



**USD** TREAT  
PROTECT  
PRESERVE  
est. 1918  
TRI-CITY WASTEWATER

# FY23 Strategic Performance Report

July 1, 2022 to June 30, 2023



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## A Message From The General Manager

Union Sanitary District has demonstrated resilience and a continued commitment to reliable service to the community. The District has gained momentum on renewal and expansion of critical infrastructure, including significant progress in Phase 1A of the Enhanced Treatment Site Upgrade (ETSU) project. Upon completion of the entire project the District will have improved water quality in the San Francisco Bay through enhanced wastewater treatment processes and nutrient removal. The State Water Board approved the FY 23-24 State Revolving Fund (SRF) funding plan that includes \$100 million in financing for the project. This cost-saving achievement will allow the District to continue its commendable record of keeping customer rates low.

One of the highlights of the fiscal year was undoubtedly the Beam Topping Ceremony for the soon to be Campus Building. To celebrate this milestone, District staff, as well as project consultants, and contractors were invited to add their signatures to mark the significance of the District's project. This beam was the ceremonial final top beam placed on the building.



The District is proud of the efforts of all the staff and find their endeavors nothing short of praiseworthy; to share a few accomplishments:

- The dedicated work of the laboratory staff ensuring that the District meets the stringent TNI (The NELAC Institute) compliance standards.
- The diligent maintenance efforts of the Collection Services staff that has resulted with the District achieving one of the best spill records statewide.
- The continued excellence in public procurement practices of the District's Finance and Acquisition Team as recognized by the National Procurement Institute.

In fiscal 2023, the District received the distinguished Peak Performance Platinum Award from the National Association of Clean Water Agencies (NACWA) for outstanding performance. This recognition serves as a testament to the District's unwavering dedication to quality and sustainability.

As the District looks ahead, staff remain committed to the vision of development and unparalleled service. Thank you for being an essential part of Union Sanitary District's success and your continued support and trust.



**Paul R. Eldredge, P.E.**  
**General Manager**  
Union Sanitary District



Clarifier



Digester maintenance and rehabilitation

## About Union Sanitary District

Union Sanitary District operates a 33-acre wastewater treatment facility in Union City and provides collection, treatment, and disposal services for the cities of Fremont, Newark, and Union City, California.

**105  
Years**

Founded May 27, 1918

**60.2  
Sq Miles**

Service area : Fremont,  
Newark, and Union City

**343,680**

Population served

**839  
Miles**

Underground pipelines

**22.23  
Million**

Gallons of wastewater  
are treated each day

**145**

USD employees in 5  
workgroups

## Board of Directors



**Anjali Lathi, Fremont**



**Manny Fernandez, Union City**



**Pat Kite, Newark**



**Jennifer Toy, Fremont**



**Tom Handley, Fremont**

Union Sanitary District is an independent enterprise special district governed by an elected five-member Board of Directors. Day-to-day operations are managed by the Executive Team, consisting of the General Manager and five Workgroup Managers.

## Executive Team



**Paul Eldredge**  
General Manager, P.E.



**Jose Rodrigues**  
Collection Services



**Robert Simonich**  
Fabrication, Maintenance, and  
Construction



**Raymond Chau**  
Technical Services



**Mark Carlson**  
Business Services



**Armando Lopez**  
Treatment and Disposal

# ..... Union Sanitary District .....

# Mission & Vision

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To safely and responsibly collect and treat wastewater, and to recover resources from process waste streams, while protecting human health and improving the environment in a way that benefits the Tri-Cities and all USD stakeholders.

How we continue to accomplish our Vision:

## **Commitment to Safety:**

- Continually reviewing our safety program for opportunities to improve
- Focusing on protecting employees and the community in all our activities
- Allocating resources to ensure safe operations (equipment, training, staff)
- Collaboratively promoting a safe work environment

## **Responsibility:**

- Being accountable for our actions and decisions
- Being fiscally prudent
- Maintaining and upgrading infrastructure
- Anticipating and meeting future District and stakeholder needs
- Compliance with laws and regulations (local, state, federal)
- Effective asset management
- Effective use of technology
- Looking for innovative ways to reduce or reuse our waste streams

## **Collect, treat, and recover/reuse wastewater:**

- Providing capacity in the collection system and plant
- Regulating connections
- Increasing efforts for resource recovery (biogas, biosolids, etc.)
- Exploring ways to maximize water reclamation and reuse potential

## **Human health and environmental stewardship:**

- Preventing sewer spills and back-ups
- Limiting health risks through treatment of wastewater
- Responding to emergencies
- Enhancing water quality in the San Francisco Bay estuary
- Meeting or exceeding all water and air quality standards
- Promoting pollution prevention and pretreatment through outreach and educational programs
- Maximizing use of green energy sources when feasible
- Working towards energy neutrality



# Strategic Objectives

## CUSTOMER

### **Stewardship**

Demonstrate responsible stewardship of District assets and the environment

### **Services**

Provide reliable high-quality service

### **Emergencies**

Be prepared for emergencies

## FINANCE

### **Fiscal Responsibility**

Ensure funding for critical programs and projects, while maintaining comparable rates

Accurately project and control costs

## INTERNAL PROCESS

### **Environmental Protection**

Implement projects and programs that benefit the environment. Ensure our ability to meet current and future regulations

### **Efficiency**

Optimize processes; use technology and resources effectively

### **Planning**

Plan for long-term financial, project, and staffing need

### **Asset Management**

Manage and maintain assets and infrastructure

## EMPLOYEE GROWTH AND DEVELOPMENT

### **Employees**

Maintain a highly competent, flexible workforce

### **Safety**

Work safely to reduce accidents and injuries

### **Culture**

Foster a collaborative Employee-Management relationship that encourages teamwork, new ideas, and continuous improvement

# Balanced Scorecard: Operational Excellence Summary

## Customer Objectives

| Measures  | Target           | FY23 Actuals |
|---|------------------|--------------|
| # of Outreach Activities/Events Completed   | 98               | 167          |
| Community Events / Online Outreach  | 53               | 83           |
| Business  | 5                | 5            |
| Schools   | 35               | 73           |
| Civic   | 5                | 6            |
| % of service calls responded to within 1 hour                                     | ≥95%             | 100%         |
| Average time to customer contact  | Track and Report | 21 minutes   |
| Initial response time to contact USD website inquiries (% within 3 business days) | ≥90%             | 98%          |
| Average Response time of contact USD website inquiries (in days)                  | Track and Report | 0.76         |
| # of adverse impacts on customers that were caused by USD (non-SSO)               | ≤10              | 0            |
| # of Emergency Preparedness Activities/Events Completed                           | 4                | 10           |
| Drills  | 2                | 2            |
| Training/Exercises (or Communication)   | 1                | 6            |
| Documents, Plans, Policies Updated  | 1                | 2            |

## Financial Objectives

| Measures  | Target           | FY23 Actuals |
|---|------------------|--------------|
| Residential Sewer Service Charge (SSC) compared to other local agencies | Track and Report | 14.7th       |
| \$: SSC Union Sanitary District   | Track and Report | \$530        |
| \$: SSC Regional Average  | Track and Report | \$482        |
| \$: SSC National Average  | Track and Report | \$551        |
| Total Service Population  | Track and Report | 343,680      |
| Total Parcels Served  | Track and Report | 94,031       |
| Debt Coverage Ratio   | 1.5              | 8.64         |
| PERS Funding Level  | 90-100%          | 65.60%       |
| OPEB Funding Level  | 90-100%          | 81.49%       |
| % of Budgeted Operating Expenditures                                    | 95-103%          | 98%          |
| % of Budgeted Overtime Used   | Track and Report | 89.57%       |
| % of Budgeted Special Projects Expenditures                             | 80-110%          | 53%          |



# Balanced Scorecard: Operational Excellence Summary

## Financial Objectives (con't)

| Measures                                     | Target           | FY23 Actuals     |
|--|------------------|------------------|
| Ferrous Chloride Usage                       | ≤ 40             | 36.3 GPH         |
| Hydrogen Peroxide Usage                      | ≤ 14             | 13.3 GPH         |
| Hypochlorite Usage                           | ≤ 143            | 153.6 GPH        |
| Polymer Usage - Gravity Belt Thickener (GBT) | ≤ 5.5            | 3.8 lbs/dry ton  |
| Polymer Usage - Dewatering                   | ≤ 37             | 37.8 lbs/dry ton |
| Energy Produced: Cogeneration                | Track and Report | 33,683 kwh/d     |
| Energy Produced: Solar                       | Track and Report | 347 kwh/d        |
| Total Electrical Usage                       | Track and Report | 52,451 kwh/d     |
| Plant Daily Flow (Average)                   | Track and Report | 23.9 mgd         |
| Influent Total Suspended Solids              | Track and Report | 337 mg/L         |
| Effluent Total Suspended Solids              | Track and Report | 11.6 mg/L        |
| % Removal of Total Suspended Solids          | ≥85%             | 97%              |

## Internal Process Objectives

| Measures  | Target           | FY23 Actuals |
|---|------------------|--------------|
| Total # of Maintenance Activities to Prevent Failures           | Track and Report | 26,225       |
| Corrective Maintenance  | Track and Report | 1,741        |
| Preventative Maintenance  | Track and Report | 20,968       |
| Proactive Corrective Maintenance (Predictive)                   | Track and Report | 3,511        |
| Total hours used for Maintenance Activities to Prevent Failures | Track and Report | 41,138.37    |
| Corrective Maintenance  | Track and Report | 13,497.10    |
| Preventative Maintenance  | Track and Report | 18,040.70    |
| Proactive Corrective Maintenance (Predictive)                   | Track and Report | 9,601.57     |
| Total # of Urgent Responses                                     | Track and Report | 306          |
| Total hours used for Urgent Responses                           | Track and Report | 1,912.10     |
| % of Collection System Cleaned per Plan                         | 100%             | 100.9%       |
| % asset renewal/year: Plant                                     | Track and Report | 11.91%       |
| % asset renewal/year: Collection System                         | Track and Report | 0.39%        |

# Balanced Scorecard: Operational Excellence Summary

## Internal Process Objectives (con't)

| Measures  | Target           | FY23 Actuals |
|---|------------------|--------------|
| # of Category 1 SSO's                                     | 0                | 0            |
| # of Category 2/3 SSO's                                   | ≤10              | 1            |
| Settleability Performance: Sludge Volume Index (SVI)      | 100 - 150 mL/gal | 240 mL/gal   |
| Number of Days SVI Outside of Range                       | T&R              | 217          |
| District-wide Critical Projects on schedule               | ≥85              | 46%          |
| How many hours project points expend on District projects | Track and Report | 884.25       |
| # of projects that improve efficiency                     | Track and Report | 7            |

## Employee Growth & Development Objectives

| Measures  | Target           | FY23 Actuals |
|---|------------------|--------------|
| Employee Turnover Rate - Total  | Track and Report | 8.82%        |
| Employee Turnover Rate Non-retirement   | Track and Report | 2.94%        |
| % of employees completing training beyond District scheduled                        | Track and Report | 68%          |
| Average training hours per FTE  | ≥20              | 32.00        |
| Business Services   | ≥20              | 30.42        |
| Technical Services  | ≥20              | 24.31        |
| Collections Systems   | ≥20              | 26.76        |
| Fabrication, Maintenance, and Construction  | ≥20              | 48.01        |
| Treatment and Disposal  | ≥20              | 30.51        |
| % of employees participating in committees and/or taskforces (Excludes management)  | ≥45%             | 33%          |
| # District-wide Employee Engagement Activities Completed (survey, training, events) | Track and Report | 2            |

# Balanced Scorecard: Safety Summary

| Measurements   | Target    | FY23 Actual |
|--|-----------|-------------|
| Total accidents with lost days   | 0         | 3           |
| Other OSHA reportable accidents  | <4        | 5           |
| # Incidents of vehicle or equipment accidents/damage   | <2        | 4           |
| Cost associated with vehicle/equipment accidents   | <\$5000   | \$16,092.67 |
| Average full-time employee (FTE) lost time   | <0.5      | 0.03        |
| Total Costs: Lost time wages only  | <\$46,883 | \$1,784.34  |
| Average FTE limited duty time  | <0.5      | 0           |
| Total costs: Limited duty/Other 1/2 wages  | <\$23,441 | 0           |
| X-Mod  | <1.0      | 0.78        |
| # Facility inspections (completed by site inspection team)   | 0         | 1           |
| % of areas of concern identified during internal facility inspections that are resolved within 60 days of report | >90%      | 100%        |
| # work site inspections completed  | 278       | 321         |
| # site visits (for potential BMPS) completed and discussed by Executive Team                                     | 0         | N/A         |
| # General Manager communications on status of safety program and performance                                     | >4        | 53          |
| # safety strategy reviews conducted by Executive Team and Environmental Health and Safety Specialist             | 2         | 2           |
| # of major safety training events offered  | 12        | 13          |
| Average % of targeted employees trained vs. plan   | >90%      | 94.40%      |
| % Positive responses on the employees safety survey (average)  | >75%      | 93.60%      |



# Operational Excellence



# Operational Excellence Measures



- # of All Outreach Activities/Events Completed; including areas of: Community Events / Online Outreach, Business, Schools, Civic
- % of service calls responded to within 1 hour
- Average time to customer contact
- Initial response time to contact USD website inquiries (% within 3 business days)
- Average Response time of contact USD website inquiries (in days)
- # of adverse impacts on customers that were caused by USD (non-SSO)
- # of Emergency Preparedness Activities/Events Completed; including areas of: Drills, Training/Exercises (or Communication), Documents Updated



- Residential Sewer Service Charge (SSC) compared to other local agencies
- \$ amount of current Union Sanitary District SSC, including the Regional and National Averages
- Total Service Population Change
- Total Parcels Served
- Debt Coverage Ratio
- PERS Funding Level and OPEB Funding Level
- % of Budgeted Operating Expenditures, Overtime Used, and Special Projects Expenditures
- Chemical Usage: Ferrous Chloride, Hydrogen Peroxide, Hypochlorite, Polymer (Gravity Belt Thickener), and Polymer (Dewatering)
- Energy Produced from Cogeneration and Solar
- Total Electrical Usage
- Plant Daily Flow (Average)
- Influent and Effluent Total Suspended Solids
- % Removal of Total Suspended Solids

# Operational Excellence Measures (con't)



- Total # of Maintenance Activities to Prevent Failures: Corrective, Preventative, and Proactive (Predictive)
- Total hours used for Maintenance Activities to Prevent Failures: Corrective, Preventative, and Proactive
- Total # of Urgent Responses
- Total hours used for Urgent Responses
- % of Collection System Cleaned per Plan
- % asset renewal/year: Plant
- % asset renewal/year: Collection System
- # of Category 1/2/3 Sewer Service Overflows
- Settleability Performance: Sludge Volume Index (SVI)
- Number of Days SVI Outside of Range
- District-wide Critical Projects on schedule
- # of hours project points expended on District projects
- # of projects that improve efficiency



- Employee Turnover Rate - Total and Non-retirement
- % of employees completing training beyond District scheduled
- Average training hours per full-time employee (per Workgroup)
- % of employees participating in committees and/or taskforces (excludes management)
- # District-wide Employee Engagement Activities Completed (survey, training, events)



## Customer Perspective

**Customer objectives** focus on both short and long-term customer service and stewardship of public assets and the environment. Measures target the provisions of high-quality reliable service, outreach activities, and maintaining an emergency preparedness program.

### Response to Calls and Inquiries



**100% Response**  
21 min average

Response to emergency calls under 1 hour\*



**98% Response**  
.76 days

Response to USD Website inquiries under 3 days\*\*

\* Average time to customer contact is 21 minutes

\*\* Average response to website inquiries is .76 days

### Plant Tours and Classroom Visits



**Tours**  
visitors

Visitors can take a Virtual tour on our website.



**71 Classes**  
Avg. of 24 students per class

Elementary School Presentations Completed

### Outreach at USD

The Customer Service and Environmental Compliance Teams are deeply involved with communication and outreach to local residents and industry partners. In 2023, several activities were completed:

- Annual Newsletter
- Social Media Posts
- City of Fremont - Earth Day
- Community Information Faire
- Alameda County Science and Engineering Fair
- FOG and Earth Day Ads
- Local Civic Outreach
- Industrial Advisory Council Meetings

USD staff continue to provide educational opportunities for local elementary schools and communities.

### Plan Review



**310 Plans**

Continued speedy review of plans for sewer construction



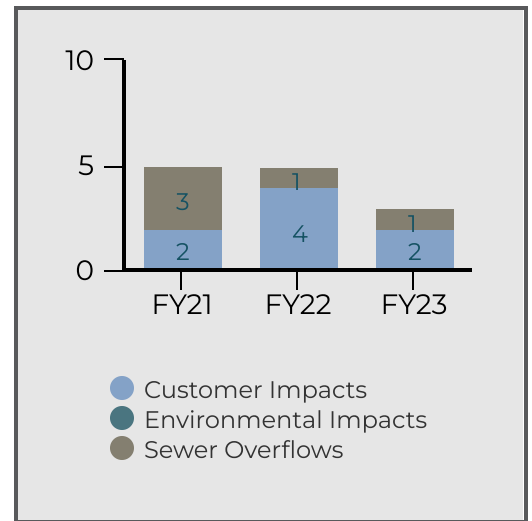
# Customer Perspective

## Impacts on Customers and the Environment

The District ensures immediate response, investigation, and follow-up to all inquiries that impact its customers and the environment. It monitors and responds to a variety of claims reported, and strives to remain under 10 impacts or less per year.

The impacts may include:

- Customer Impacts - vehicle damage, fee concerns, odor, and other substantiated complaints
- Environmental impacts
- Sewer overflows caused by our system



## Annual Newsletter

One District outreach initiative is to provide an [annual newsletter](#) for our residents. In 2023 we highlighted:

- USD's plant upgrades and impact on water quality
- Fiscal Year 2024 Sewer Service Rates
- Regional partners protecting the Bay
- Information on sewer laterals

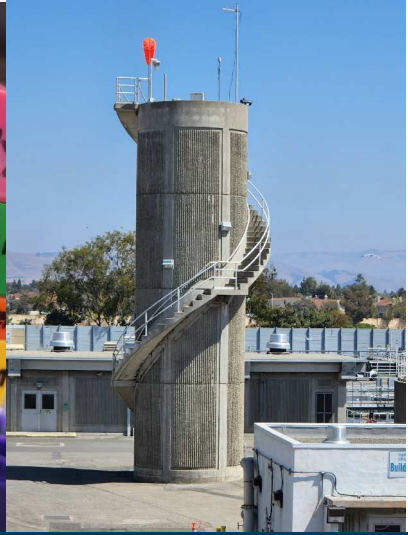


## Emergency Preparedness

The District's Emergency Preparedness Committee is responsible for maintaining the inventory of supplies needed for all types of disasters and emergencies.

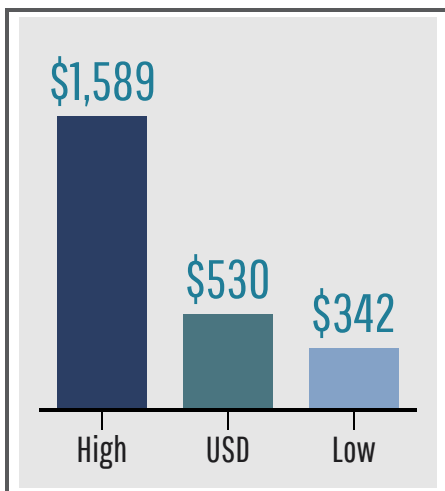
This fiscal year, the committee provided training on the State Emergency Management System, and the Incident Command System. Additionally, the District updated its Disaster Phone and Communication Plan; as well as completed analog phone testing.





# Finance Perspective

**Financial objectives** focus on the prudent and responsible management of public funds entrusted to the District with measures focused on maintaining sewer service charges (SSC) at rates comparable to other local agencies with similar treatment processes; accurately controlling and tracking project and program costs against planned budgets; and ensuring the District is always compliant with the ethical, legal, and regulatory requirements associated with finance.



## Bay Area Annual Sewer Service Charges 2022-2023

Currently, USD's rates are in the lowest third of the Bay Area sanitary sewer providers surveyed annually.

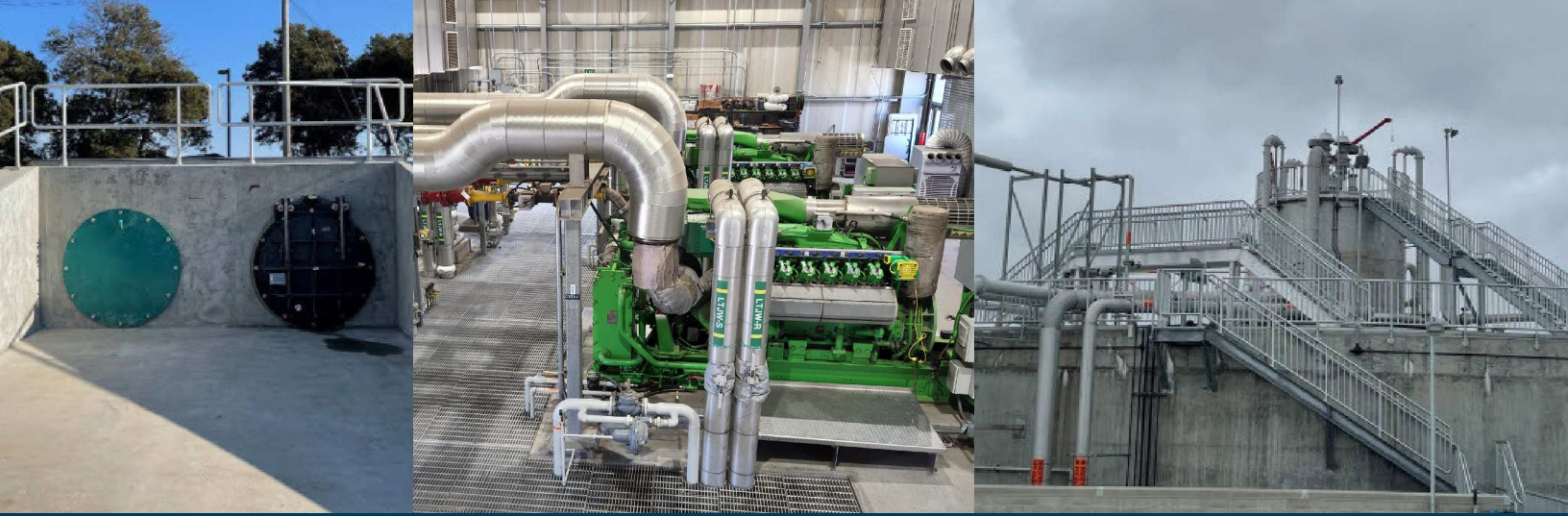
Criteria used for Agencies to Survey:

1. Within a 30 mile radius of USD
2. Having at least 100 miles of Collection System and/or 5 MGD of Treatment

## State Water Board approved the FY 23-24 State Revolving Funds

State Revolving Funds, or SRFs, are low-interest loans used to fund higher cost capital improvement projects for essential water, wastewater and stormwater infrastructure upgrades. The State Water Board approved the FY 23-24 SRF funding plan that includes \$100 million in financing for the Enhanced Treatment and Site Upgrade program (see more on page 20).

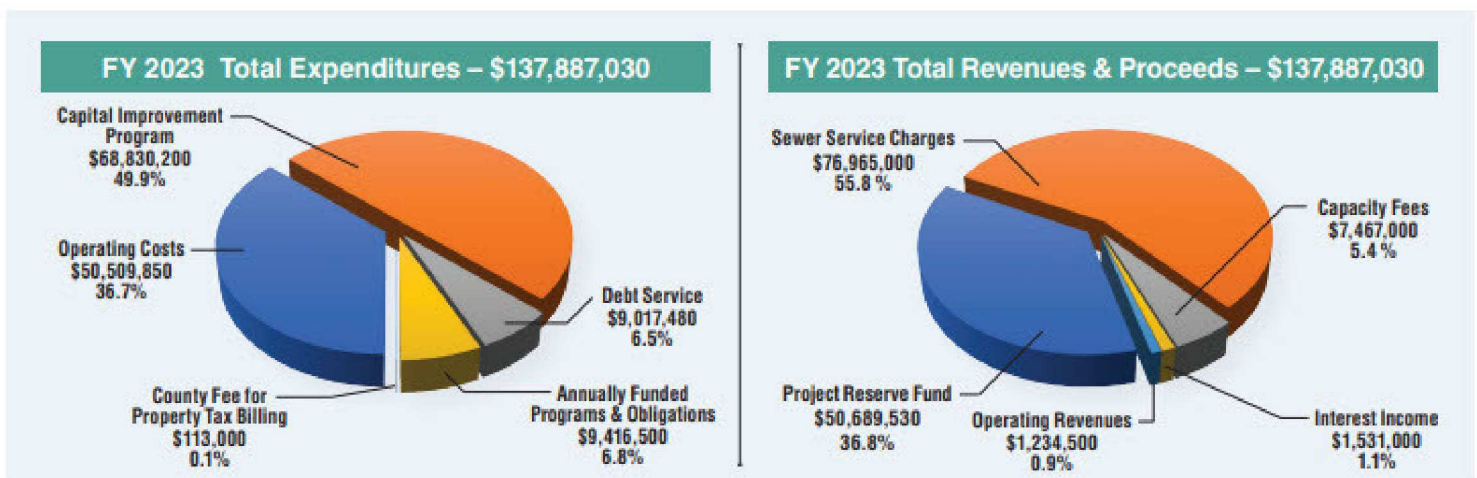
This is a big win for the District's customers, the staff of the Enhanced Treatment and Site Upgrade Project, and Capital Improvement Program. Many staff invested a significant amount of time and effort to make this happen.



# Finance Perspective

## 2022-2023 Union Sanitary District Total Revenues and Expenditures

The District's current operating budget is approximately \$137 million. Revenue is raised from two primary sources: (1) Sewer service charges paid by residential customers, businesses, and other users of the system; and (2) Charging new development their proportionate share of infrastructure costs.



- Annually Funded Programs and Obligations include other post employee benefits, 115 pension trust expense, special studies, and equipment replacement

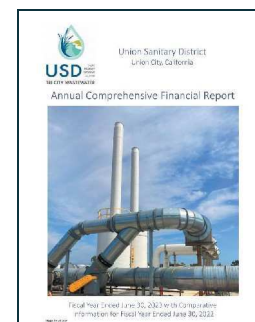
- Operating Costs include employee, utilities, chemicals, maintenance, and administrative costs
- Employee Costs (\$33,836,572) represent 25% of USD's total FY 2023 budget and 67% of Operating Costs

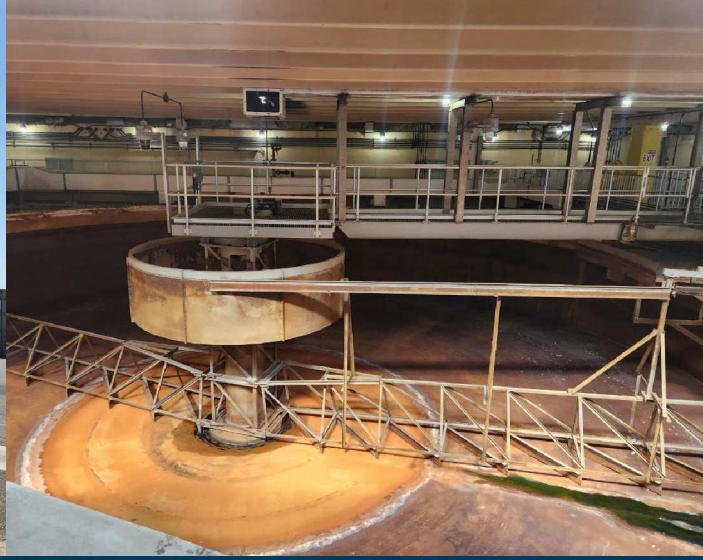
- Capital Improvement Program includes project construction and related costs
- Sewer Service Charges include residential, commercial, and industrial customers

## Annual Comprehensive Financial Report (ACFR)

The District prepares an Annual Comprehensive Financial Report (ACFR) summarizing and explaining USD's initiatives, accomplishments, and financial activities during each fiscal year.

For more details, review the [FY23 report](#).





# Internal Process Perspective

**Internal process objectives** focus on processes critical to achieving the District’s Mission including long-term project, financial, and workforce planning activities; management and maintenance of District assets and infrastructure, treatment process optimization, and environmental stewardship.

## Capital Improvement Projects



### Projects in Design

- Force Main Corrosion Repairs Project- Phase 4
- Pump Stations Chemical System Improvements Project
- Switchboard No. 3 and MCC No. 25 Replacement Project
- WAS Thickener Replacement Project

For Enhanced Treatment and Site Upgrade (ETSU) project information see page 20.



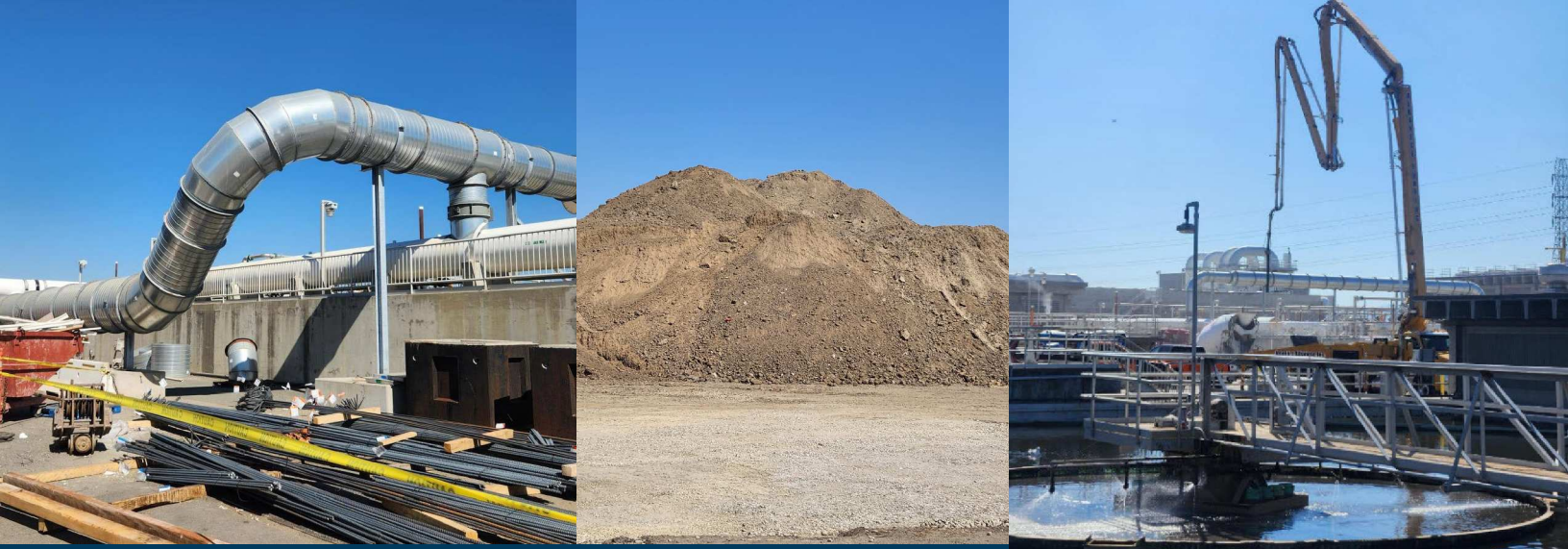
### Projects in Construction

- Alvarado Influent Pump Station Improvements Project
- Force Main Corrosion Repairs Project – Phase 3
- Irvington Basin Reinforced Concrete Pipe Rehabilitation Project
- Primary Digester No. 7 Project
- Standby Power Generation System Upgrade Project



Standby Power Generator

Engineers and staff coordinate construction of critical infrastructure while keeping processes running smoothly. Staff focus on managing and maintaining assets and infrastructure through development of master plans. Project schedules are tracked and reported quarterly.



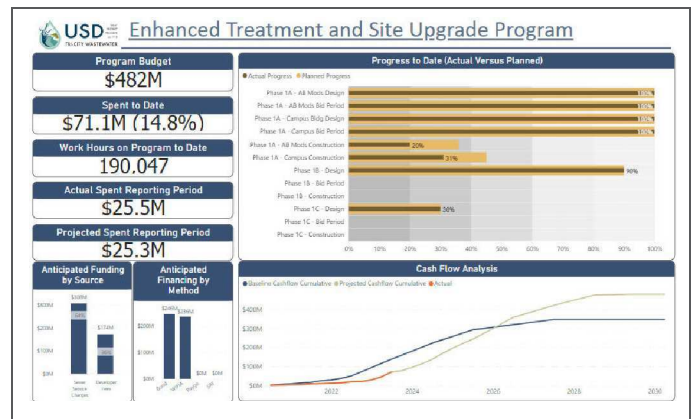
# Internal Process Perspective

## Enhanced Treatment and Site Upgrade (ETSU)

The Enhanced Treatment and Site Upgrade (ETSU) program serves as a roadmap for the treatment plant's infrastructure over the next 40 years. The ETSU team continues to progress with the various activities in Phase 1.

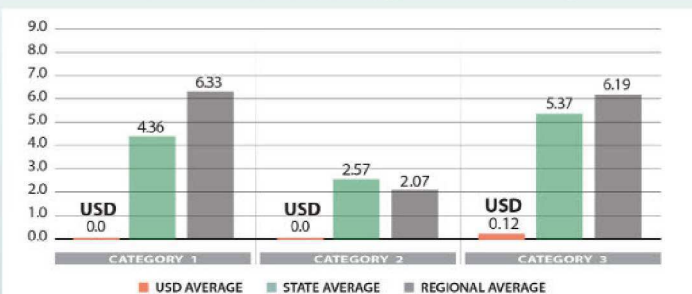
Visit our website at:

<https://www.unionsanitary.com/about-us/etsu> to watch project time-lapse videos for our Aeration Basin Modifications, the progress with our new campus, and program dashboard.



## Asset Renewal and Maintenance

### FY 2023 Spills Per 100 Miles of Pipe USD vs. State and Regional Averages



Spill Rate Statistics – July 1, 2022 to June 30, 2023 - Spills per 100 Miles of Pipe

|                  | Category 1 | Category 2 | Category 3 |
|------------------|------------|------------|------------|
| USD AVERAGE      | 0.0        | 0.0        | 0.12       |
| STATE AVERAGE    | 4.36       | 2.57       | 5.37       |
| REGIONAL AVERAGE | 6.33       | 2.07       | 6.19       |

- Category 1: A spill of any volume that results in a discharge to a surface water
- Category 2: 1,000 gallons or more - does not discharge to a surface water
- Category 3: 50 gallons or more, but less than 1,000 gallons - does not discharge to a surface water
- Category 4: Less than 50 gallons - does not discharge to a surface water

Processes are regularly evaluated to maintain our ability to meet current and future regulations. USD implements practices that benefit the environment by conserving resources, reducing waste, and minimizing environmental impacts. Which includes proactive cleaning of the collection system which prevents sewer overflows and other associated negative impacts.

# Process Improvements

## Lubrication Changes to Enhance Maintenance Program

Transitioned from using standard oil to exclusively utilizing Lubrication Engineers (LE) Synthetic oil in all District equipment. This shift has yielded many advantages, including reduced frequency of oil changes, heightened equipment efficiency, and an extended lifespan for the oil. Additionally, this transition enables the District to employ a thorough oil purification process for our substantial gearboxes, consequently leading to a significant reduction in oil change requirements.

This has enhanced the predictive maintenance program and is a strategic move that not only promises cost savings, but also underscores our commitment to a greener and more sustainable future.



## Simplifying Geotechnical Data Access at the Plant

Locating essential geotechnical reports and soils boring data at our Plant was a time-consuming endeavor due to unclear report titles, numerous investigations, dispersed information within reports, and inconsistent access knowledge among staff. To streamline this process, a GIS-Geotechnical Boring Map was developed. This map geolocated all soil boring points at our Plant, allowing staff to access relevant data and complete geotechnical reports by simply clicking on these points. This not only saved time and eliminated the need to sift through multiple reports but also ensured that all future geotechnical data was easily accessible, providing mobility access and improving overall accessibility for all District staff by linking it to the internal SharePoint website.

## Maximizing Electrical Workspace



The former Odor Control Building has undergone a transformation and now serves as an electrical supply storage area and a dedicated conduit bending station. Additionally, it will function as a fabrication shop for the District's electricians. The conduit bending station enhances safety by providing a designated workspace where conduit bending can be performed on a table rather than the floor. Given the ongoing and upcoming construction projects, optimizing available space is crucial. This room will be diligently maintained, with regular inventory management, to ensure its efficient use.



# Employee Growth & Development Perspective

**Employee growth and development objectives** focus on employee training and maintaining a highly competent and flexible workforce as well as protecting labor relations via the collaborative employee-management culture of the District. This is accomplished by involving employees in planning and decision-making activities.

## Training & Development



**68%**

Employees completed training beyond District schedule



**32 hours**

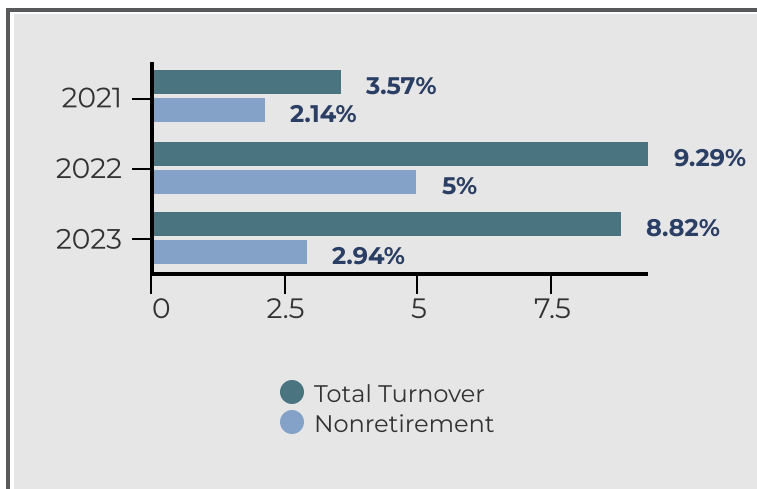
Total average training hours per employee

Maintaining a highly competent, flexible workforce is of critical importance. The District maintains an annual calendar of training activities for OSHA required training and beyond.

Training completed this year; included:

- IT Security
- Fall Protection
- Confined Space
- Hazard Communication
- CPR

## Staff Turnover





# Safety at USD

# Safety Measures



- Number of total accidents with lost days
- Number of other OSHA reportable accidents
- Number of incidents of vehicle or equipment accidents/damage



- Costs associated with vehicle and equipment accidents
- Average full-time equivalent lost time
- Total costs: Lost time wages only
- Average full-time equivalent limited duty lost time
- Total costs: Limited duty/other ½ wages
- X-Mod (workers compensation modifier)



- Number of facility safety inspections completed
- Percent of areas identified in inspections resolved within 60 days
- Number of work site inspections completed
- Number of benchmarking and best management practice site visits
- Number of safety related communications from the General Manager



- Number of major safety training events offered
- Average percentage of targeted employees trained versus plan
- Average percentage of positive responses on the employee safety survey

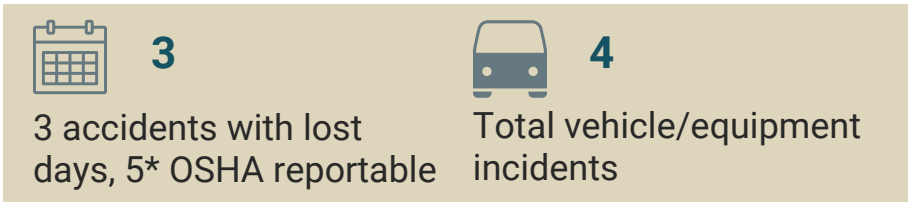




# Safety

**Safety objectives** focus on reducing the number of staff injuries as well as vehicle and equipment accidents/damage. These activities support the positive safety culture and attitude exhibited throughout the District. During the fiscal year, priorities shifted from USD's standard safety strategy to concentrating efforts to minimize risk of coronavirus exposure to employees and prevent disruption in the treatment of wastewater.

## Reduce employee and equipment accidents



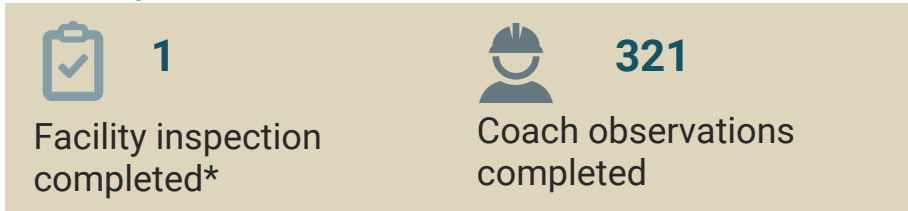
\*Includes COVID-19 work-related exposures

## Safety Training at USD

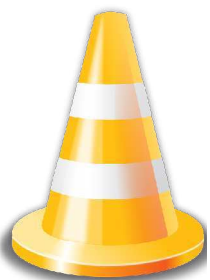
USD's priority is to ensure employees are educated in safe work practices. The District uses a hybrid approach to training by balancing between in-person training and computer-based tutorials. 94.4% of our employees completed a total of thirteen safety trainings, including:

- Excavation and Trenching
- Bloodborne Pathogens
- Electrical Safety
- Lock Out/Tag out
- Confined Space
- Hazard Communication
- Heat Stress

## Identify and correct potential hazards



\*All minor corrections were resolved within the target of 60 days or less.



## Workers Compensation Modifier

Union Sanitary District's workers compensation modifier, often recognized as the X-Mod, is .78 against the target of 1.0 in FY23. The District's continued low numbers in this measurement reflect its focus on maintaining a safe workplace and results in reduced insurance premiums.

.....Union Sanitary District.....

# **FY23 Initiatives**

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## **Enhanced Treatment and Site Upgrade (ETSU)- Phase 1A and 1B**

Phase 1a and 1b construction of the Aeration Basin Modifications,  
New Campus Building, and Effluent Facility

["Flyover" video demonstrating the planned improvements](#)

## **TNI Laboratory Compliance**

Continuation of the work required to meet Laboratory Accreditation Standards

## **Funding for ETSU and Capital projects**

Continual priority to seek the best funding sources for ongoing construction at  
the District

## **Alvarado Basin Capacity Condition Assessment Update**

Comprehensive program that will provide adequate hydraulic capacity in the  
sewer system and improve infrastructure for operating conditions

## **Standby Power Generation System Update**

Construction of Plant's new stand-by power system by replacing existing system  
with three newer generators

# District Recognition

The District is proud of the awards the treatment plant, collection system, staff members, and organizational programs have received. Everyone works hard to fulfill the mission to protect human health and the San Francisco Bay, and Union Sanitary District appreciates the recognition of our industry peers and its communities.



## Peak Performance Award

Union Sanitary District was recognized by the National Associations of Clean Water Agencies (NACWA) for the Platinum Award for achieving 14 years of 100% compliance with its regulatory permit requirements. These permit conditions are in place to protect the water quality of San Francisco Bay. USD has been recognized by NACWA for 30 consecutive years since this award program began in 1993.

As a Special District, charged with collection, treatment, and disposal of wastewater for the Tri-Cities, achieving 100% compliance with the National Pollutant Discharge Elimination System permit (NPDES) is validation that this organization takes our responsibility to heart and mindfully executes initiatives to continue achieving compliance. Every team and every person fulfills a role that directly or indirectly contributes to achieving 100% regulatory compliance and upholding our mission.



# Appendix

**a**

**Operational Excellence BSC Measures**

**b**

**Operational Excellence BSC Measures**

**c**

**Safety BSC Measures**