plans, giving the employee a clear understanding of how his/her work relates to the District as a whole.

The Goals and Objectives will be reviewed and updated on an annual basis. The Board of Directors will be provided a semi-annual [Sept. and April] “Report Card” on the District’s progress of the important tasks aimed at achieving our mission.

Key Areas of Focus & Desired Outcomes

Our Key Areas of Focus and Desired Outcomes (KAOF&DO) reflects the SPMUD Board of Directors guidance for the direction it wants the District to go over the next five years.

I. Customer Service

Provide an efficient and effective level of sewer service that meets customer and stakeholder expectations.

II. Watershed Management

Meet or surpass water quality, environmental, regulatory and public health standards, while maintaining the public trust.

III. Infrastructure Management

Provide professional, technical, construction and engineering services that ensure the best possible facilities for the District now and in the future.

IV. Sewer System Maintenance

Maintain and improve the District's infrastructure in a cost effective manner to ensure delivery of reliable, sustainable level of service now and in the future.

V. Financial Stability

Manage the District's finances to support district needs and maintain reasonable wastewater rates.

VI. Workforce Planning

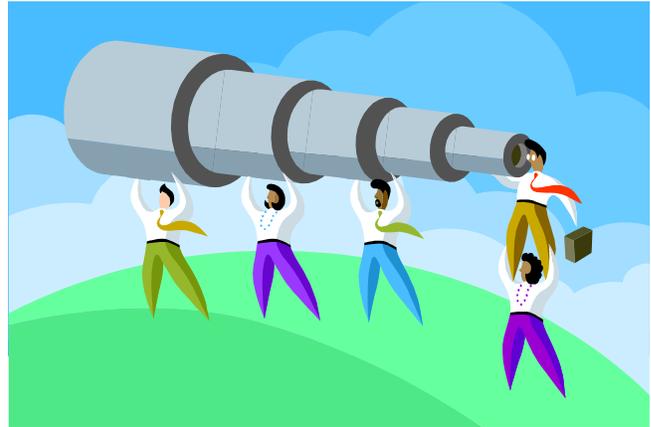
Ensure ample talent to do the District's work today and tomorrow.

VII. District Growth

Embrace opportunities to grow to provide better protection for our watershed and cost effective service to our customers.

VIII. Information Technology

Improve the various data management and information systems that best support the District's functions and provide the best service to our customers.



Goals & Objectives and Key Performance Indicators

On the pages that follow, the District's 2013-17 Goals & Objectives (G&O) with Key Performance Indicators (KPI) for each KAOF&DO are described. The specific targets are established in our "Work and Performance Plans".

I. Customer Service

Provide efficient and effective level of sewer service to meet customer and stakeholder expectations.

GOAL 1.1

Engage Customers to determine expectations.

Objectives:

- A. *Develop/Implement a tracking system by type of customer.*
- B. *Redesign Website for better communication with stakeholders and customers*

GOAL 1.2

Establish and meet Service Level(s) by Department.

Objectives:

- A. *Establish service level areas/categories by Department*
- B. *Train staff on service level expectation*
- C. *Develop method to ensure service levels are adequate*

GOAL 1.3

Build Business efficiencies.

Objectives:

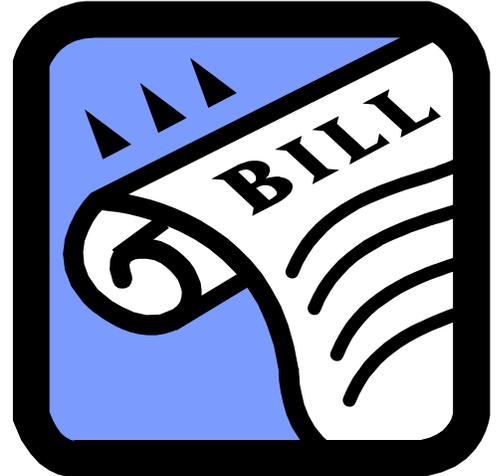
- A. *Review and standardize Purchasing Policies and Practices*
- B. *Develop ability to accept credit cards over the phone, via the web and in the office*
- C. *Utilize GPS vehicle data to maximize vehicle lifecycles*
- D. *Evaluate usage of card reader for fuel station*
- E. *Standardize meeting formats and materials*
- F. *Standardize electronic filing protocols*
- G. *Establish paperless practices*
- H. *Standardize file naming conventions*
- I. *Review Payroll and Time Entry processes*

GOAL 1.4

Improve Communications

Objectives:

- A. *Add Email contact information for customers, to enhance communication*
- B. *Establish Departmental communication protocols*



- C. Evaluate Telephone technology
- D. Evaluate Radio technology
- E. Investigate other technology for business communications
- F. Improve Relationships with other agencies for permitting processes

Key Performance Indicators

Overall customer satisfaction rate

This will be measured by the percentage of customers who rate the overall job SPMUD is doing as “good” or “excellent” on the general customer opinion survey.

Customer contact satisfaction rate

This will be measured by:

- 1) The percentage of customers tracked.
- 2) The percentage of customers whose contacts were resolved on the first call or visit; and
- 3) The percentage of customers whose contacts were resolved to their satisfaction.

II. Watershed Management

Meet or surpass environmental, regulatory and public health standards, while maintaining the public trust

GOAL 2.1

Develop High Risk Facilities Master Plan

Objectives:

- A. Document High-Risk Facilities (HRF)
 - 1. Parallel-Trunk Sewer
 - 2. Creek crossings
 - 3. Lift Stations
 - 4. Flow Meter Sites
 - 5. Easement Roads
 - 6. Storm Drain Systems
- B. Prioritize HRF by probability and risk
- C. Develop SSO mitigation measures for each HRF
- D. Identify improvement measures for each HRF
- E. Produce written HRF Master Plan



GOAL 2.2

Maintain Compliance with pertinent regulations

Objectives:

- A. *Identify and compile all applicable regulations that effect the operations & maintenance of the sewer system*
 - 1. *Federal Laws & Regulations*
 - 2. *State Laws & Regulations*
 - 3. *Placer County Laws & Regulations*
 - 4. *Cities of Rocklin, Loomis & Roseville Laws & Regulations*
 - 5. *South Placer Waste Water Authority Agreement and Regulations*
- B. *Establish departmental accountability for assurance of regulatory compliance*
- C. *Flag regulatory changes that impact costs*

GOAL 2.3

Prevent and mitigate Sewer System Overflows (SSO)

Objectives:

- A. *Continuously evaluate and improve upon Field processes*
- B. *Continuously evaluate and improve upon SSO - Emergency Response Plan (SSO-ERP)*
- C. *Ensure SSO - Emergency Response (ERP) training is performed in accordance with SSMP*
- D. *Participate in CWEA and other Agency coordination/training*
- E. *Explore Emergency Response coordination with Regional agencies*

GOAL 2.4

Maintain transparency with all District activities

Objectives:

- A. *Post District activities and Public Information on the website*
- B. *Maintain phone numbers and communicate District information on vehicles*
- C. *Post improved information on website (Annual reports, Maintenance activities, FOG programs, Strategic planning information etc.)*
- D. *Create and post "Annual Report Card" of District activities*
- E. *Perform additional Outreach within the Communities*

Key Performance Indicators

Are we in compliance with all Federal, State and Local regulatory requirements?

This will be measured by how the District complies with all pertinent regulations.

III. Infrastructure Management

Provide professional, technical, construction and engineering services that ensure the best possible facilities for the District now and in the future

GOAL 3.1

Plan all projects to ensure adherence to District standards and ordinances

Objectives:

- A. Plan Check all projects to ensure adherence to District standards and ordinances*
- B. Respond to Plan Check and Will-Serve requests in two weeks' time*



GOAL 3.2

Provide Engineering and Design to optimize the Capital Improvement Program (CIP)

Objectives:

- A. Design Capital Improvement Projects to minimize lifecycle costs of District Assets*
- B. Update Master Plan, including System Flow Model*

GOAL 3.3

Provide construction management to ensure the best possible facilities for the District

Objectives:

- A. Provide Construction Management for Capital Improvement projects to complete the planning process and ensure adherence to District standards*
- B. Ensure Development Projects are completed in accordance with approved plans and District standards*

Key Performance Indicators

Through an Annual review are District projects performing as designed?

This will be measured by the periodic review of the planning, engineering and construction processes.

IV. Sewer System Maintenance

Maintain and improve the District's infrastructure in a cost effective manner to ensure delivery of reliable, sustainable level of service now and in the future.

GOAL 4.1

Eliminate SSO's using the most efficient and effective methods and procedures for maintenance of sewer main pipes.

*Objectives**

- A. *Hydro-flush (clean) 100% of the System*
- B. *Inspect (CCTV) 400 miles of mainline piping*
- C. *Perform (in-house) 175 repairs on mainline piping*

GOAL 4.2

Operate and maintain sewer appurtenances to provide functional, reliable, efficient and effective service life.

*Objectives**

- A. *Implement HRF Master Plan*
- B. *Evaluate Headquarters and Corporation Yard (Plant) facilities*
- C. *Install SCADA systems at 100% of the critical remote sites*
- D. *Inspect and document 100% of the manholes in our system*
- E. *Maintain easements to ensure 100% year-round accessibility*
- F. *Improve efficiency of Plant processes and vehicle operation and maintenance*

GOAL 4.3

Develop and implement a comprehensive customer service lateral maintenance program.

*Objectives**

- A. *Assess and eliminate 100% of the high risk double wyes*
- B. *Ensure 100% of the service laterals have accessible PLCO's*
- C. *Inspect 50% of the service laterals within the District*

GOAL 4.4

Reduce the impact of HFLS on Collection System Maintenance

Objectives:

- A. *Reduce man hours needed for HFLS maintenance*
- B. *Complete HFLS Elimination Program*
- C. *Complete implementation of Commercial FOG Program*
- D. *Continue improving Residential FOG Outreach Program*
- E. *Develop and implement (In-House) Chemical Root Control Program*

Key Performance Indicators

Are we in compliance with the State Waste Discharge Requirements (WDR) and have we met all established performance goals?

This will be measured by the Field Services Annual Audit and demonstrated compliance with the WDR.

V. Financial Stability

Manage the District's finances to support District needs and maintain reasonable wastewater rates.

Goal 5.1

Maintain sufficient Wastewater rates to meet regulatory requirements and customer expectations

Objectives:

- A. Evaluate the fee structure policy to optimize fairness to customers
- B. Evaluate staffing levels and organizational growth
- C. Optimize communication and oversight of Regional Wastewater Treatment expenses



Goal 5.2

Explore and evaluate investment and business practice alternatives.

Objectives:

- A. Explore and analyze Investment options, to optimize financial growth
- B. Review the Utility Billing process to ensure cost effectiveness
- C. Develop detailed Reserve Fund allocation
- D. Assess vehicle and equipment lifecycle costs

Key Performance Indicators

Are wastewater rate increases at or below inflation rates? Are wastewater rates at or below the average of surrounding sanitary sewer agencies?

This will be measured by comparing the monthly service charge increases to the inflation rate for the same period, comparing SPMUD typical customer bills to surrounding sanitary sewer agencies.

Has the District's service level been maintained without increased cost to our customers?

This will be measured by an annual evaluation of service levels compared to the annual budget.

VI. Workforce Planning

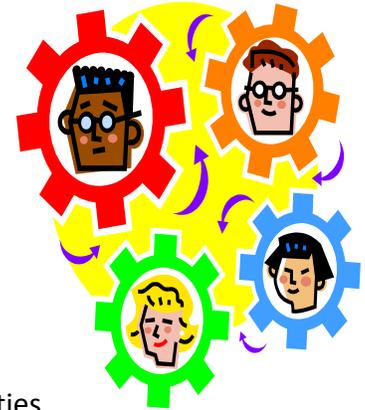
Ensure ample talent to do the District's work today and tomorrow.

Goal 6.1

Enhance Professional Development Programs to invest in District employees

Objectives:

- A. Develop Formal Employee Training Programs
- B. Establish Community Based Internship Program
- C. Inform Board Directors of Professional Development opportunities



Goal 6.2

Develop and implement competitive Compensation Programs

Objectives:

- A. Prepare Salary and Benefit surveys on a periodic basis in conjunction with the MOU negotiations process
- B. Prepare alternative benefits packages to meet the changes from the Public Employee Pension Reform Act (PEPRA) which affect the cap on retirement salary and benefits

Goal 6.3

Continuously evaluate the organizational staffing needs for the District

Objectives:

- A. Perform a GAP analysis as it relates to the District organization
- B. Annual review of the Organizational structure
- C. Document succession planning efforts

Key Performance Indicators

Are District employees performing as required by Performance Plans?

This will be measured through the Annual Employee evaluation process and demonstrated competency.

Have we had voluntary participation in the Employee Training Programs?

This will be measured by the participation rate of current employees and Interns.

VII. District Growth

Embrace opportunities to grow to provide better protection for our watershed and cost effective service to our customers.

Goal 7.1

Work with Regional Partners and analyze growth opportunities

Objectives:

- A. Evaluate surrounding Sewer operations to explore potential for growth by providing service at more reasonable rates
- B. Maintain open communication with Regional Agencies to keep abreast of Wastewater needs



Key Performance Indicators

Has the District maintained open communication with Regional Agencies regarding services the District could provide?

This will be measured by the responses of other Agencies to Districts efforts.

VIII. Information Technology

Improve the various data management and information systems that best support the District's functions and provide the best service to our customers.

Goal 8.1

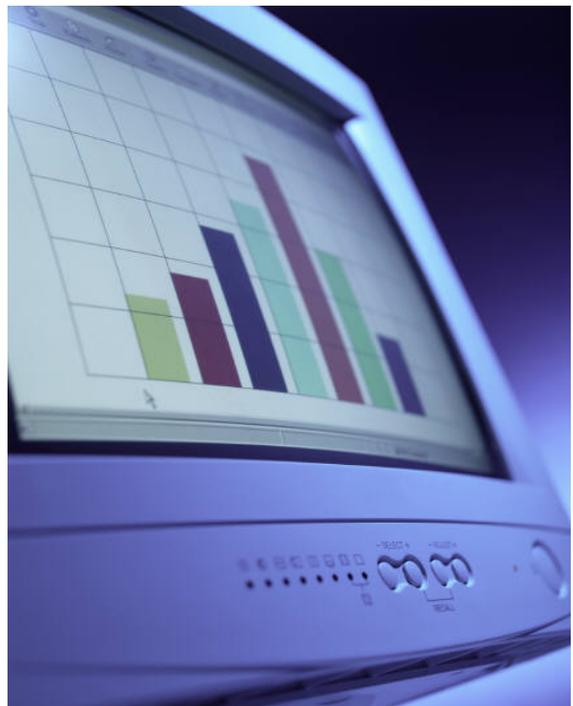
Develop IT Master Plan

Objectives:

- A. Using Consultants produce formal IT Master Plan

Goal 8.2

Evaluate available Technology and Databases



Objectives:

Evaluate and prioritize the following databases:

- A. CMMS Software Programs 2013
- B. MOMS Software for Accounts Payable, Receivables & General Ledger – 2013
- C. CCTV programs and processes 2013
- D. Utility Billing processes and options available 2013/14
- E. GIS program and processes 2013/14
- F. Fuel database processes and fuel card options 2014
- G. SCADA selection completed

Goal 8.3

Implement and Integrate Databases

Objectives:

- A. Program needed changes to databases:
 - a. CMMS Software Programs 2015
 - b. MOMS Software for Accounts Payable, Receivables & General Ledger – 2014
 - c. CCTV programs and processes 2014
 - d. Utility Billing processes and options available 2015
 - e. GIS program and processes 2015
 - f. Fuel database processes and fuel card options 2015
 - g. SCADA integration 2015
- B. Integrate database information between systems to the fullest extent.

Goal 8.4

Continuously evaluate available technology to ensure efficient programs and processes

Objectives:

- A. Subscribe to Journals and Participate with Associations to stay current with the industry
- B. Review functions within each Department to ensure integration occurs and duplicity is avoided
- C. Establish an IT Support Program

Key Performance Indicators

Has the IT Master Plan been successfully implemented?

This will be measured by the extent to which the desired outcomes were achieved.
