

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

September 5, 2019



-  In Process
-  Completed
-  Ongoing
-  Not Scheduled to begin yet
-  Delayed

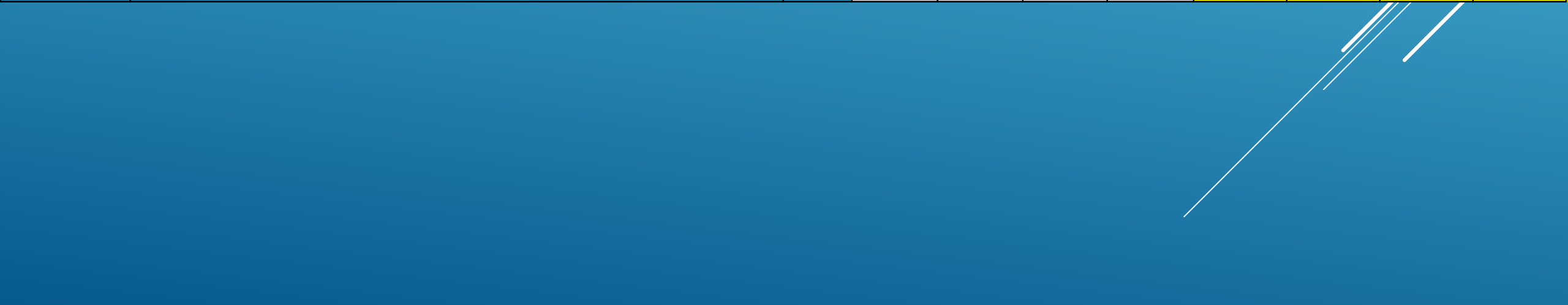
Objectives		DEPT RESP.	July-Sept 2017	Oct-Dec 2017	Jan-Mar 2018	Apr-June 2018	July-Sept 2018	Oct-Dec 2018	Jan-Mar 2019	Apr - Jun 2019
I. Customer Service:										
Goal 1.1: Engage Customers and stakeholders and promote Public Participation to determine expectations and deliver excellent customer service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

Objectives		DEPT RESP.	FY 17/18				FY 18/19			
			July-Sept 2017	Oct-Dec 2017	Jan-Mar 2018	Apr-June 2018	July-Sept 2018	Oct-Dec 2018	Jan-Mar 2019	Apr - Jun 2019
II. Sustainability										
Goal 2.1: Develop and implement strategies to conserve energy and use it more efficiently										
Goal 2.1 a	Perform Energy Audits	FSD						Complete		
Goal 2.1 b	Solar at CY Facilities	FSD								
Goal 2.1 c	Explore back-up generation of power for District facilities	FSD					Complete			
Goal 2.2: Implement efforts to ensure water efficiency in District buildings and Operations										
Goal 2.2 a	Perform Water Use Audit	FSD								
Goal 2.2 b	Evaluate Reverse Osmosis Water Treatment Plant for efficiency and continued use	FSD								
Goal 2.2 c	Assess and reduce water use and attributed costs	FSD								
Goal 2.2 d	Irrigate CY grounds with well water	FSD					X	X	X	X
Goal 2.2 e	Change CY landscape to drought-resistant, reduce amount of grass	FSD					Complete			
Goal 2.2 f	Supplement hydro-cleaning activities with well water	FSD					X	X	X	X
Goal 2.2 g	Clean only pipes that need to be cleaned	FSD					X	X	X	X
Goal 2.3: Select, Implement and Integrate strategies to use renewable energy, low carbon fuels, and investigate options for feasibility or alternative fuel efficient vehicles										
Goal 2.3 a	Perform Fuel Study	FSD								
Goal 2.3 b	Evaluate Fuel Alternatives	FSD								
Goal 2.3 c	Hybrid Vehicles	FSD								
Goal 2.4: Embrace Green building policies in the design and operation of District Facilities and enhance sustainable building and construction practices										
Goal 2.4 a	Adopt and Implement Low-Impact-Development Standards	TSD								
Goal 2.4 b	Evaluate use of permeable pavements as a long term substitute for asphalt paving	TSD								
Goal 2.4 c	Investigate Institute for Sustainable Infrastructure (ISI) Envision process	TSD								
Goal 2.5: Implement a comprehensive waste reduction and recycling program										
Goal 2.5 a	Enhance current recycling efforts at all District facilities.	ASD						x	x	x
Goal 2.5 b	Establish recycling goals.	ASD						x	x	x
Goal 2.5 c	Continue to pursue a paperless work environment.	ASD						x	x	x
Goal 2.5 d	Procure postconsumer recycled content products.	ASD						x	x	x
Goal 2.5 e	Promote source reduction of office supplies.	ASD						x	x	x
Goal 2.5 f	Enhance used cooking oil pick up program	TSD							Research	Implement
Goal 2.5 g	Enhance e-waste recycling program (household batteries)	FSD								
Goal 2.6: Provide performance measures and metrics to compare to Best Management Practices.										
Goal 2.6 a	Develop performance measures intended to evaluate sustainability efforts.	TSD						Implement		

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III. Infrastructure Management and Capital Improvement										
Goal 3.1: Plan all projects to ensure adherence to District standards and ordinances										
Goal 3.1 a	Create a Quality Control process for SPMUD projects	TSD								Develop
Goal 3.1 b	Create a Quality Control process for Development projects	TSD								Develop
Goal 3.1 c	Create a Quality Control process for County/City/Town projects	TSD								Develop
Goal 3.2: Provide construction management to ensure the best possible facilities for the District										
Goal 3.2 a	Evaluate work force to ensure appropriate staffing to achieve this goal	TSD						Evaluate	Evaluate	
Goal 3.2 b	Develop a Construction Management Program for District projects	TSD						Develop	Develop	
Goal 3.3: Develop and implement a Tactical Asset Management Program										
Goal 3.3 a	Evaluate current asset inventories and management practices	TSD								
Goal 3.3 b	Develop condition assessment/rehab replace program	TSD						Implement		
Goal 3.3 c	Prioritize CIP and determine long-term needs: a. HRD, HFLS b. Lift Station Abandonment Schedule	TSD						Develop	Assess	
Goal 3.4: Provide performance measures and metrics to compare to Best Management Practices										
Goal 3.4	Provide Performance Measures and metrics to compare to Best Management Practices	TSD								



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



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VI. Workforce Planning and Employee Development										
Goal 6.1: Enhance Professional Development and Training Programs to invest in District employees										
Goal 6.1 a	Bring experts to the District for in-house training (Departmental specific)	FSD								
Goal 6.1 b	Field staff attend CWEA training	FSD							X	
Goal 6.1 c	Investigate a regional partners training program	FSD								
Goal 6.1 d	Enhanced incentives for professional development	FSD							X	Complete
Goal 6.1 e	Evalate core/non -core duties for performance by contracted services/consultants	TSD								
Goal 6.2: Develop and implement competitive and Incentive-based Compensation Programs										
Goal 6.2 a	Implement Performance Based Compensation Program (West Bay Model)	FSD					X	X	X	X
Goal 6.2 b	Implement Performance Based Wellness Program	FSD					X	X	X	X
Goal 6.3: Continuously Annually evaluate the organizational staffing needs for the District										
Goal 6.3 a	Investigate staffing triggers	FSD								
Goal 6.3 b	Investigate the concept of staffing models and determine cost benefit analysis	TSD								
Goal 6.3 c	Use of Consultants; evaluate outsourcing of non-core functions	TSD								
Goal 6.3 d	Safety Regulatory Compliance Officer	FSD								X
Goal 6.3 e	Develop Performance Standards by Job Classification	FSD								
Goal 6.4: Provide performance measures and metrics to compare to Industry Best Management Practices										
Goal 6.4:	Provide Performance Measures and metrics to compare to Best Management Practices	FSD								



