



# Strategic Plan Development

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SOUTH PLACER  
MUNICIPAL UTILITY DISTRICT

# Strategic Priorities

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JUNE 2, 2022

Strengths

Weaknesses

Opportunities

Threats



Measures

Customer satisfaction surveys

Callout responsiveness

Number of complaints per 1000 customers

Mission, Vision, Core Values

# Strategic Issues Defined

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1. Directly impacts ability to achieve Mission (e.g., the need to attract and retain employees)
2. More than one department must work together to address; opportunity to create synergy
3. High dollar impact
4. Likely to get bigger, more urgent, create significant consequences if not addressed
5. We need to do something differently to effectively address (i.e., requires change)
6. Threatens compliance record (i.e., spills)
7. Customer or stakeholder driven
8. Creates an opportunity for improvement that will have a long-term impact

# Goal Setting for Traction

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1. Be Realistic
2. Focus On A Few Important Priorities
3. Create A Process For Narrowing The List
4. Align Policy Makers' Goals or Priorities With Staff Work Plans
5. Results Require Accountability

# Example

GOAL	WORKPLAN	ACTION STEPS AND TIMELINE
Reduce single occupant vehicles in town	(1) Open HOV Lane on Cumberland Road	<ul style="list-style-type: none"><li>• Obtain budget augmentation for engineering by date</li><li>• Carry out design by date</li><li>• Prepare public information by date</li><li>• Implement by date</li></ul>
	(2) Charge for parking in municipal lot except for carpools	<ul style="list-style-type: none"><li>• Ordinance to Council by date</li><li>• Implementation by date</li></ul>
	(3) Add protected bike lanes to Main and Central Avenues	<ul style="list-style-type: none"><li>• Design by date</li><li>• Public information by date</li><li>• Implementation by date</li></ul>
	4) 10 minutes headways on major transit routes of city bus system	<ul style="list-style-type: none"><li>• Determine major transit routes by date</li><li>• Conduct cost analysis and implementation factors by date</li><li>• Report to council by date</li><li>• Establish implementation date of agreed upon routes, with budget augmentation by date</li><li>• Create public information by date</li></ul>

# Example Priorities

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Reduce energy costs

Prepare for foreseeable emergencies

Leverage existing and applicable technologies to improve efficiencies

Reestablish the culture of the District following the pandemic and changes

Remain engaged in affordability discussions

Maintain an excellent regulatory compliance record

# Summary of SWOT Analysis

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



# Effective Utility Management

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- Customer Satisfaction
- Infrastructure Strategy and Performance
- Financial Viability
- Employee and Leadership Development
- Operational Optimization
- Community Sustainability
- Water Resource Sustainability
- Enterprise Resiliency
- Stakeholder Understanding and Support
- Product Quality

Questions?