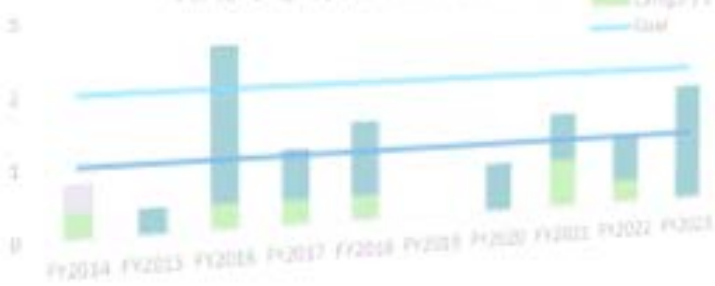


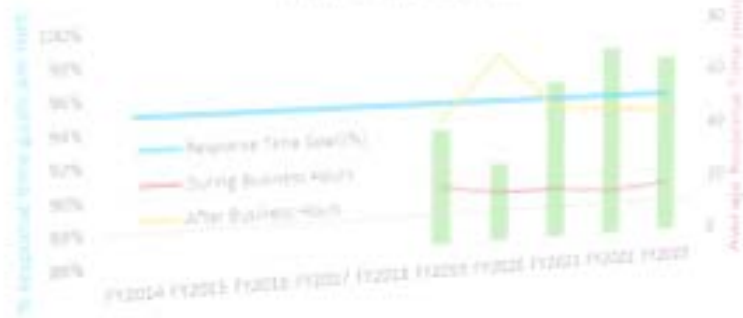
Non-Lateral Sewer Spills

# of sewer spills per 100 miles of sewer mains



Service Call Response Time

% response time goals are met



# STRATEGIC PLAN 2023 - 2027

## ANNUAL PERFORMANCE REPORT

September 2023

### South Placer Municipal Utility District

5807 Springview Drive  
Rocklin, CA 95677

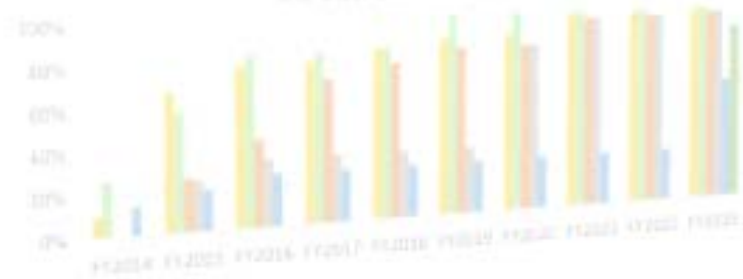
Property Line Clean Outs

# of property line clean outs per total number of laterals



Asset Inventory Data

% of sewer assets inventoried





# SOUTH PLACER MUNICIPAL UTILITY DISTRICT

## Strategic Plan FY22/23 Annual Performance Report

---

### Table of Contents

Executive Summary .....	1
Report Organization .....	2
Priorities and Work Plans .....	3
Maintain an Excellent Regulatory Compliance Record .....	3
Reduce Spills .....	3
Comply with Statewide Sanitary Sewer Systems General Order Reissuance .....	3
Prepare for the Future and Foreseeable Emergencies.....	4
Pay Down Unfunded Actuarial Liability (UAL) .....	4
Prepare Written Contingency Plans for Emergencies .....	5
Leverage Existing and Applicable Technologies to Improve Efficiencies .....	5
Develop a Tactical Asset Management Plan .....	5
Update SCADA .....	5
Reduce Reliance on Energy .....	6
Provide Exceptional Value for the Cost of Sewer Service .....	6
Maintain a Low Service Charge While Meeting Established Service Levels.....	6
Use Investment Vehicles with the Best Return .....	7
Become More Involved with the Determination of SPWA Treatment Costs .....	7
Make SPMUD a Great Place to Work .....	8
Employee Recognition.....	8
Team Building Events .....	8
Performance Measurements.....	9
Product Quality.....	12
Customer Satisfaction.....	17
Stakeholder Understanding and Support.....	23
Financial Viability.....	26
Operational Optimization.....	29
Employee Leadership and Development.....	35
Enterprise Resiliency .....	39
Resource Sustainability.....	44
Infrastructure Strategy and Performance .....	46
Community Sustainability.....	53
List of Acronyms & Abbreviations Found in this Document.....	56



## Executive Summary

The District Board of Directors (Board) adopted a five-year strategic plan in September 2022 following a multi-month process to reaffirm and/or revise its mission, vision, and core values. The strategic plan outlines five priorities with associated work plans and action steps with timelines to guide the efforts of District staff. Staff reports provided to the Board during monthly board meetings reference associated elements of the strategic plan to tie the work being performed to the guidance of the strategic plan. As part of the process of implementing the strategic plan, staff are committed to providing annual updates to the Board by means of annual performance reports. These annual reports provide an opportunity to take a holistic review of the efforts of the District, assess progress, and allow an opportunity for the Board to provide additional direction and comments.

The format of this annual performance report differs from previous strategic plan report cards provided to the Board as the strategic plan for 2023-2027 adopted a new approach. In addition to identifying a small number of targeted, achievable priorities, the strategic plan adopted the Effective Utility Management (EUM) framework. The EUM framework allows for the analysis and reporting on the various District efforts in a well-known and industry accepted manner. The approach for both the strategic plan priorities and the EUM measurements are described in more detail in the section below on Report Organization.

Some of the notable accomplishments relative to the strategic plan efforts from the past fiscal year include the items listed below. Additional information for each of these summarized items is provided in more detail in the report below.

- Navigating the changes associated with the revision of the State Water Board's General Order
- Completion of a Rate Study and adoption of a new Rate Schedule
- Completion of a Capacity Fee Study amending the Sewer Participation Charge
- Progress in the design of the Supervisory Control and Data Acquisition (SCADA) System replacement

As a five-year strategic plan, a number of planned efforts either have not started yet or saw only limited progress in this first year. Several items are listed below that staff are tracking closely, and the Board can expect to hear future updates on.

- Tracking the changes and impacts of the District's unfunded actuarial liability (UAL)
- Progress toward the development of a comprehensive asset management plan
- Efforts to convert the District's existing fleet to zero-emission vehicles
- Efforts to make the District a great place to work

The intent of this report is to effectively communicate the efforts of the District to fulfill its mission and vision to the Board and its customers in a thorough and transparent way that is easily navigated. 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. Future strategic plan annual performance reports will build upon the initial efforts to compile this report and hopefully facilitate a continuous discussion about the targeted efforts of the District.



## Report Organization

This strategic plan annual performance report is organized into two sections. The first section reviews the progress related to the priorities set in the strategic plan. The priorities and associated work plans and action steps are grouped together. A summary of efforts and progress is given for each of the action steps scheduled for this fiscal year.

The second section provides information on several performance measurements. Those measurements are organized into groups according to the EUM attribute they relate to (see the strategic plan for information about the EUM). District staff adapted the EUM framework to align with the services it provides (i.e., sewer collection and not treatment). The EUM framework allows staff to report the performance/progress in several areas that are crucial to the services it consistently provides its customers but may not be identified as a strategic plan priority. These measurements will carry over from year to year and from strategic plan to strategic plan to provide continuity in reporting on the District's regular efforts.

The Table of Performance Measurements on page 9 provides a condensed summary of all of the measurements and is meant to provide an overview of the District's performance. The measurements are organized by EUM attribute. The table gives a rating for each measurement for the current and previous fiscal years. This allows one to quickly see how the District performed in this area and see general change in performance from one year to the next. The table also lists the page number of the report where more detailed information/discussion is provided for that measurement.

A table of acronyms and abbreviations is provided at the end of the report to assist the reader if unfamiliar acronyms or abbreviations are encountered in the report.



## Priorities and Work Plans

This section reports on the work completed and the work in progress related to the priorities set in the Strategic Plan. The District identified five priorities with associated work plans, actions steps, and timelines. The text describing the District’s progress is organized on the following pages by priority, work plan, and action steps as shown in the figure below.



Figure: Organization of Strategic Plan Priorities, Work Plans, and Action Steps

## Maintain an Excellent Regulatory Compliance Record

### Reduce Spills

#### Maintain a compliant Sewer System Management Plan (SSMP)

The State Water Resources Control Board (SWRCB) issued a general order in 2006, that was revised in December 2022, which requires all public sewer collection systems to maintain a Sewer System Management Plan (SSMP). The next update and recertification of the SSMP is due by August 2, 2025.

#### Conduct biennial audits of the SSMP

One of the requirements of the General Order (Statewide Waste Discharge Requirements General Order for Sanitary Sewer Systems) is to conduct regular audits of the compliance and effectiveness of the SSMP. The District’s most recent SSMP Audit was conducted in 2021. Per the revised General Order (i.e., Order WQ 2022-0103-DWQ), the District’s next SSMP Audit is due August 2, 2024.

### Comply with Statewide Sanitary Sewer Systems General Order Reissuance

#### Attend industry conferences and workshops to stay abreast of updates

District staff attended numerous workshops as the revised General Order was being developed as well as trainings after the General Order was adopted. The table below lists the workshops, meetings, and webinars District staff attended.

Date	Organization Hosting	Topic
7/23/22	CWEA Collection System Committee	SWRCB provided an update
10/6/22	CASSE General Meeting	Agency compliance strategies
11/1/22	CASA Collection System Workgroup	Review responses to comments
11/9/22	CASA Collection System Workgroup	Prepare talking points
11/14/22	SWRCB Public Workshop	Proposed revisions



Date	Organization Hosting	Topic
11/16/22	CASA Collection System Workgroup	Report out from SWRCB meeting
11/30/22	CASA Collection System Workgroup	Prepare for Board Meeting
12/6/22	SWRCB Board Meeting	Adoption of Revised Order
1/11/23	Clean Water Summit Partners	Training on Revised Order
3/22/23	Clean Water Summit Partners	Training on SERP
5/3/23	Clean Water Summit Partners	Training on reporting

**Fully comply with all requirements by the Order’s effective date**

The effective date of the revised General Order was June 5, 2023. The District met the requirements for compliance by 1) continuing enrollee coverage under the revised General Order, 2) uploading the District’s current SSMP to the SWRCB, 3) updating the District’s Spill Emergency Response Plan (SERP) to reflect updated requirements, and 4) training staff on the updated requirements and procedures.

**Prepare for the Future and Foreseeable Emergencies**

**Pay Down Unfunded Actuarial Liability (UAL)**

**Analyze rates of return on investments and current UAL liability**

The District participates in a CalPERS Section 115 CEPP Trust. The funds in the trust can be used to make larger one-time payments towards the District’s unfunded liability, smooth payments in years that have larger minimum unfunded liability payment requirements, or to pay normal pension costs. The District receives quarterly statements on CEPPT performance. Annually, the District receives CalPERS actuarial reports for each of the District’s risk-sharing pools that provide key information on the CalPERS investment returns and plan experiences that impact unfunded liability payments. Staff uses this information to review strategies and bring them to the Fee and Finance Advisory Committee for further discussion.

**Present findings to the Fee & Finance Advisory Committee for consideration annually**

District staff meets with the Fee & Finance Advisory Committee annually in November to review the Annual Financial Audit, District investment performance and policies, and the overall financial position of the District. Staff also meets with the Fee & Finance Advisory Committee every year in May to review Budget Priorities as well as throughout the year if additional discussion is needed. In August 2023, due to the large CalPERS investment losses in FY2022, the District met with the Fee and Finance Advisory Committee to review the impacts on the District. Staff presented an informational report on Pension Funding to the full Board of Directors at the September 7, 2023 Board meeting.



## **Prepare Written Contingency Plans for Emergencies**

### **Develop a list of contingency plans by December 2022**

As stewards of the environment and protectors of public health, the District has historically invested significant effort in preparing for emergencies. Examples of this include preparing for and training on sewer spill emergency response plans, emergency action plans to protect staff during emergencies, hazardous material response plans related to the storage of diesel fuel at fixed generators, and workforce continuity of operations plans for events such as the recent pandemic. Staff has started a list of contingency plans to be developed during the timeframe of this strategic plan.

- Lift Station Emergency Response Plans (one for each station)
- Cybersecurity Incident Response Plan
- Natural Disaster Response

### **Develop two plans per fiscal year**

The Spill Emergency Response Plan (SERP) underwent a major revision to comply with the new requirements of the revised General Order. Staff updated the SERP internally; however, the effort was supported by information provided by numerous professional organizations and a consultant specializing in regulatory compliance for sewer agencies. This was the only contingency plan developed this fiscal year.

## **Leverage Existing and Applicable Technologies to Improve Efficiencies**

### **Develop a Tactical Asset Management Plan**

#### **Update asset inventory by July 2023**

The District has maintained a robust inventory of many of its assets (e.g., pipes, manholes) for decades in computerized maintenance management systems. These asset inventories are constantly being updated. However, additional asset classes were identified as needing to be developed to support the future efforts of developing the District's asset management plan. Specifically, the lift station asset inventory was enhanced by tracking additional pertinent data, and a new inventory was created for the District's submersible pumps. The improvements to these enhanced/new asset inventories will allow the District to better plan and manage all of its capital assets.

### **Update SCADA**

#### **Design by July 2023**

The District retained the professional services of Carollo Engineers, Inc. to complete the needs assessment, technology selection, in-field radio path survey, and SCADA replacement design in November 2022. The current project schedule shows that 60% design will be finished by December 2023. The 100% design is scheduled to be completed by August 2024. This is later than originally planned and this action plan and related action plans will be updated to reflect the current schedule.



### **Complete Phase 1 by December 2024**

The initial plan for phasing the construction of the SCADA replacement was based on the SCADA Master Plan completed in May 2022. The phasing of the construction will potentially be altered as detailed design drawings are prepared for the work. Construction drawings and contract documents are scheduled to be advertised for bid in the fall of 2024.

## **Reduce Reliance on Energy**

### **Determine the cost of District-wide energy use by July 2023**

Electricity and fuel are the two largest uses of energy for the District. Staff began tabulating energy use at the District lift stations, flow recorders, and offices with this strategic plan annual report. Similarly, the District also began tabulating the fuel use of its fleet. Only the last two fiscal years of energy use have been tabulated. Staff intends to continue to collect additional energy use data from prior years to better understand energy use over time.

### **Develop options for energy savings by July 2024**

Staff plans to use the tabulated data for electricity and fuel to understand trends and patterns in the District's use of energy and the cost that represents to the District. Initially, two programs will be investigated as potential options for energy savings. The first is the lift station abandonment program. Lift stations consistently use electricity to convey sewer. Examining options to abandon lift stations by extending gravity pipelines may present viable options for energy savings. The second program that could impact the District's energy savings is the electrification of the District's fleet to comply with the State's Advanced Clean Fleet requirements.

## **Provide Exceptional Value for the Cost of Sewer Service**

### **Maintain a Low Service Charge While Meeting Established Service Levels**

#### **Complete a rate study by March 2023**

In July 2022, the District awarded a contract to IB Consulting, LLC to conduct a Wastewater Cost of Service Study. At the time, the wastewater rate of \$36 per month had been in effect since July 1, 2019. IB Consulting determined that the current rate did not provide sufficient revenues to fund necessary operations, maintenance, and regulatory programs, as well as capital investments and reserves to meet the District's stated needs.

#### **Adopt new rates (if necessary) by July 2023**

The Board of Directors conducted two public workshops to gather Board and Public input on the Wastewater Cost of Service Study. A Proposition 218 Notice with proposed wastewater rates for FY2024 through FY2028 was authorized at the March Board meeting and sent to affected property owners on March 8, 2023. A Public Hearing was held during





the May 4, 2023 Board meeting to consider the adoption of the proposed increases. The second reading and adoption of the proposed Ordinance to fix and establish monthly service charges was held on June 1, 2023, and the Ordinance became effective July 1, 2023.

## **Use Investment Vehicles with the Best Return**

### **Evaluate investments**

The District provides Quarterly and Annual Investment Reports to the Board of Directors. In addition, any investment transactions that occur are reported to the Board in the Administrative Service Manager's Monthly Board Report. Staff works with the California Special District Association (CSDA), the District's Banking Manager, and other financial resources to review investment options and bring those options and potential strategies to the Fee and Finance Advisory Committee for further discussion.

### **Present options to the Fee & Finance Advisory Committee**

Every year at the November Board meeting, an Annual Investment Report is presented to the Board of Directors. Following the report, District staff meets with the Fee and Finance Advisory Committee to review the Annual Financial Audit, District investment performance and policies, and the overall financial position of the District. Staff also meets with the Fee and Finance Advisory Committee every year in May to review Budget Priorities as well as throughout the year if additional discussion is needed.

## **Become More Involved with the Determination of SPWA Treatment Costs**

### **Staff attends all SPWA Board Meetings**

The General Manager, Superintendent, and District Engineer attend the semi-annual meetings of the SPWA Board of Directors. These key staff members also meet quarterly with the key staff of the individual stakeholders to discuss anticipated expenses at the two regional treatment plants.

### **Staff from SPWA agencies meet to discuss treatment cost options**

At present, more than half of all District annual expenses are incurred by the SPWA to cover operations and maintenance of the two regional treatment plants as well as the annual cost for rehabilitation and replacement at these facilities. The District is taking a more active role in the discussion of how these monies are spent as well as revenue from the energy recovery plant (i.e., methane production and resale as compressed natural gas).



## **Make SPMUD a Great Place to Work**

### **Employee Recognition**

#### **Hold monthly employee recognition events**

The District implemented monthly all-hands meetings where employees celebrate achievements, such as feedback from customer comment cards. In addition, the Employee Engagement Committee is considering ways to implement employee awards and other ways to foster appreciation between employees.

#### **Promote the Masters Program**

In order to cultivate professional development and growth, the District implemented the Masters Program, where employees receive a financial incentive to develop knowledge, skills, and abilities that the District views as desirable. Currently, one employee has successfully completed the program and two additional employees in FSD have begun the process.

### **Team Building Events**

#### **Support Employee Engagement Committee**

The Employee Engagement Committee (EEC) meets monthly with representatives from each department to foster a more cohesive and collaborative environment to improve the work experience between employees and across departments. The EEC works to promote a positive culture among employees by prioritizing inclusion and developing ways to demonstrate recognition and appreciation.

#### **Monthly “All Hands” Meetings**

The District implemented monthly all-hands meetings to encourage communication and open discussion among employees. Employees present on various topics, which range from the District’s budget to leadership principles, and the capital improvement program.

#### **Annual employee team-building activity**

The District facilitates team building events such as the holiday team building event and Koinonia holiday decorating. Koinonia is a local non-profit public service organization that provides support for children and teens. Employees decorate the Koinonia school and administrative offices and the respite care and group homes. In addition, employees may also select and grant wishes from the children and teens in the Koinonia program.







## Performance Measurements

















Performance measurement is critical to effectively managing a utility. Karl Pearson (1857 – 1936), an English mathematician and biostatistician who authored Pearson's Law: "When performance is measured, performance improves. When performance is measured and reported back, the rate of improvement accelerates." The District has elected to use the Effective Utility Management (EUM) framework which outlines ten elements of effectively managed utilities.

The EUM framework provides detailed information on a range of measurements that utilities can consider using. The District selected a number of measurements from the EUM examples and created measurements that are District-specific. The table below summarizes the measurements used to assess performance, which are organized by EUM element, and it provides a rating based on the system described below. A rating is provided for the fiscal year being reported on as well as the prior fiscal year to be able to identify changes and trends more easily. The table also provides the page number of this report where more detailed information is provided for easy reference. 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 measurement.

### Rating System Legend and Explanations

-  Satisfactory This symbol signifies that that District has met its goals or that the trend is positive.
-  Watch The symbol signifies that the District is in danger of not meeting its goals, that the trend is indeterminate, or that there is insufficient data to make a determination.
-  Unsatisfactory The symbol signifies that the District has not met its goals or that the trend is negative.
-  No Measurement The symbol signifies that the District has not developed a measurement for this performance measurement yet.

**Table of Performance Measurements**

EUM Element	Measurement	FY22 Rating	FY23 Rating	Page
Product Quality	Number of Sewer Spills			12
	Number of Spills per 100 miles of sewer main			12
	Volume of Sewer Spills to Waters			13
	Volume of Spills per million gallons conveyed	-	-	14
	Sewer Successfully Conveyed			14
	Number of Blockages			15
Customer Service	Service Call Response Time			17
	Development Review Response Time			17
	Tenant Improvement Review Response Time			18



EUM Element	Measurement	FY22 Rating	FY23 Rating	Page
	Customer Satisfaction Surveys			19
	Error-Driven Billing Adjustment Rate *			19
	Customer Newsletters			20
	Transparency Certification			21
	Obtain GFOA Award			21
Stakeholder Understanding and Support	Comparative Rate Rank			23
	Stakeholder Consultation			23
	Stakeholder Input			24
	Stakeholder Satisfaction			24
	Partnering in Your Community			25
Financial Viability	Debt Ratio *		-	26
	Financial Procedure Integrity		-	26
	Revenue-to-Expenditure Ratio		-	27
	Sewer Service Charges Compared to Inflation			28
Operational Optimization	Customer Accounts per Employee *		-	29
	Personnel Cost as Percentage of Revenue		-	29
	Personnel Cost per EDU		-	30
	Miles of Sewer per Employee			30
	O&M Cost per Mile of Sewer			31
	Energy Use per Volume Conveyed			32
	Payment Options			32
	Number of Web Payments			33
	Number of Customers on e-bills			33
	Electronic Forms			34
	Converting Paper Archive Records into the Electronic Content Management System			34
	Employee and Leadership Development	Voluntary Turnover Rate		
Experience Turnover Rate				35
Employee Survey Response				36
Total Training Hours per Employee *				36
Certification Coverage				37
Succession Planning				38
Enterprise Resiliency	Lost Time Hours			39
	Total Recordable Incident Rate			39
	Number of Insurance Claims			40
	Severity of Insurance Claims			40
	Critical Parts and Equipment Resiliency			41
	Power Resiliency			41
	Cybersecurity Resiliency *			41
	Critical Staff Resiliency			42
	Emergency Response Plan in Place			42
Contingency Plans in Place			43	



EUM Element	Measurement	FY22 Rating	FY23 Rating	Page
Resource Sustainability	Fuel Supply Adequacy			44
	Alternative Water Use			44
	Watershed Protection			44
Infrastructure Strategy and Performance	Asset Inventory Data			46
	Asset Inventory in Tyler			46
	Sewer Main Condition Assessment			47
	Lower Lateral Condition Assessment			47
	Lift Station Condition Assessment			48
	Asset Renewal *			48
	Collection System Failure Rate (Structural) *			49
	Collection System Failure Rate (O&M) *			49
	Repeat Customer Service Calls			50
	Property Line Cleanouts			51
Capacity Assurance			51	
Community Sustainability	Bill Affordability			53
	Low-Income Billing Assistance			53
	Watershed-based Infrastructure Planning			54
	Greenhouse Gas Emissions			54
	Energy Use Audit			55
	Water Use Audit			55
* Indicates an EUM Benchmarking Performance Indicator.				



## Product Quality

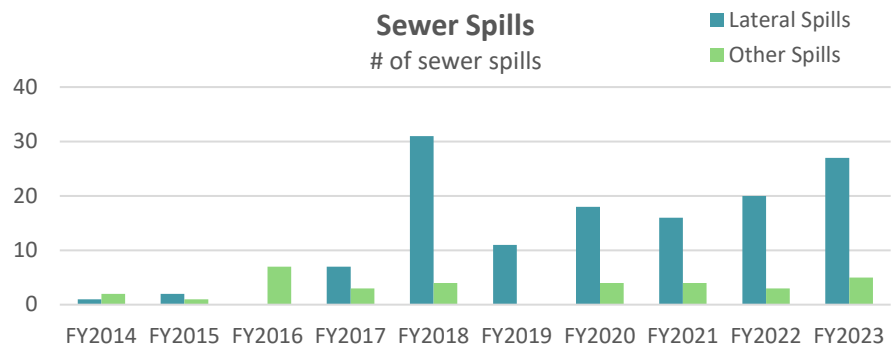


### Product Quality

The measurements related to this EUM attribute gauge the District’s efforts to meet the regulatory requirements to lessen sewer spills and the potential associated impacts on public health and the environment.

#### Number of Sewer Spills

**Description:** Sewage spilled from a sanitary sewer system may threaten public health, beneficial uses of waters of the State, and the environment. A spill is a discharge of sewage from any portion of a sanitary sewer system due to a sanitary sewer system overflow, operational failure, and/or infrastructure failure. Any spill that has the potential to discharge to surface waters of the State is prohibited unless it is promptly cleaned up and reported as required in the Sanitary Sewer Systems General Order. The District’s mission is to protect public health and the water environment which primarily is accomplished by lessening sewer spills through planning and activities.



**Analysis:** The District has historically had very few spills. The number of spills not originating from a lateral (e.g., from mainlines, manholes, lift stations) has remained consistently low. In March 2017, the District took ownership of the lower lateral. The number of lateral spills increased after 2017 as a result. Spills from laterals differ from other spills because they typically have limited impact on public health and the environment. The number of lateral spills has remained around twenty per year.



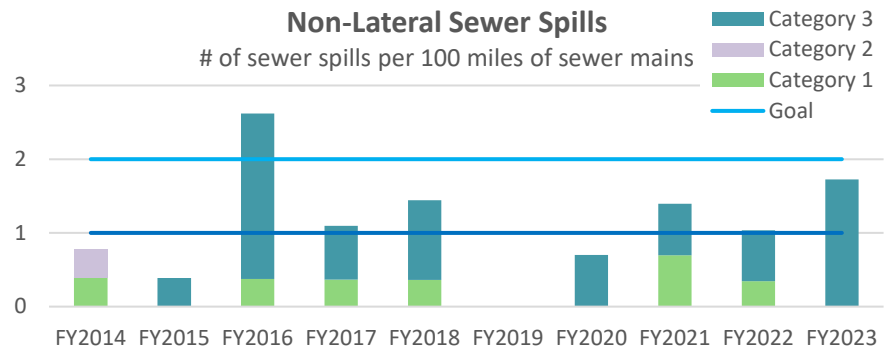
#### Number of Spills per 100 Miles of Sewer Main

**Description:** This measurement normalizes the number of spills based on the size of the collection system, which allows for comparison to other agencies regardless of the size of the system. It considers spills from a failure in any part of the collection system except for laterals because not all collection systems take



## Product Quality

responsibility for laterals and typically spills from laterals represent a very small risk to public health and the environment. This measurement is tracked this way to ensure that it is useful for comparison and analysis purposes.



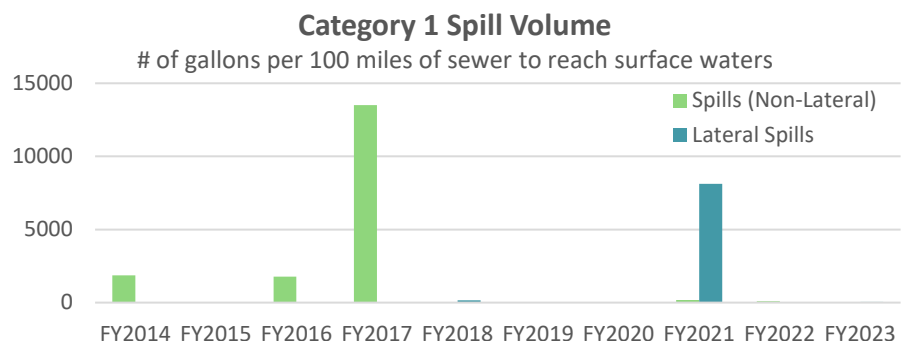
**Analysis:** Two spills per 100 miles of sewer main is a number that is often used in the collection system industry as a benchmark for good performance. With the exception of one year (FY2016), the District has consistently reached its goal of having less than two spills per 100 miles of sewer main. There have been many years where the District has met its stretch goal of having less than one spill per 100 miles of sewer main.



### Volume of Sewer Spills to Waters

**Description:** The District strives to prevent the number of spills. However, when a spill occurs, the District responds according to its Spill Emergency Response Plan to lessen the volume of sewer and mitigate the potential impacts. The District also makes significant efforts to recover as much sewer as practicable after a spill.

This measurement assesses the volume of sewer spilled over the course of the year and normalizes it based on the size of the collection system. This allows the District to compare performance to other agencies even if they are a different size.



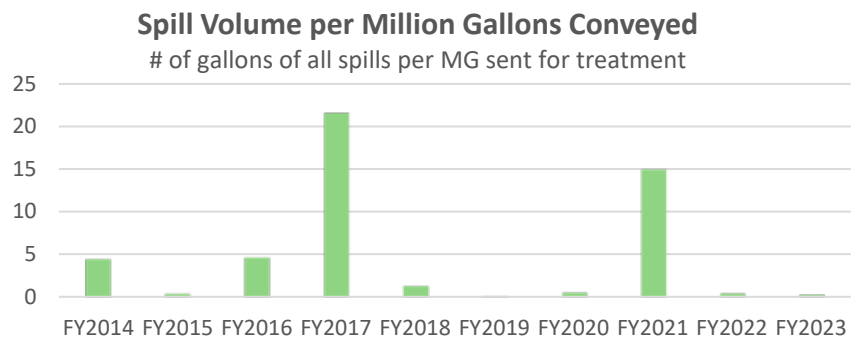


**Product Quality**

**Analysis:** The volume of spills in any given year typically is limited to very small amounts. The two exceptions indicated on the above chart are related to two specific events. In FY2017 an intense storm event overwhelmed the capacity of the collection system. That capacity constraint was corrected with the Loomis Diversion project and the Foothill Trunk project. In FY2021 a commercial center let a spill go unnoticed and unreported for multiple days, resulting in a large volume spill.

**Volume of Spills per Million Gallons Conveyed**

**Description:** This measurement assesses the volume of sewer spill over the course of the year and normalizes it based on the total volume of flow collected and conveyed to the treatment plants. This measurement allows the District to compare performance to other agencies.



**Analysis:** The volume of spills typically is very limited. Two specific events created the exceptions seen in the chart above. Staff recommends removing this measurement from future strategic plan annual performance reports. The information and trends identified with this measurement are the same as those identified with the previous measurement which tracks the volume of spills per 100 miles of pipe.



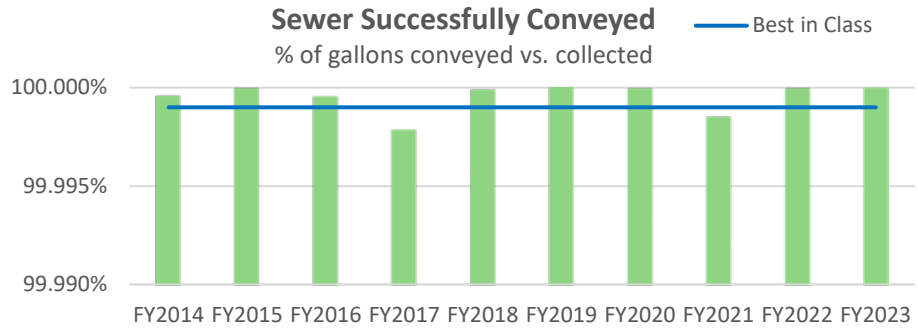
**Sewer Successfully Conveyed**

**Description:** This measurement assesses the effectiveness with which the District collects sewer from its customers and conveys it to facilities where it can be treated before discharge back into the environment. It compares the volume of sewer lost during spill events against the volume conveyed to the South Placer Wastewater Authority through the District’s flow recorders.





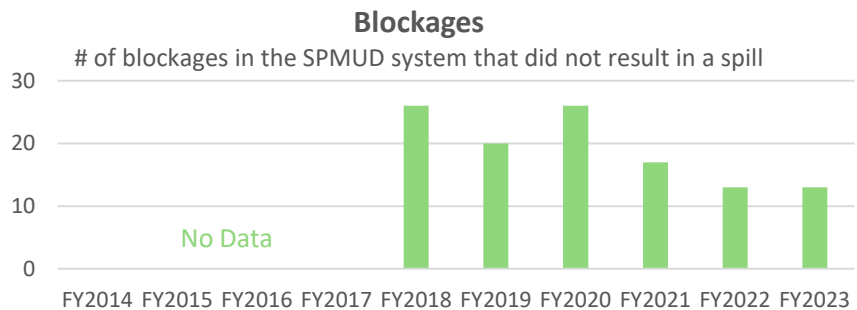
## Product Quality



**Analysis:** The benchmarks for “good” performance (i.e., 99.9%) and “best in class” performance (i.e., 99.999%) are used in the IT industry when measuring the uptime of mission critical networks. For comparison, “best in class” performance of an IT network means that it only has 5.4 minutes of downtime in a year. The District fulfills its mission to protect public health and the environment and provide effective and efficient service. The District’s performance according to this measurement is very good.

### Number of Blockages

**Description:** This measurement counts the number of blockages reported by customers in the District-owned portion of the sewer system. Prior to 2017, the District did not own the lower lateral and thus the method of tracking responsibility for the blockage changed. To remain consistent, the chart only shows data for the full years in which the District tracked responsibility the way it is currently tracked.



**Analysis:** The chart shows that the number of blockages reported by residents that prove to be the District’s responsibility has trended downward over recent years. Callouts regarding blockages are predominantly for issues in the lateral. This measurement indicates that the efforts of the District’s lower lateral crews are addressing issues before they become problems that result



**Product  
Quality**

in a customer service call. The hope is that this is a leading indicator for the reduction of the number of sewer spills.



## Customer Satisfaction



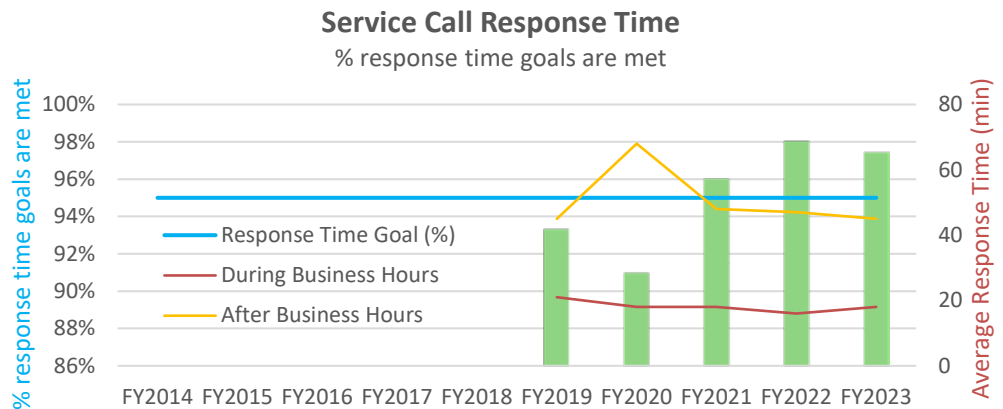
### Customer Satisfaction

The measurements related to this EUM attribute gauge the District’s success in being responsive, reliable, and respectful to its customers.

#### Service Call Response Time

**Description:** Customers can call 24/7 to report an issue and at least one employee will respond on-site. This measurement assesses the consistency with which employees on standby respond when called out by customers within the timeframes set by the District. The District is committed to responding within 30 minutes during business hours and within 60 minutes outside of business hours. The District began tracking this measurement in 2019.

The chart below shows the percentage of time in a year that the target response times are met (green bars). It also shows the average response time in minutes (red line for during business hours, orange line for after hours).



**Analysis:** In 2020 the District noticed that improvement was needed in this area. Changes were made to improve the chain of communication in the receipt of calls after hours and coverage for response during business hours. Since those changes, the service response time goals have been met.



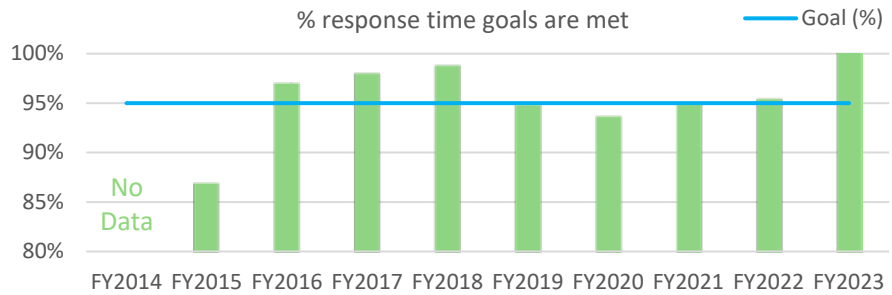
#### Development Review Response Time

**Description:** This measurement is a percentage of the number of development plan reviews turned around in twenty days for the first review and ten days for each subsequent review divided by the total number of plan reviews.



## Customer Satisfaction

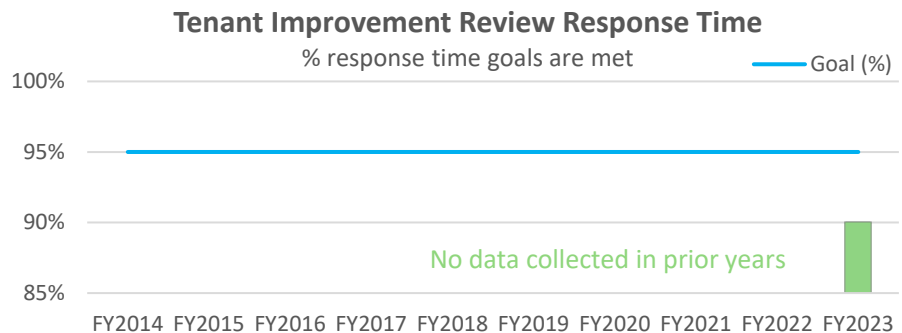
### Development Review Response Time



**Analysis:** The District’s goal is to provide excellent customer service by providing prompt reviews and responses when improvement plans are submitted and to ensure the comments are consistent with the District’s Standard Specifications and Improvement Standards for Sanitary Sewers. Thoughtful reviews are imperative during each step of plan review, from pre-development to improvement plans. Consideration of long-term District objectives is a priority at all levels of review so that the District’s needs are met now and in the future.

### Tenant Improvement Review Response Time

**Description:** This measurement is the percentage of tenant improvement plan reviews turned around in twenty days for the first review and ten days for each subsequent review divided by the total number of plan reviews.



**Analysis:** The District’s goal is to provide excellent customer service by providing prompt reviews when tenant improvements are submitted and to provide substantive comments based on the District’s Standard Specifications and Improvement Standards for Sanitary Sewers. The District has recently implemented pre-design meetings for food service establishments when changes or alterations to existing grease control devices are required. These pre-design meetings have been extremely beneficial in streamlining the



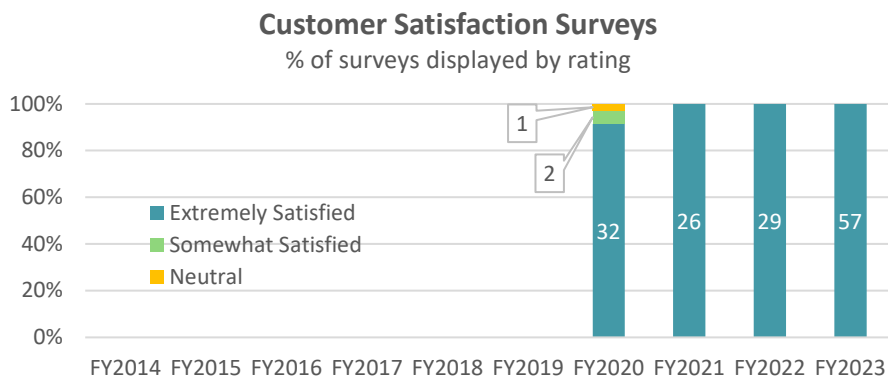
## Customer Satisfaction



review process. Based on the results from the first year tracking this measurement, additional effort is required to improve the response time. It should be noted that tenant improvement reviews are difficult to track since items are submitted in multiple iterations.

### Customer Satisfaction Surveys

**Description:** The District collects customer survey information from survey cards and forms on the District website. Customers can rate the service they have received (i.e., extremely satisfied, somewhat satisfied, neutral, somewhat dissatisfied, or extremely dissatisfied) in four different areas (i.e., professionalism, response time, communication, quality of work). The numbers on the columns in the chart below indicate the number of customer surveys received in the given rating.



**Analysis:** The District began collecting this data in FY2020. Since that time, only three out of 147 surveys have indicated anything other than an “extremely satisfied” rating. Two surveys in FY2020 had all but one of the areas marked as “extremely” satisfied”. There was one survey in FY2020 that marked all areas as “neutral”. This is indicative of the excellent customer service that District employees provide to District customers. It is encouraging to see that the total number of surveys returned by customers increased in FY2023.



### Error-Driven Billing Adjustment Rate

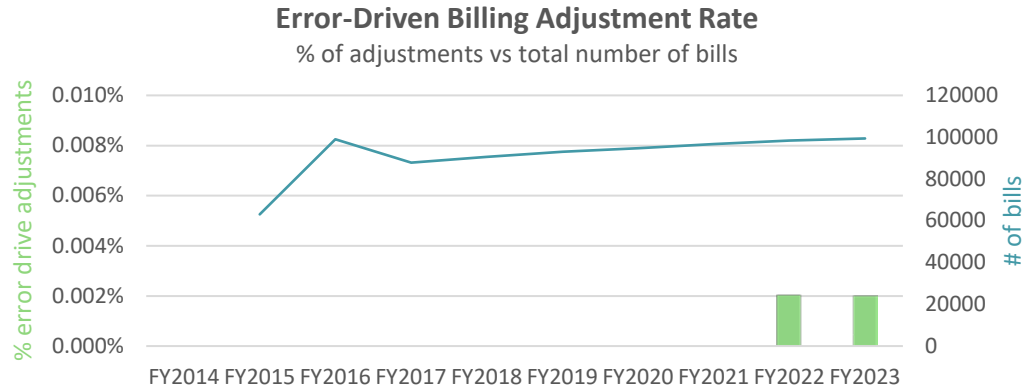
**Description:** Due to the nature of the District's flat-rate billing model and automated billing process, billing errors are infrequent. While EDUs are subject to change based on the building use, it is the responsibility of the property owner to update the District when a use changes. District staff conducts



## Customer Satisfaction

quarterly billing audits to ensure that commercial properties are assessed properly.

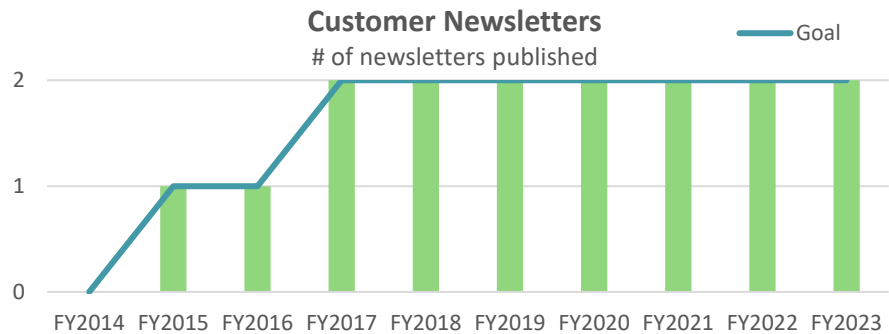
This is an EUM Benchmarking Performance Indicator.



**Analysis:** This is a new measurement that will be tracked in the customer information system in future years.

## Customer Newsletters

**Description:** The District sends a Spring and Fall Newsletter that is included with the customer billing statement. In FY2023, the newsletter was also sent electronically to customers who have elected to receive electronic billing statements. The measurement tracks how well the District is communicating relevant information to its customers.



**Analysis:** The newsletter began as an annual letter in December 2015 and increased to two newsletters a year in FY2017. Two newsletters have consistently been sent to customers since that time.

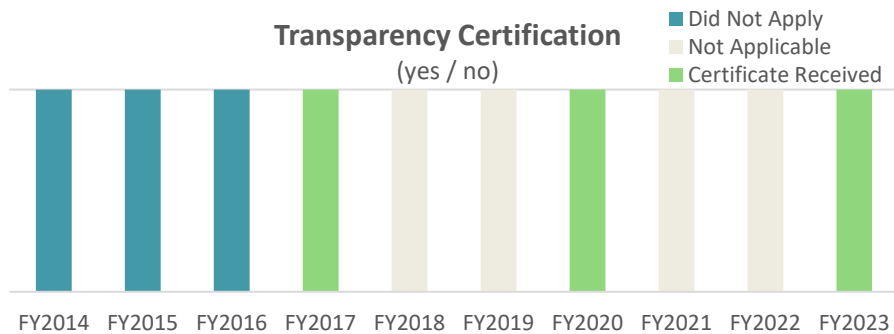


## Customer Satisfaction



### Transparency Certification

**Description:** The Special District Leadership Foundation (SDLF) administers an award program whereby they recognize Special Districts for their outstanding efforts to promote transparency and good governance. To receive the District Transparency Certificate of Excellence, a District must demonstrate the completion of essential governance transparency requirements, including conducting ethics training for all board members, properly conducting open and public meetings, and filing financial transactions with the State Controller's Office. The Transparency Certificate of Excellence is awarded every three years.



**Analysis:** The Transparency Certificate of Excellence is awarded every three years. The District received this award for the first time in 2016/2017. Since then, the District has applied for and received the award every three years.

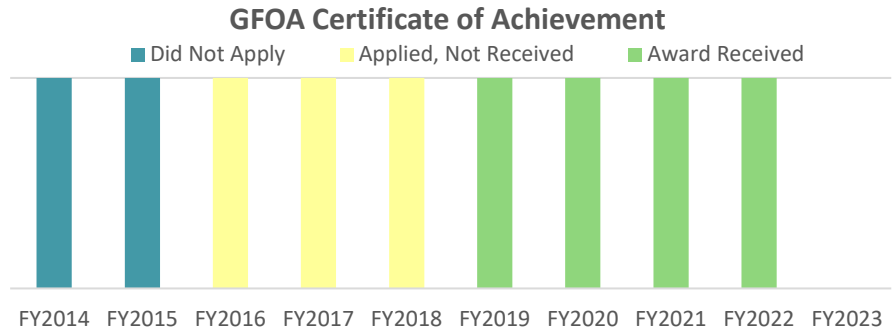
### Obtain GFOA Award

**Description:** The Certificate of Achievement for Excellence in Financial Reporting awarded by the Government Finance Officers Association (GFOA) is the highest form of recognition for excellence in state and local government financial reporting. To be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.





## Customer Satisfaction



**Analysis:** The District has received this prestigious award for its Annual Comprehensive Financial Reports for four consecutive years.





## Stakeholder Understanding and Support

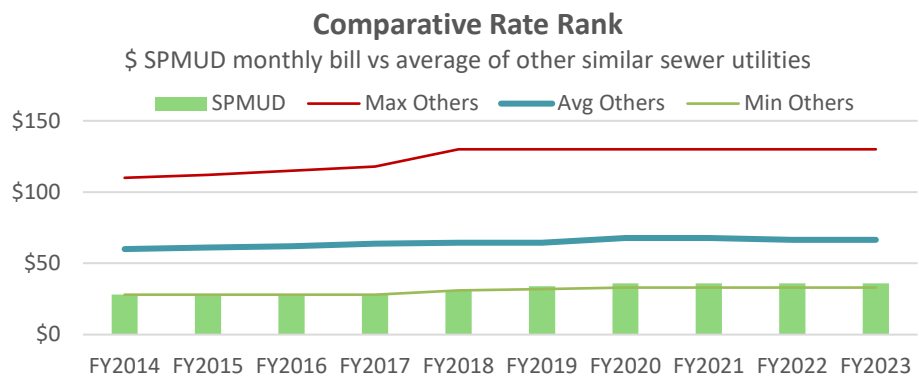


### Stakeholder Understanding and Support

The measurements related to this EUM attribute gauge the District’s ability to engender understanding and support from customers, community interests, and regulatory bodies. The measurements gauge the District’s efforts to engage in partnerships and establish the utility as an anchor institution (critical asset) to the community.

#### Comparative Rate Rank

**Description:** The District’s vision is to be a reliable, innovative, sustainable, efficient, and cost-effective sewer service provider. To that end, the District works hard to maintain one of the lowest monthly rates in the region for its customers. Rates are compared against Placer County, the Cities of Roseville, Lincoln, Auburn, and Colfax, the Truckee Sanitation District, and the North Tahoe, Tahoe City, and Olympic Valley Public Utility Districts.



**Analysis:** The District has consistently maintained one of the lowest rates in the region over the last ten years. In FY2014, FY2015, FY2016, FY2017, and FY2023 the District had the lowest rate in the region. A cost-of-service study was conducted in FY2023 and the Board approved a five-year rate increase that continues to see the District as the lowest cost provider in the region.



#### Stakeholder Consultation

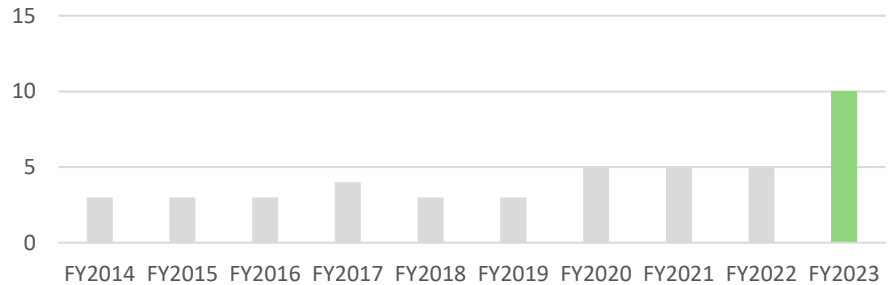
**Description:** The District strives to partner with stakeholders (i.e., anyone who can affect or be affected by the District) to coordinate shared goals, engender understanding, and receive input to meet the District’s mission and vision. This measurement counts the number of stakeholder entities with which the District engages.



## Stakeholder Understanding and Support

### Stakeholder Consultation

# of active contacts with stakeholders in key areas



**Analysis:** This is a new measurement for the District. The number of active stakeholder contacts in FY2023 is ten and includes the City of Rocklin, Town of Loomis, Placer County, South Placer Wastewater Authority, Placer County Water Agency, Rocklin Chamber of Commerce, Loomis Basin Chamber of Commerce, Rocklin Unified School District, Loomis Union School District, and North State Building Industry Association. Estimates were made to determine the number of active contacts in previous years. As noted in the chart, the number of contacts has grown over the last decade.

### Stakeholder Input

**Description:** Input is crucial when utilities work to set service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. The intent of a measurement like this is to track the District’s efforts to actively seek input from stakeholders. A measurement has not been identified yet.

**Analysis:** The District actively seeks input from stakeholders through public hearings, outreach through chamber of commerce meetings/activities, periodic luncheons, bill inserts, newsletters, and customer survey cards.

### Stakeholder Satisfaction

**Description:** It is important that utilities actively engage in partnerships and seek to understand what it takes to be a “good neighbor”. Soliciting stakeholder feedback on their satisfaction with the overall job of the District. The intent is to provide stakeholders with a survey that can be used to rate the performance of the District as well as provide specific feedback on successes and areas of potential improvement.



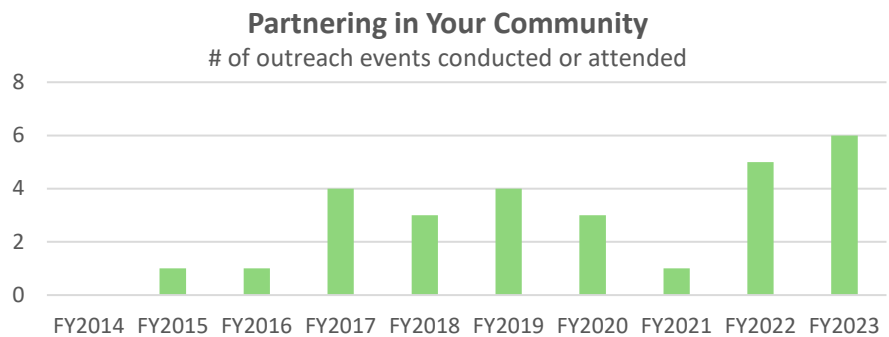
## Stakeholder Understanding and Support



**Analysis:** This survey has not been developed yet but will be in future years.

### Partnering in Your Community

**Description:** Utilities should actively reach out to stakeholders in the community to promote an appreciation of the true value of water and the District’s role in the social, economic, public, and environmental health of the community. This measurement tracks the number of outreach events conducted or attended by the District to build support and highlight the value of sewer services.



**Analysis:** For many years the District has reached out to the community by participating in community events such as the Rocklin Civic Engagement Event, Hot Chili Cool Cars (Rocklin Chamber), Loomis Day Before Thanksgiving Parade (Loomis Chamber), Rocklin State of the City, Loomis State of the Town, Government Relations Committee Meetings in various jurisdictions, and specific outreach for capital improvement projects.

The managers from each of the District’s three departments have been accepted into and completed the Leadership Rocklin program over the last three years. One of the managers is currently serving on the Leadership Rocklin Steering Committee. This program gives participants the distinct opportunity to meet, connect, and network with community leaders.



## Financial Viability

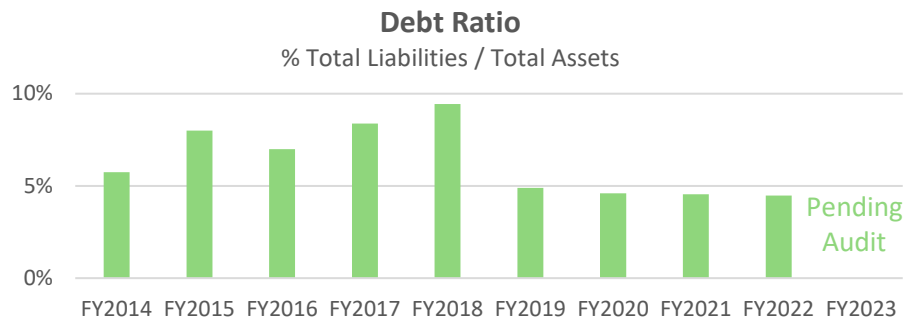


### Financial Viability

The measurements related to this EUM attribute gauge the District’s effectiveness in planning for the full life-cycle cost of utility operations, establishing predictable rates, accounting for affordability, and implementing sound strategies for ensuring revenues.

#### Debt Ratio

**Description:** The District has assets primarily in the form of infrastructure and capital reserves to expand and maintain that infrastructure. The District has a continuous current liability due to the nature of its billing practices as billing occurs in arrears; however, the District participates in the County Teeter Program which assesses unpaid sewer balances to the property tax bill and greatly mitigates risk from this liability. The only long-term liabilities of the District are pension and other post-employment benefit liabilities. This is an EUM Benchmarking Performance Indicator.



**Analysis:** The District has no conventional debt for the financing of District improvements and has maintained a consistently low rate of liabilities versus assets.



#### Financial Procedure Integrity

**Description:** The District is subject to an annual audit of its financial statements. During the audit process, the auditor examines the policies, procedures, practices, and reporting by the District and determines if material weakness, proper accounting and billing policies, and internal controls exist.

The following chart conveys the following information:

- Audit? Are financial results and internal controls audited annually?
- # CD & MW Number of control deficiencies and material weaknesses reported on annual audits.
- Reduction? Have the number of control deficiencies and material weaknesses been reduced from previous audits?

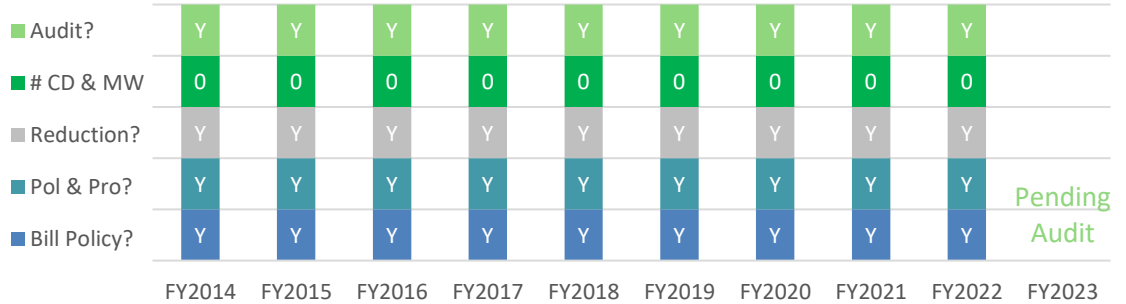


**Financial Viability**

Pol & Pro? Does the utility have financial accounting policies and procedures?  
 Bill Policy? Does the utility have a formal policy for the bill collection process?

**Financial Procedure Integrity**

(yes / no)



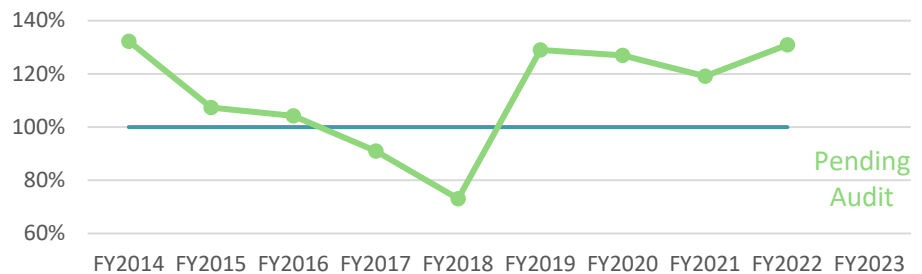
**Analysis:** The District has not had any material weaknesses in its financial statements over the last ten years. The various District auditors have consistently determined proper accounting and billing policies and procedures and internal controls are in place.

**Revenue-to-Expenditure Ratio**

**Description:** The District primarily generates revenue through monthly service charges and connection fees. Monthly service charges are used to fund operations and maintenance and repair and replacement expenses, and connection fees are used for expansion and enlargement of the system. The timing of large capital projects impacts the revenue and expenditures year to year with some years having higher revenue that is placed into fund balances and some years having higher expenditures as the large capital projects are completed.

**Revenue-to-Expenditure Ratio**

%





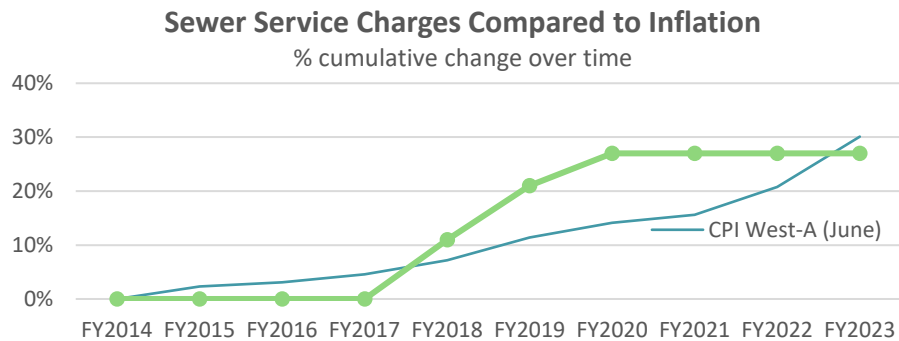
## Financial Viability



**Analysis:** Expenditures fluctuate substantially based on the timing of capital projects. Operating fund expenditures in FY2023 experienced a significant increase from inflationary pressures resulting in the need for a cost-of-service study and rate increase. These increases will be reported in the FY2023 Financial Audit. Overall, the District has managed to maintain low monthly service charges by minimizing expenditures and avoiding debt service.

### Sewer Service Charges Compared to Inflation

**Description:** This measurement tracks increases in the Consumer Price Index against increases in the District's monthly sewer rate. The District works hard to maintain one of the lowest monthly rates in the region for its customers.



**Analysis:** The Consumer Price Index and the District's monthly service charge have not gone up at the same rate year to year. Historically, the District has tried to maintain rates for as long as possible before adopting an increase. This has required catch-up increases from sustained rates that do not keep up with inflationary pressures. Overall, the District's monthly rate has remained below the CPI over the last ten years.



## Operational Optimization



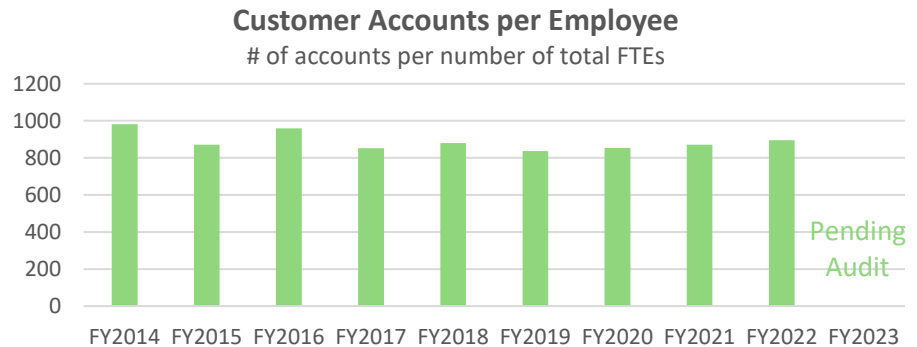
### Operational Optimization

The measurements related to this EUM attribute gauge the District’s efficiency in all facets of its operations including day-to-day operations, the use of automated and smart systems, and efforts to reduce waste.

#### Customer Accounts per Employee

**Description:** The District's vision is to be an efficient and cost-effective sewer service provider. One way to measure the District’s efforts to achieve this vision is to examine the number of customer accounts per full-time employee. This measurement allows the District to see if the work to be performed is matched by a workforce to complete it.

This is an EUM Benchmarking Performance Indicator.

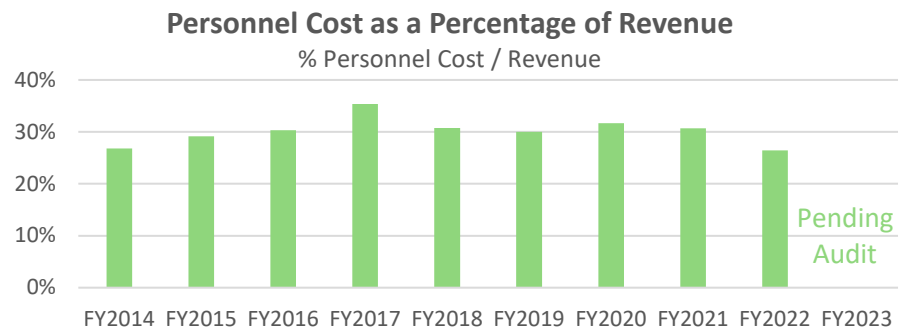


**Analysis:** The number of customer accounts has remained steady. As the number of customer accounts has grown, so has the number of employees in the District.



#### Personnel Cost as Percentage of Revenue

**Description:** The District strives to sustain a workforce that can maintain the District's collection system efficiently and cost-effectively. Cost of Service Studies are completed to ensure that appropriate sewer service charges are collected.





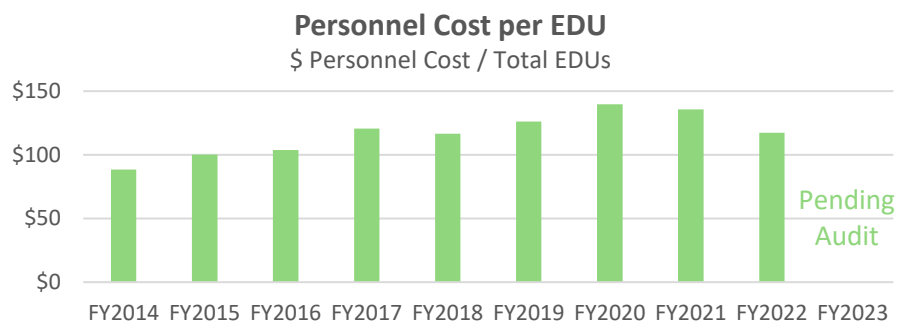
## Operational Optimization



**Analysis:** Personnel costs account for approximately thirty percent of sewer service revenues. This performance measurement is a key indicator of when cost of service studies are likely required to analyze and set appropriate rates.

### Personnel Cost per EDU

**Description:** An EDU is used to determine design and fee requirements based on the typical average flow and strength of wastewater generated from a single-family residential (SFR) occupancy. The Personnel Costs per EDU measurement shows the cost of staffing resources as the system grows.



**Analysis:** Personnel Costs per EDU have fluctuated over the last ten years due to changes in approved positions, staff turnover, and inflationary pressures. For example, in 2017, the District took responsibility for the lower laterals from District property owners and added two new positions to maintain these pipe segments.



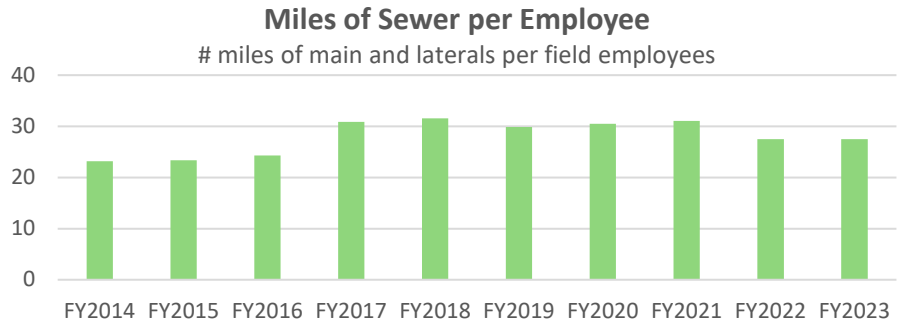
### Miles of Sewer per Employee

**Description:** This measurement tracks the ratio of miles of sewer against the number of field employees needed to operate and maintain the sewer system. Miles of sewer is defined as the miles of sewer main and lower laterals owned and operated by the District. The employees that are counted in this measurement are those who work directly on the collection system (i.e., maintenance workers, lead workers, and field technicians).





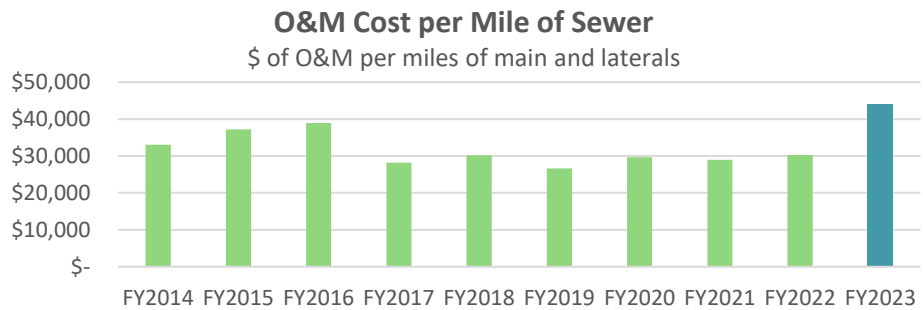
Operational Optimization



**Analysis:** The number of miles of sewer per employee has remained relatively steady with one exception. The number visibly increased in 2017 when the District took ownership of lower laterals. This added a significant amount of sewer (i.e., approximately 120 miles) to the system. The District has hired four additional field staff since 2017 but continues to operate the collection system very efficiently according to this ratio.

**O&M Cost per Mile of Sewer**

**Description:** This measurement normalizes the operation and maintenance costs based on the size of the collection system, which allows for comparison to other agencies regardless of the size of the system. The costs used in this measurement are taken from audited operating fund expenditures before depreciation except for the most recent year. The most recent year’s financials have not been audited yet, so the budgeted cost of operational expenses is used.



**Analysis:** The cost of operation and maintenance per mile of sewer decreased in 2017 when the District took ownership of lower laterals and the total miles of sewer increased. Otherwise, the cost of operation and maintenance has remained consistent. Costs in FY2023 are projected to be higher due to inflationary pressures on salary, benefits, equipment costs, and indirect costs related to treatment.

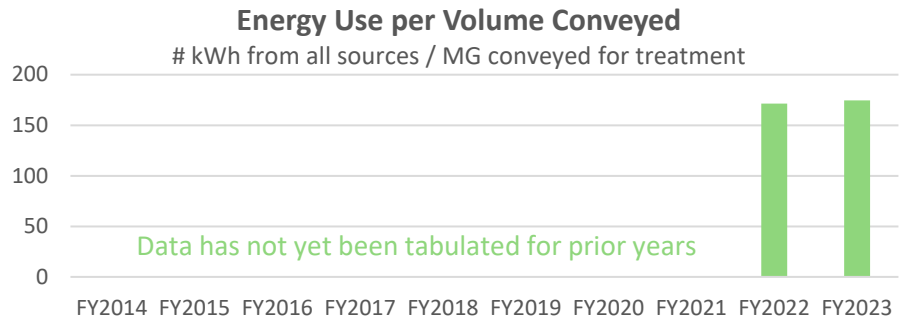


## Operational Optimization



### Energy Use per Volume Conveyed

**Description:** Electricity is the primary source of energy used by the District to convey sewer through its collection system. This measurement compares the kilowatt-hours (kWh) used at all District facilities to the millions of gallons of sewer conveyed for treatment.

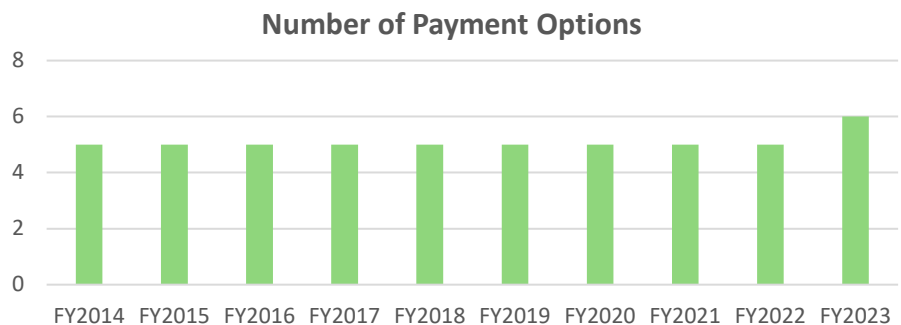


**Analysis:** The number of kilowatt-hours used is collected from the District’s utility bills. That information has only been collected for the last two fiscal years. Staff plans to make additional efforts to collect this information from prior years’ utility bills. Over the last two fiscal years, the District has consistently used an average of 173 kWh per million gallons of sewer. This measurement will need to be monitored for a longer period before trends can be identified. The amount of energy needed to convey sewer could be decreased if gravity sewer mains are extended to abandon lift stations as part of the District’s fledgling lift station abandonment program.



### Payment Options

**Description:** The District offers the following payment options to customers: online, autopay, in person, by mail, or by speaking with a customer service agent. In 2023, the District also added a pay-by-phone or IVR line as an additional payment option.





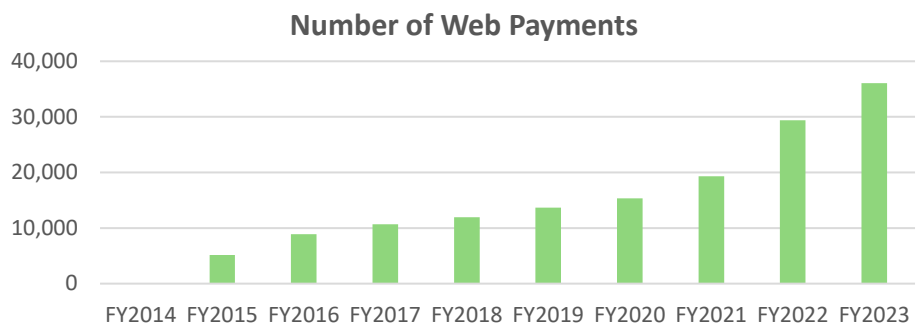
## Operational Optimization



**Analysis:** The District has historically offered several payment options to its customers. IVR was recently added to these options to allow customers to make automated payments by phone.

### Number of Web Payments

**Description:** The District offers autopay through a bank draft or credit card as well as the option for customers to make a one-time online payment. These payments are processed using Municipal Online Payments a site provided by and integrated into the District's Customer Information System.

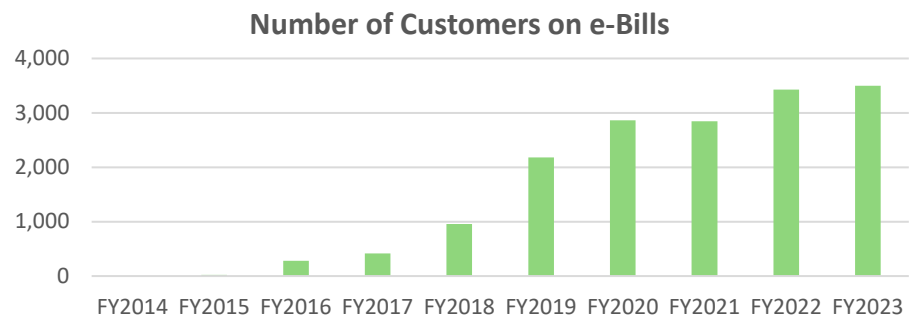


**Analysis:** Online payments including autopayments save District staff time. The use of these payment methods has been rapidly increasing with the number of online transactions doubling in the last three years.



### Number of Customers on e-Bills

**Description:** The District has an option for customers to sign up to receive an email billing statement in addition to or in lieu of a mailed paper billing statement.



**Analysis:** Customers utilizing the District's e-billing service have increased exponentially since first offered in FY2015. Paperless billing saves mailing and printing costs for the District.



## Operational Optimization



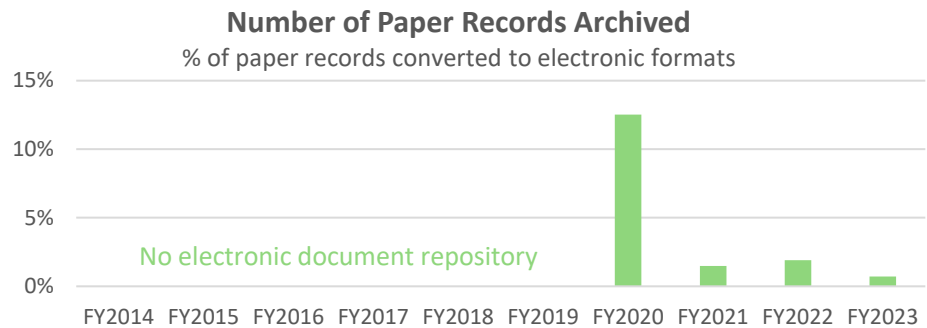
### Electronic Forms

**Description:** Electronic form submission streamlines processes for District customers and staff.

**Analysis:** The District currently has three web forms and eleven fillable PDF forms available on the District website. Staff will be working on a goal and tracking for this measurement throughout this five-year strategic plan.

### Converting Paper Archive Records into the Electronic Content Management System

**Description:** The District is working to obtain more sustainable practices which include reducing paper records. In 2019, the District purchased Laserfiche as the electronic content management system and began storing digital records in the centralized repository.



**Analysis:** The District initially utilized a third-party contractor to digitize many of its paper records. More complex record series have continued to be added to Laserfiche in-house by District staff.



## Employee and Leadership Development

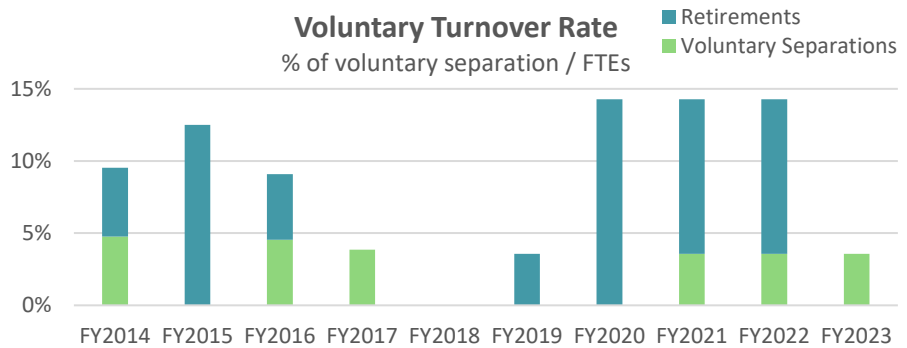


### Employee Leadership and Development

The measurements related to this EUM attribute gauge the District’s progress toward developing and maintaining a competent and stable workforce.

#### Voluntary Turnover Rate

**Description:** An effective utility ensures that employee institutional knowledge is retained, transferred, and improved upon over time. Employee turnover is a threat to achieving this effort. The measurement looks at the number of voluntary turnovers in the District as a percentage of the total number of employees. Voluntary turnover includes retirements and voluntary separations from the District.



**Analysis:** The chart shows that a significant number of employees retired over the last ten years. This was forecasted and documented in succession planning efforts in 2019. The Succession Plan included opportunities to develop the employees who are here and facilitate institutional knowledge transfer. There was also a steady number of voluntary separations over the same period. These separations were typically of less-tenured employees.

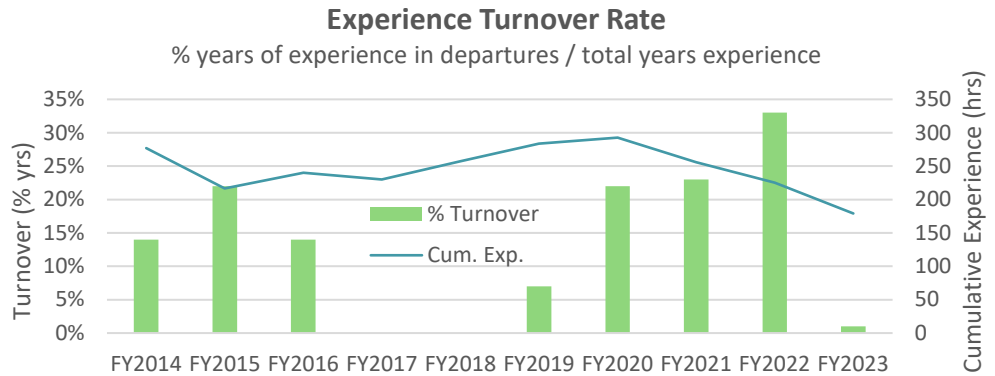
#### Experience Turnover Rate

**Description:** This measurement examines the amount of District experience (i.e., number of years worked at the District) that is lost when employees separate from the District. The measurement above looks at turnover based on the number of employees that voluntarily separate from the District. This measurement looks at the impact of employees separating based on the years of District experience lost.





## Employee and Leadership Development



**Analysis:** This chart shows that the retirements over the last ten years were of employees who generally had worked at the District for many years. In each of the years from FY2020 through FY2022, 22% to 33% of the cumulative experience retired from the District. The cumulative years of experience dropped from almost 300 years in FY2020 to 180 years in FY2023. This presents a challenge to the District as years of institutional knowledge leave. However, efforts in recent years to document information in databases, maps, and servers and standardize written operating procedures have assisted with the transfer of knowledge.

### Employee Survey Response

**Description:** This measurement is the percentage of employees with a “satisfied” job satisfaction level or better compared to the total number of employees. The intent is to gauge employee satisfaction and to make the District a great place to work.

**Analysis:** This has not been measured in the past and will be based on implementation and monitoring of a comprehensive employee survey over time. In 2022, following the COVID epidemic and in advance of upcoming MOU negotiations, employees expressed dissatisfaction with District management.

### Total Training Hours per Employee

**Description:** Effective utilities emphasize and invest in opportunities for technical, professional, and leadership development. This measurement tracks the total training hours for all employees divided by the number of full-time equivalents in all departments. Measuring training hours in this way provides



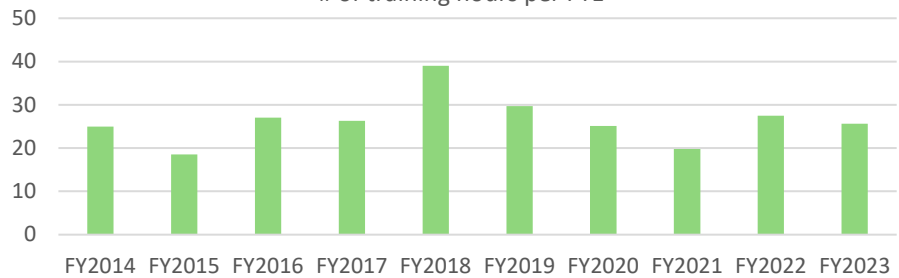
## Employee and Leadership Development

consistency over time irrespective of the number of employees and allows for comparison with other agencies.

This is an EUM Benchmarking Performance Indicator.

### Total Training Hours per Employee

# of training hours per FTE



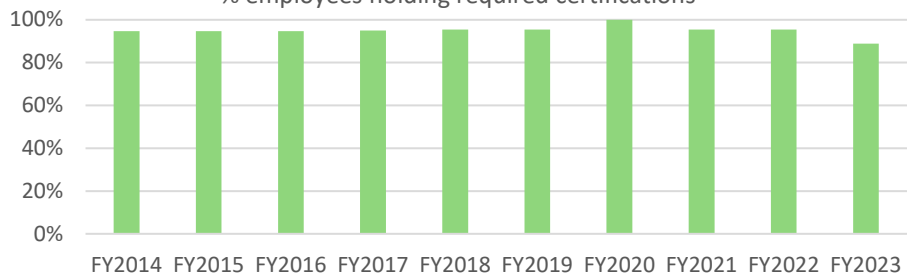
**Analysis:** The District has provided regular training to its employees throughout its history with the goal of improving safety and performance. The District again provided staff with many hours of training. However, this measurement represents a new way of tracking the District’s training efforts. Future performance reports will further analyze the results of this measurement to gain insights into how the District’s training program can continue to improve.

### Certification Coverage

**Description:** The District requires varying grades of certification as identified in the job specifications of numerous positions. The California Water Environment Association (CWEA), the member association of the Water Environment Federation (WEF) in California, is the certifying entity. CWEA’s certification program provides assurance of professional competency, training, and safe work practices. This measurement reports the percentage of employees who have obtained the required certification of their position as of June 30 each year.

### CWEA Certification

% employees holding required certifications





## Employee and Leadership Development



**Analysis:** This metric has not been measured or analyzed prior to this year. Educated estimates were made for previous years based on employee hire dates and certification dates. The District has experienced a good deal of staff turnover in recent years and many employees have been working to obtain newly required certificates. As of June 30, 2023, there are four employees that are still working toward certification.

### **Succession Planning**

**Description:** This measurement is the percentage of employees covered by a long-term workforce succession plan which accounts for projected retirements and other vacancies in each skill and management area compared to the total number of employees.

**Analysis:** The District has not measured this in prior years. In May 2019, the Board of Directors accepted an internal succession planning document to be utilized as a tool for future staffing needs. The plan indicated that the District had 9 employees eligible to retire in 2019. An additional 5 more employees would be eligible to retire by 2024. Of those 14 employees eligible to retire by 2024, five employees were high-priority employees acting in field supervisory or management positions. At present only one employee covered by the Succession Plan is eligible for retirement, the General Manager.





## Enterprise Resiliency

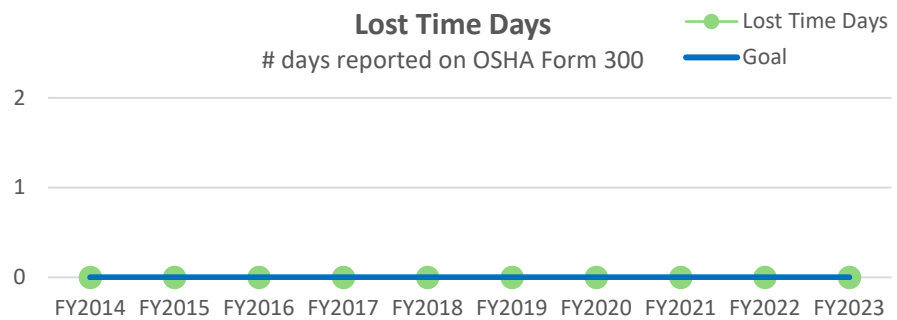
### Enterprise Resiliency

The measurements related to this EUM attribute gauge the ability of the entire District (i.e., leadership and staff) to work together internally, and with external partners, to anticipate, respond to, and avoid problems and plan for business continuity.



#### Lost Time Days

**Description:** This measurement sums the number of days away from work due to a work-related injury or illness as recorded on OSHA Form 300A each year.

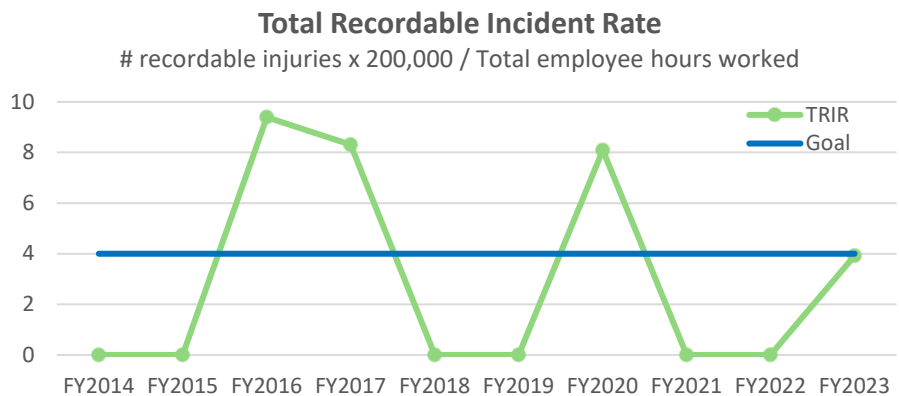


**Analysis:** The District strives to maintain a safe work environment and has a very good safety record year after year regarding this measurement. This is achieved through training, proper use of appropriate equipment, and standardized policies and procedures.



#### Total Recordable Incident Rate

**Description:** The “Total Recordable Incident Rate” was developed by the Occupational Safety and Health Administration (OSHA) to gauge a company’s safety record compared to its peers. It looks at the number of recordable incidents (as defined by OSHA) per 100 full-time employees during a year.





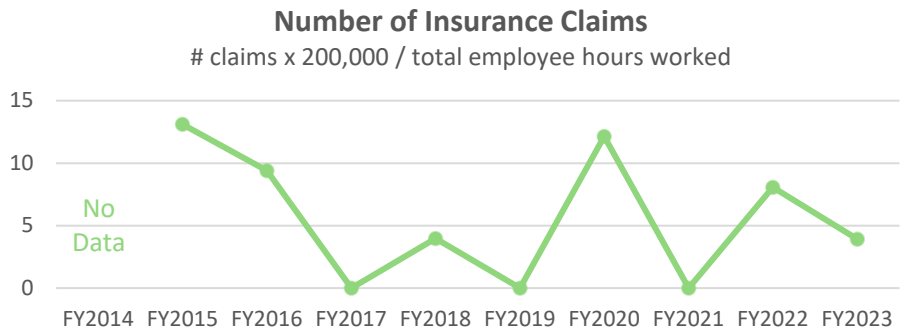
**Enterprise Resiliency**



**Analysis:** Generally, the District has a very good safety record. The years that exceed the rate of four recordable injuries per 20,000 hours worked were years where two recordable injuries happened. These injuries did not result in any lost time (as evidenced in the measurement above) but did require treatment beyond first aid. Last year there was one recordable injury. It also did not result in lost time but required medical treatment beyond first aid.

**Number of Insurance Claims**

**Description:** The District strives to maintain safe work practices and mitigate risk through training, use of proper equipment, and standardized policies and procedures.

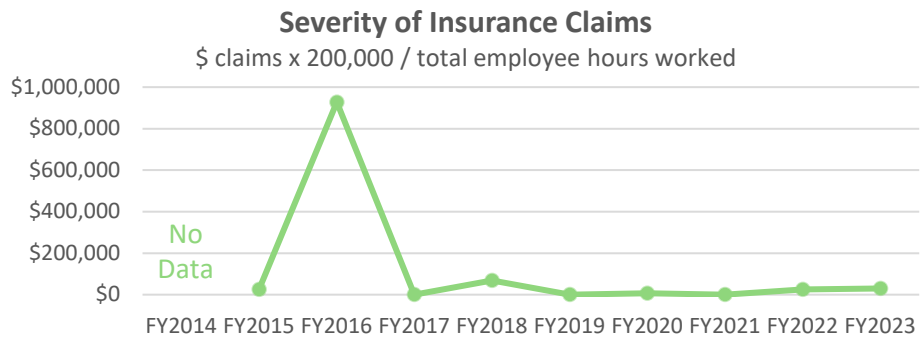


**Analysis:** While claims have fluctuated due to the nature of accidents that occur, the total number of claims has remained low year after year.



**Severity of Insurance Claims**

**Description:** The District works to minimize losses and the severity of injuries by maintaining safe work practices and mitigating risk through training, use of proper equipment, and standardized policies and procedures.



**Analysis:** While claims have fluctuated due to the nature of accidents that occur, the total dollar amount of claims has remained low year over year except for a



## Enterprise Resiliency

large claim in FY2016 caused by a Third Party who was responsible for substantial damage to District property.

### Critical Parts and Equipment Resiliency

**Description:** The District provides a service to its customers that is expected 24 hours a day. This level of service requires that critical parts be identified and planned for so that equipment failure does not create service interruptions. This measurement intends to evaluate the availability of parts and equipment to help ensure the expected continuous high level of service.

**Analysis:** This strategic plan measurement states that the longest lead time for the single identified item will be measured. The District maintains a list of critical spare parts. However, the District does not currently track the lead times on these critical parts and thus cannot report on this measurement. Staff may propose changing this measurement for future annual reports as data is collected with the goal of better characterizing the District's resiliency related to all its spare parts, not just the single longest lead time.

### Power Resiliency

**Description:** The District is reliant upon power to effectively convey sewer to its ultimate destination to be treated. The potential loss of power represents a real challenge to the District. This measurement strives to track the impact of the loss of power on District operations by totaling the cumulative number of hours lift stations were left without power.

**Analysis:** The District has not begun tracking this measure yet. The current SCADA system makes it difficult to extract and process data to determine the impact of power loss to the stations. Improvements in the planned replacement of the SCADA system will allow the District to more easily track this measurement in the future.

### Cybersecurity Resiliency

**Description:** The District continually documents and reviews network architecture to maintain cybersecurity resiliency.



## Enterprise Resiliency

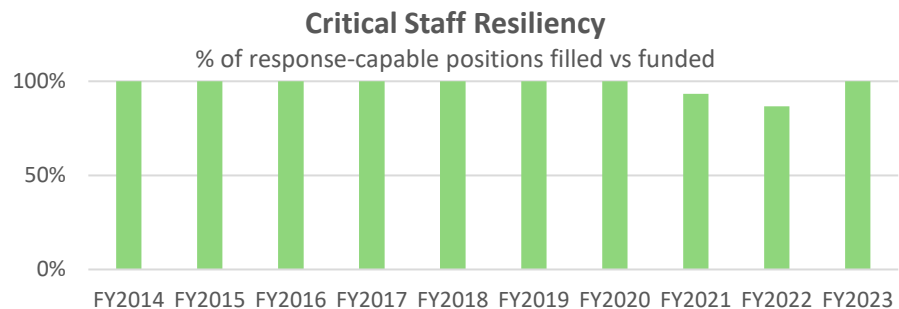


**Analysis:** The District maintains a comprehensive asset inventory in its CMMS database, which includes cradle-to-grave life cycle and assignment of hardware to employees. District staff meets with its IT consultant monthly to review the network architecture and any updates or changes that are needed to ensure the continued health and stability of the IT network. The District uses advanced firewall protection protocols to limit network vulnerability and only allows domain-registered devices to connect to the network directly. All other devices are only allowed to connect to the guest network, which does not allow access to the internal network.

### Critical Staff Resiliency

**Description:** One component of the District’s three-fold mission is to protect public health and the water environment. One of the District’s Core Values is service. The District fulfills this mission and demonstrates this value by responding to customer needs at any time. To accomplish this, the District relies on its response-capable staff (i.e., first responders and standby supervisors). This measurement tracks the percentage of filled vs. funded response-capable positions.

This is an EUM Benchmarking Performance Indicator.



**Analysis:** As discussed in the measurement “Experience Turnover Rate”, the District experienced a considerable amount of turnover during FY2020, FY2021, and FY2022. A significant proportion of this turnover occurred in the positions that act as first responders and standby supervisors. It was a challenge to keep the funded positions filled during this period. However, all the funded positions were filled as of the end of FY2023.

### Emergency Response Plan in Place

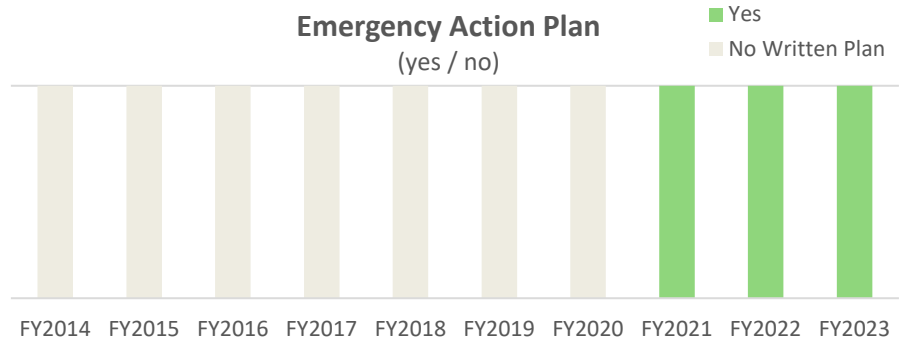
**Description:** Although the District takes precautions to prevent them, emergencies do occur. A workplace emergency is an unforeseen situation that threatens employees, customers, or the public; disrupting or shutting down operations;





## Enterprise Resiliency

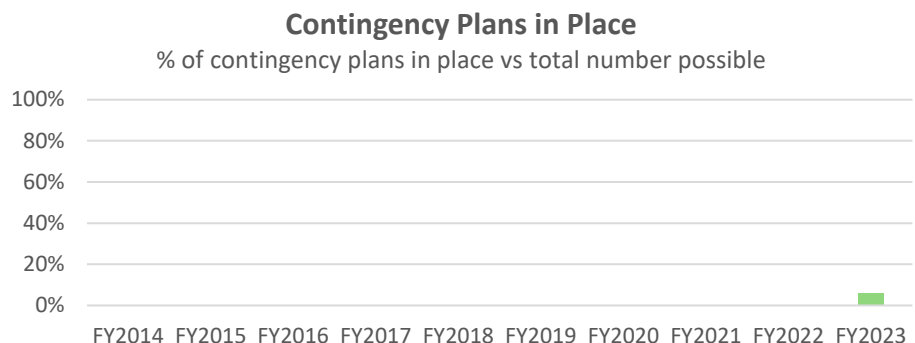
or causing physical or environmental damage. The District’s Emergency Action Plan addresses various potential emergencies and outlines the response, chain of command, emergency communication, and training. This measurement tracks if the District has a current, written Emergency Response Plan in place.



**Analysis:** Although the District has been prepared for and responded to emergencies for years, no written Emergency Action Plan existed until December 2020. Since that time, the District has trained annually on the content and procedures of the Emergency Action Plan.

### Contingency Plans in Place

**Description:** Contingency plans are important during times of emergency to ensure that the District can continue to provide the expected high-quality level of service. The development of contingency plans is one of the priorities identified in the current strategic plan. This measurement reports on the District’s efforts to develop the desired contingency plans.



**Analysis:** The District has just begun the process of identifying and developing contingency plans. The District intends to develop two plans each year. This measurement will track the District’s progress.



## Resource Sustainability



### Resource Sustainability

The measurements related to this EUM attribute gauge the District's understanding and planning for potential resource variability.

#### Fuel Supply Adequacy

**Description:** The District relies on fuel (i.e., gasoline, diesel) to power its fleet to accomplish its work programs. This measurement asks if the District has a plan to obtain fuel for vehicles, equipment, and generators in times of power outages and emergencies.

**Analysis:** Due in part to the recent public safety power shutoffs, the District developed and vetted its plan to obtain fuel in times of power outages and emergencies. Improvements to this measurement will be considered in future strategic plan annual performance reports to better assess the effectiveness of the plan.



#### Alternative Water Use

**Description:** The use of water plays a critical role in various District activities (i.e., cleaning sewer pipes, delivering chemical root foaming agent to roots in pipes). This measurement tracks the availability and usage of water from sources other than the public water system owned and operated by the Placer County Water Agency.

**Analysis:** The District has historically used its well water to supply or supplement its water use for operations and maintenance activities. The District tracks its use of potable water from the Placer County Water Agency; however, efforts need to be made to more effectively use the data on water usage from the District's well.



#### Watershed Protection

**Description:** The District partners with regional stakeholders to protect and enhance its watershed.

**Analysis:** The District participates in bi-monthly regional development coordination meetings as well as utility coordination meetings with various stakeholders including other utilities and local agencies. The primary focus of these



## Resource Sustainability

meetings is to discuss regional projects for potential partnership opportunities to capitalize on design and construction costs to protect the watershed. The District has recently partnered with the City of Rocklin and PCWA to design and construct sewer infrastructure improvements in locations with aging infrastructure and to provide better access.



## Infrastructure Strategy and Performance

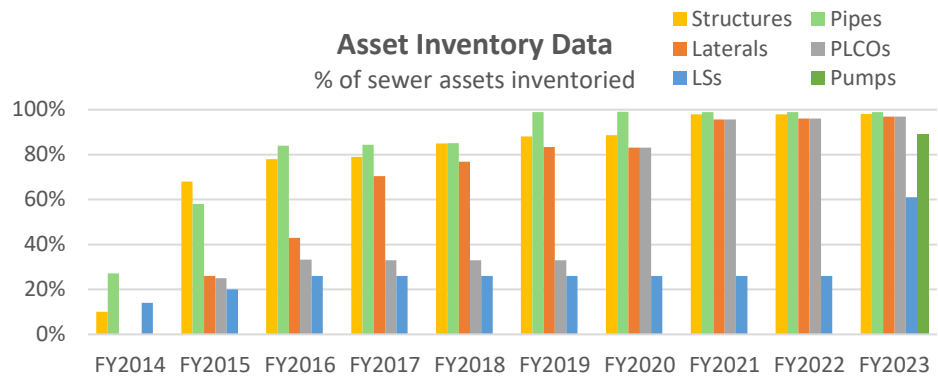


### Infrastructure Strategy and Performance

The measurements related to this EUM attribute gauge the District’s understanding of the condition of and costs associated with its infrastructure assets and its efforts to enhance the condition of all assets over the long term at the lowest possible life-cycle cost and acceptable risk.

#### Asset Inventory Data

**Description:** This measurement is defined as a percentage of the total number of sewer assets inventoried divided by the total number of sewer assets. To be considered “inventoried”, an asset must be located and have at least the minimum required attribution for that asset class as defined by the District.



**Analysis:** The District maintains an asset inventory in Lucity/Central Square that includes structures (manholes and flushing branches), pipes, laterals, property line cleanouts, pump stations, and pumps. As the District further refines the process for tracking assets, it is anticipated that additional assets will be tracked in Lucity/Central Square, including generators.

#### Asset Inventory in Tyler

**Description:** Asset inventory in Tyler Incode X, the District's financial and utility customer information system, is used to depreciate assets. The depreciation of assets is calculated annually. One hundred and fifteen percent of the depreciation is transferred annually to fund the repair and future replacement of existing assets.

**Analysis:** The assets in Lucity and Tyler are currently tracked in significantly different ways. Staff will be working on a goal and ways to track this measurement throughout this five-year strategic plan.





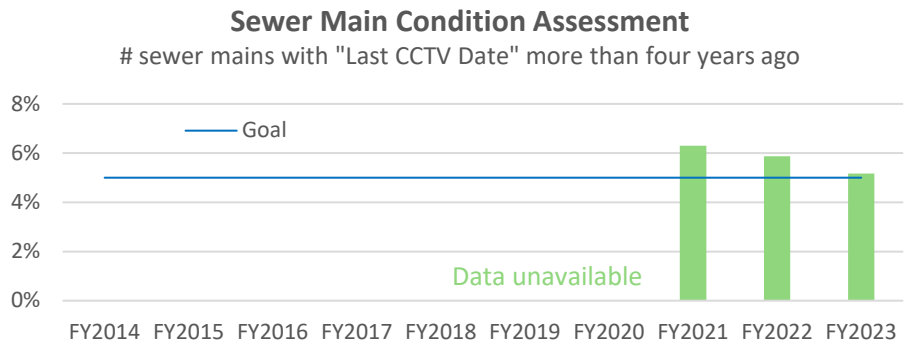


## Infrastructure Strategy and Performance



### Sewer Main Condition Assessment

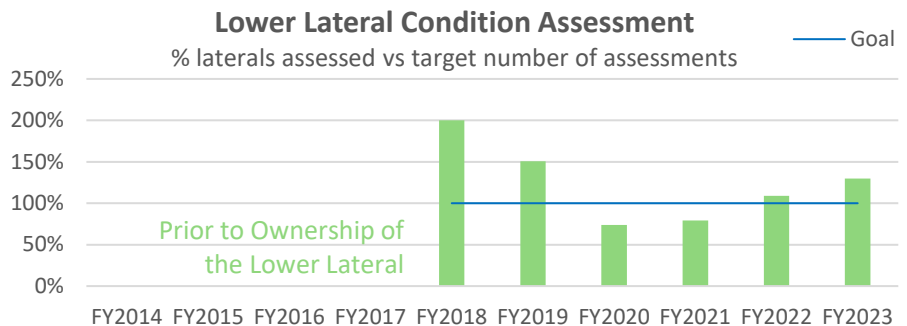
**Description:** The District employs an aggressive approach to inspecting the sewer collection system by setting a goal to inspect every gravity mainline with CCTV once every four years. The information collected during these inspection efforts drives the District work programs for cleaning, repairs, chemical root treatment, condition assessment, and capital improvement planning. This measurement tracks the percentage of distinct gravity mainline pipes that were CCTV-inspected more than four years ago.



**Analysis:** As mentioned above, a frequency of once every four years is an aggressive CCTV inspection. It is difficult to maintain this pace of inspection. Some gravity mainlines are in areas that are difficult to access or in high-traffic roadways. However, as shown in the chart above, the District consistently is near the targeted goal and the trend from year to year is improving.

### Lower Lateral Condition Assessment

**Description:** Regularly assessing the condition of lower laterals is important to identify problems and enact appropriate solutions before blockages occur that lead to spills. This measurement tracks the District's performance in conducting the planned number of assessments each year.





Infrastructure Strategy and Performance



**Analysis:** The District took ownership of the lower laterals in March 2017. FY2018 marked the beginning of the lower lateral assessment program. The program got off to a good start but then the number of lateral assessments waned for two years. The targeted number of assessments has been achieved in the last two years.

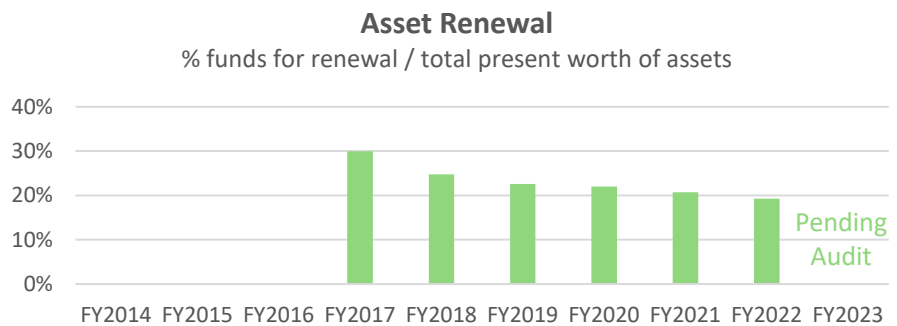
**Lift Station Condition Assessment**

**Description:** Lift stations are critical components of the District’s collection system. They are also high-risk assets because they are required to continuously operate, they are often located in low elevations near waterways and can have large volumes of sewer pass through them. This measurement is the percentage of lift stations with a condition assessment report created within the last five years compared to the total number of lift stations.

**Analysis:** The District intends to perform condition assessments of each lift station, examining the site, structural, mechanical, and electrical aspects of each station. These efforts have not started yet. It is anticipated that condition assessment efforts can coincide with the SCADA improvements.

**Asset Renewal**

**Description:** This measurement is defined as a percentage of the total amount of funds expended or reserved for renewal and replacement of assets divided by the total present worth for renewal and replacement needs of all assets. This is an EUM Benchmarking Performance Indicator.



**Analysis:** This data is extracted from the Annual Comprehensive Financial Report Statement of Net Position and includes Non-Current Assets (Capital assets (net of accumulated depreciation)) and Total Assets and Deferred Outflows of Resources (Fund 400). This measurement indicates the District’s



## Infrastructure Strategy and Performance



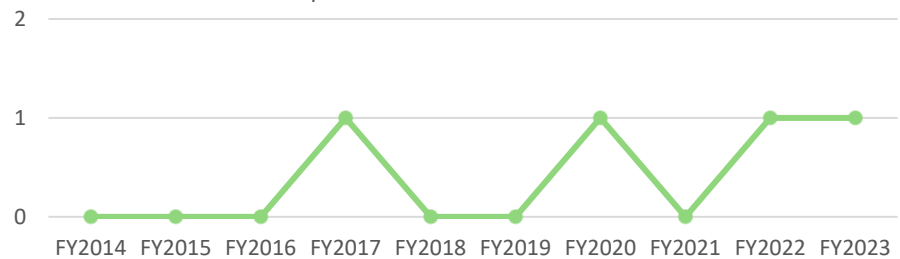
percentage of capital available in Fund 400 to replace total fixed assets. This measurement tracks one year behind due to the timing of the release of the Annual Comprehensive Financial Report.

### **Collection System Failure/Spill Rate (Structural)**

**Description:** One component of the District’s three-fold mission is to protect public health and the water environment. The District primarily accomplishes this through efforts to reduce sewer spills. A spill is a failure of the collection system to convey sewer to be treated. Spills are caused by various reasons. This measurement tracks the number of spills due to structural failures (e.g., broken or missing pipe, offset joints, collapsed pipe). This is an EUM Benchmarking Performance Indicator.

#### **Collection System Spill Rate (Structural)**

# spills due to structural reasons



**Analysis:** The District has historically been very successful at limiting the number of spills due to structural failures of the collection system. The few exceptions have been in older portions of the District (e.g., Newcastle) and rare occurrences (i.e., a broken plastic fitting).

### **Collection System Failure/Spill Rate (O&M)**

**Description:** One component of the District’s three-fold mission is to protect public health and the water environment. The District primarily accomplishes this through efforts to reduce sewer spills. A spill is a failure of the collection system to convey sewer to be treated. Spills are caused by various reasons. This measurement tracks the number of spills due to operational or maintenance-related failures (e.g., roots, grease, debris, non-dispersable wipes, operator error).

This is an EUM Benchmarking Performance Indicator.

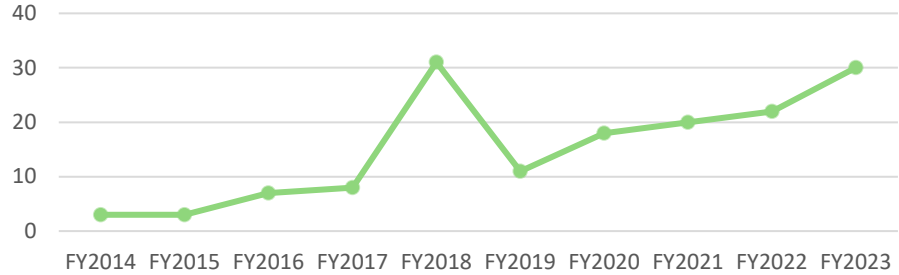




Infrastructure Strategy and Performance

Collection System Spill Rate (O&M)

# spills due to operation or maintenance reasons



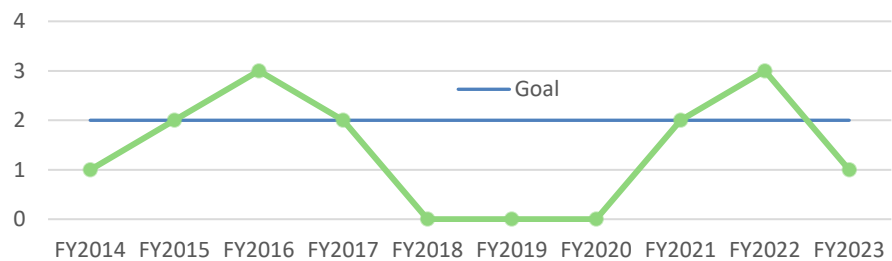
**Analysis:** Historically, roots have been the leading contributor to blockages and spills in the collection system. The chart above shows a dramatic increase in spills in FY2017 and a steady increase thereafter. This aligns with the timing of the District’s decision to take ownership of lower laterals in March 2017. Adding the responsibility for hundreds of miles of lower laterals has increased the number of spills in the District’s system. Laterals are smaller in diameter and more prone to blockages. However, the District is the entity best suited to operate and maintain lower laterals to ultimately reduce the number of spills.

Repeat Customer Service Calls

**Description:** A repeat customer service call happens when District crews are requested to respond to the same location for the same issue as a previous callout. It is expected that once the District is aware of a problem it will mitigate the problem until a permanent resolution to the problem has been implemented. This measurement counts the number of repeat customer service calls.

Repeat Customer Service Calls

# repeat service calls as the result of a blockage or spill



**Analysis:** Generally, the District has performed well in addressing issues as they are brought to its attention to limit the number of repeat customer service calls. The District’s recent performance is trending in a positive direction.

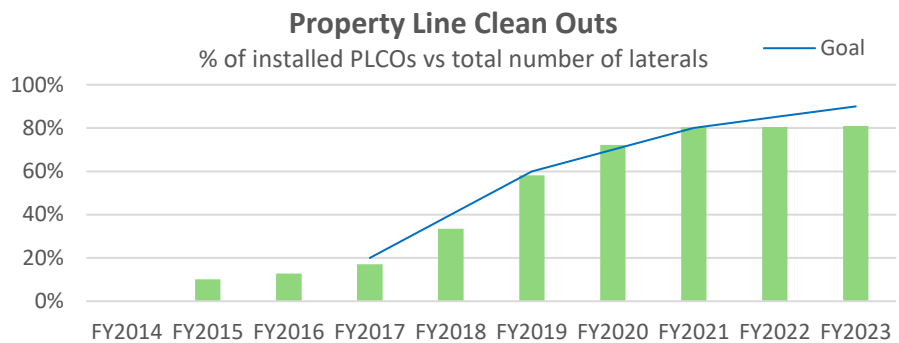


## Infrastructure Strategy and Performance



### Property Line Cleanouts

**Description:** The property line clean out (PLCO) provides the District access to the portion of the lateral that the District is responsible for maintaining (i.e., the lower lateral). As such, it is critical that each lateral has a PLCO. This measurement tracks the percentage of lower laterals that have a PLCO installed and the location of that PLCO has been collected with GPS and integrated into the District’s mapping system.



**Analysis:** A majority of the District’s lower laterals have property line clean outs (PLCOs) already installed. However, before FY2017, only a small percentage of those PLCOs had their location collected with GPS and incorporated into the District’s mapping system. When the District took ownership of the lower lateral in 2017 a plan was implemented to have a PLCO on each lateral and have the location of all PLCOs recorded. The chart shows that significant progress was made in the first few years. It was anticipated that the last 10%-20% would be more challenging (e.g., depth, proximity to obstructions). However, the rate of installation and GPS collection has fallen off and will be monitored in upcoming years.

### Capacity Assurance

**Description:** The District’s System Evaluation and Capacity Assurance Plan (SECAP) provides guidance to ensure capacity for existing customers, provides information on how to prepare for future development, and provides information on how to make the system resilient to the effects of weather conditions. The SECAP identifies Capital Improvement Projects (CIP) to address capacity deficiencies within the District’s sewer system.

**Analysis:** The District’s 2020 System Evaluation and Capacity Assurance Plan (SECAP) identified two projects based on existing wet weather capacity deficiencies





## Infrastructure Strategy and Performance

which have been completed and are in service (Foothill Trunk and Atherton Trunk). The SECAP identified Boyington Diversion as a near-term project to address capacity deficiencies. While the Boyington Diversion is programmed and budgeted in FY2024, the alignment has not yet been finalized pending approval of the development application by the Town of Loomis. The SECAP also identified multiple CIPs to address system deficiencies to accommodate long-term development. These projects will become priorities as development occurs. In addition, new sewer trunks are also included in the SECAP which will be included in future Capital Improvement Programs. The District will evaluate the system again during the 2025 SECAP process.



## Community Sustainability

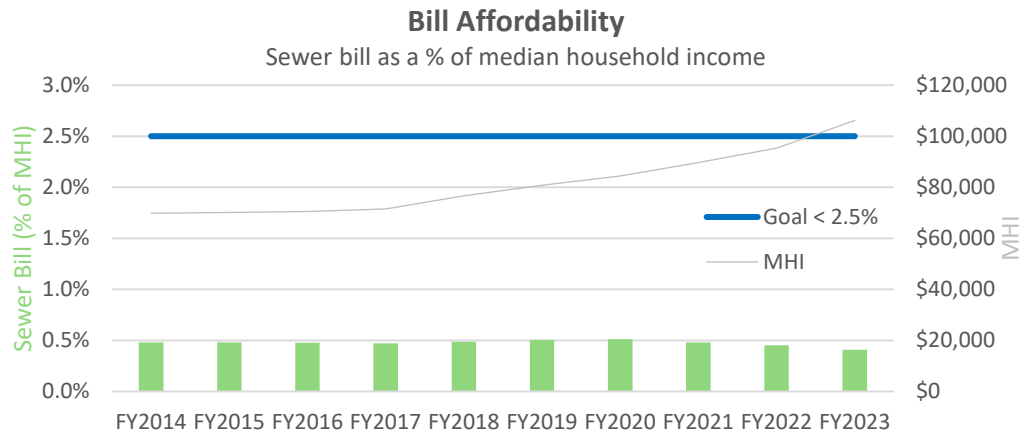


### Community Sustainability

The measurements related to this EUM attribute gauge the District’s efforts to support the economic, environmental, and social health of the community it serves.

#### Bill Affordability

**Description:** This measurement is used to track the affordability of residential sewer charges for the typical household served by the District.

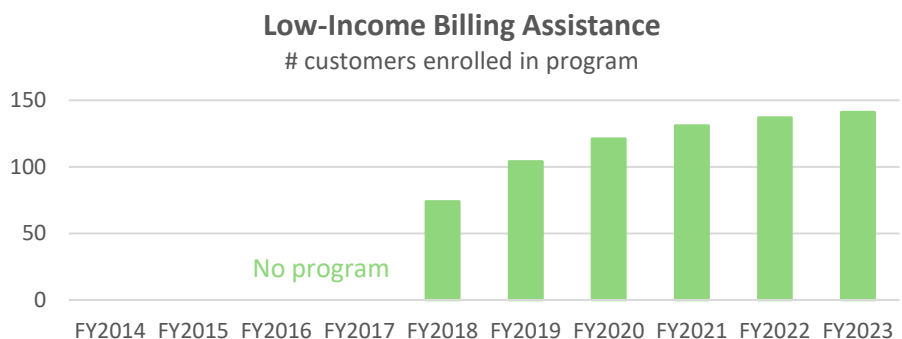


**Analysis:** The average sewer bill has remained low for the District's residential users and is well below the standard of less than 2.5% of the median household income.



#### Low-Income Billing Assistance

**Description:** The District offers a Low-Income Lifeline (LIL) Rate Assistance Program for qualifying eligible property owners. Eligibility is based on ownership of the property and proof of participation in the PG&E CARE Program. This program offers a \$5 per month reduction in sewer service charges. The program is limited by Ordinance #17-04 to the first 500 customers.





## Community Sustainability



**Analysis:** Participation in the District's LIL Program has continued to increase year over year since the inception of the program in FY2018.

### **Watershed-Based Infrastructure Planning**

**Description:** The District employs alternative, watershed-based approaches to align infrastructure decisions with overall watershed goals and potentially reduce future infrastructure costs.

**Analysis:** The District continually evaluates high-risk facilities such as creek crossings and lift stations to determine if there are opportunities to improve or, in some cases, eliminate these facilities. In response to these ongoing evaluations, the District's Capital Improvement Program evolves annually to identify and budget for these projects. In situations where a lift station is the only alternative, the District requires multiple levels of redundancy, including dual-force mains and emergency storage. The District also reduces overall infrastructure costs by managing vigorous pretreatment programs for Fats, Oils, and Grease (FOG) and industrial users. While the industrial pretreatment program is in its early stages, the District continues to collaborate with the City of Roseville for implementation.

### **Greenhouse Gas Emissions**

**Description:** The District strives to protect public health and the environment. This measurement is suggested by the EUM framework. The EUM framework was created for wastewater and water treatment plants also. Treatment processes are energy-intensive and contribute to greenhouse gas emissions. Although the District does not operate a treatment plant, this measurement allows the District to track the percentage of electrical energy demand met by renewable energy sources.

**Analysis:** The District has not begun tracking this measurement yet. Additional efforts will be needed to identify the data to be collected and analyzed to provide a clear understanding of the potential benefits to the District. On a separate but related note regarding greenhouse gas emissions, the District has begun plans to comply with the California Air Resources Board's recent Advanced Clean Fleet regulation which requires public agencies to convert fleets to zero-emission vehicles. These efforts will continue over the next decade.





## Community Sustainability



### Energy Use Audit

**Description:** Understanding the energy demands and the trends in District energy use is important to control costs and inspire innovation. This measurement tracks if audits are performed on the District's use of energy.

**Analysis:** The District has not begun the process of performing recurring energy audits.

### Water Use Audit

**Description:** Water is a renewable but not always plentiful resource that plays a vital role in the operation and maintenance of the District's collection system. This measurement tracks if audits are performed on the District's use of water.

**Analysis:** The District has tracked the water use (in units and gallons), the cost of water use, the cost of fixed fees, and the cost of renewal charges since January 2020. However, an audit of the District's water use has yet to be performed.



## List of Acronyms & Abbreviations Found in this Document

ASD	Administrative Services Department
Board	South Placer Municipal Utility District Board of Directors
CalPERS	California Public Employees' Retirement System
CAT 1	Category 1 spill - any spill that reaches a waterway
CAT 2	Category 2 spill - spills over 1000 gallons that do not reach a waterway
CAT 3	Category 3 spill - spills less than 1000 gallons that do not reach a waterway
CCTV	Closed Circuit Television
CEPPT	California Employers' Pension Prefunding Trust
CIP	Capital Improvement Program
CMMS	Computerized Maintenance Management System
CPI	Consumer Price Index
CSDA	California Special Districts Association
CWEA	California Water Environment Association
District	South Placer Municipal Utility District (SPMUD)
EDU	Equivalent Dwelling Unit
EEC	Employee Engagement Committee
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)
FY	Fiscal Year
General Order	Statewide Waste Discharge Requirements General Order for Sanitary Sewer Systems
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GM	General Manager
GPS	Global Positioning System
HQ	Headquarters
kWh	Kilowatt-Hour
LIL	Low-Income Lifeline (Rate Assistance Program)
LS	Lift Station
MG	Million Gallons
MOU	Memorandum of Understanding
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
SDLF	Special District Leadership Foundation



SECAP	System Evaluation and Capacity Assurance Plan
SERP	Spill Emergency Response Plan
SFR	Single Family Residential
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
SWRCB	State Water Resources Control Board
TAMP	Tactical Asset Management Plan
TSD	Technical Services Department
UAL	Unfunded Actuarial Liability
U.S.	United States
WDR	Waste Discharge Requirements
WEF	Water Environment Federation