



FY21 Strategic Performance Report

July 1, 2020 to June 30, 2021



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

A Note From The General Manager

This fiscal year we faced the continuation of the unprecedented challenges of COVID-19 on the District's operation. Complying with the changing health orders and new mandates has remained a priority, and development of work plans to protect the health and safety of staff has been continuous. The District's efforts, to date, have been highly successful with minimal disruption to our vital services.

Some notable accomplishments this year have been the continued progress on the ETSU program, maintaining the District's low spill rate, keeping equipment and electrical systems running, administering our payroll remotely, completing design of the emergency power project, digester 7 construction wrapping up, and last but certainly not least continuing to provide essential services during a world-wide pandemic as safely and efficiently as possible.

The District was recognized with several awards during fiscal year 2021:

- National Association of Clean Water Agencies (NACWA):
Peak Performance Platinum Awards for outstanding performance.
- National Association of Clean Water Agencies (NACWA):
Excellence in Management Platinum Recognition

Our quality and quantity of work continues to be at a high-level despite staff retirements, vacancies, and onboarding new employees. Through it all, the District's staff has pulled together to work toward a common goal of providing professional, reliable, and courteous service to all our customers.



Irvington Pump Station



Clarifier- Treatment Plant

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.

**103
Years**

Founded May 27, 1918

**60.2
Sq Miles**

Service area : Fremont,
Newark, and Union City

356,823

Population served

**839
Miles**

Underground pipelines

**23.7
Million**

Gallons of wastewater
are treated each day

143

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.



James Schofield
Collection Services



Robert Simonich
Fabrication, Maintenance, and
Construction



Sami Ghossain
Technical Services



Mark Carlson
Business Services



Armando Lopez
Treatment and Disposal



Strategic Planning at the District

The District undertakes formal strategic planning every three to four years. Comprehensive planning for Fiscal Years 2019-2022 began in February 2017. The Executive Team reviewed input from stakeholders, past performance on strategic objectives, benchmarking data, new and potential regulations, industry trends, economic projections, political climate, and internal challenges.

The District prioritized driving forces and internal challenges and identified strategies, objectives, and initiatives to address them. A map of strategic objectives was developed along with measures and initiatives to support their achievement.

Most recently the District completed a comprehensive review of its balanced scorecard and made considerable improvements to overall measures and targets. The new Operational Excellence Scorecard will be implemented in FY22.

..... Union Sanitary District

Mission & Vision

.....

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



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 & 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 & maintain assets & 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	FY21 Actuals
Progress implementing outreach plan milestones: % planned events completed	>90%	95%
Response time to calls for service: % under 1 hour	>95%	98%
Response time to contact USD inquiries: % within 3 business days	>90%	99.5%
# Total adverse impacts on customers	<10	2
# emergency preparedness events (drills, training, debriefs, table top exercises, etc.)	3	3

Financial Objectives

Measures	Target	FY21 Actuals
Residential sewer service charges (SSC) compared to other agencies	<33rd percentile	5.8th
% Budget expended, Operating Expenditures	95-103%	100%
% expended Priority 1 Special Projects	80-110%	62%
# regional projects/initiatives with financial benefit	>3	3

Internal Process Objectives

Measures	Target	FY21 Actuals
# Critical asset failures wo negative impacts	<2	2
# critical asset failures with negative impacts	0	0
% asset renewal/year: Plant	Track & Report	11.8%
% asset renewal/year: Collection System	Track & Report	0.06%
Priority capital improvement project (CIP) project milestones met vs. planned (annual average)	>85%	76%
# adverse impacts on environment (Cat 1- sanitary sewer overflow, SSO)	0	0
Category 2/3 SSOs	< 10	3
# regional projects/initiatives with environmental benefit	>3	3

Employee Growth & Development Objectives

Measures	Target	FY21 Actuals
Employee Turnover Rate- total	Track and report	3.57%
Employee Turnover Rate- nonretirement	Track and report	2.14%
% Training System Milestones Completed (accumulative total)	90%	100%
# competency assessments completed	7	38
Ave % non-mgmt. employees participating in District committees and taskforces	45-55%	36%
% non-mgmt. employees participating in alternative compensation program (accumulative total)	Track & Report	56%

Balanced Scorecard: Safety Summary

Measurements	Target	FY21 Actual
Total accidents with lost days	0	2
Other OSHA reportable accidents	<4	1
# Incidents of vehicle or equipment accidents/damage	<2	1
Cost associated with vehicle/equipment accidents	<\$5000	\$11,194
Ave full-time employee (FTE) lost time	<0.5	1.03
Total Costs: Lost time Wages only	<\$46,883	\$99,187
Ave FTE limited duty time	<0.5	0
Total costs: Limited duty/Other 1/2 wages	<\$23,441	0
X-Mod	<1.0	.82
# Facility inspections completed (SIT)	N/A	N/A
% of areas of concern identified during internal facility inspections that are resolved within 45 days of report	N/A	N/A
# work site inspections completed	278	346
# site visits (for potential BMPS) completed and discussed by Executive Team	N/A	N/A
# General Manager communications on status of safety program and performance	>4	34
# safety strategy reviews conducted by Executive Team and Environmental Health and Safety Programs Manager	4	48
# of major safety training events offered	7	13
Ave % of targeted employees trained vs. plan	>90%	92.66%
% Positive responses on the employees safety survey (ave)	>75%	Postponed



Operational Excellence

Operational Excellence Measures



- Percent of progress implementing outreach plan milestones
- Response time to customer calls for service
- Response time to “Contact USD” email inquiries
- Adverse impacts USD activities have on external customers
- Number of planned emergency preparedness activities



- Residential SSC compared to other agencies in the surrounding areas
- Percent of operating budget expended against plan
- Percent of priority 1 special project expenditures against plan
- Number of regional projects and initiatives with financial benefit



- Number of critical asset failures with or without negative impacts
- Percent of annual asset renewal- for Plant and Collection System
- Percent of priority capital improvement projects milestones met vs. planned
- Number of adverse impacts on the environment, including Category 1 sanitary sewer overflows (SSO's), and 2/3 SSO's
- Number of regional projects and initiatives with environmental benefit



- Percent of employee turnover including non retirement
- Number of training milestones completed and updated
- Number of competency assessments completed in Collection Services
- Average percent employees participating in District task forces and committees
- Percent employees participating in the alternative compensation program



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



98%

Response to emergency calls under 1 hour



98%

Response to USD Website inquiries under 3 days

Plant Tours and Classroom Visits



Tours
visitors

On hold due to COVID19. Virtual tour added to website.



73 Classes
Avg. of 24 students
per class

Virtual Elementary School Presentations completed

Lobby Access and Plan Review



Open Lobby

Maintained normal business hours for customers



182 Plans

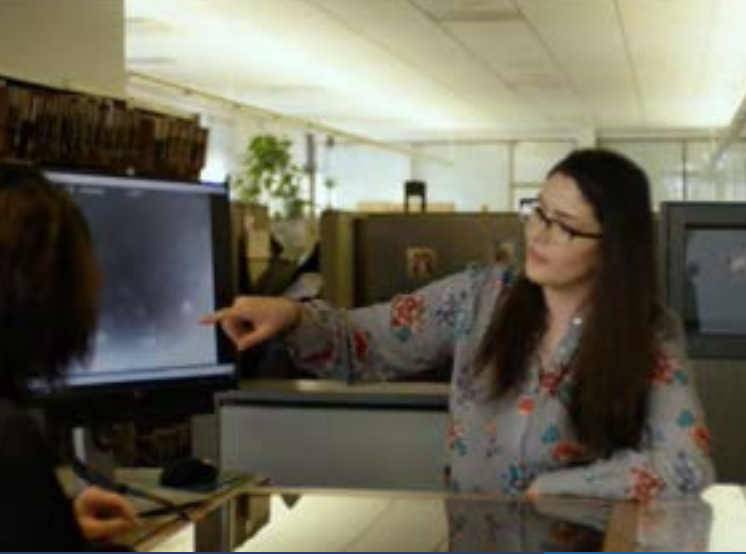
Continued speedy review of plans for private construction of sewers

Outreach at USD

Our Customer Service and Environmental Compliance Teams are deeply involved with communication and outreach to local residents and industry partners. While COVID-19 did impact our ability to offer events in 2021, we completed 9 activities; including:

- Annual Newsletter
- Social Media Posts
- Local Civic Outreach
- Industrial Advisory Council Meetings

USD staff continue to provide educational opportunities for local elementary schools, and have modified our program so that it can be done virtually.



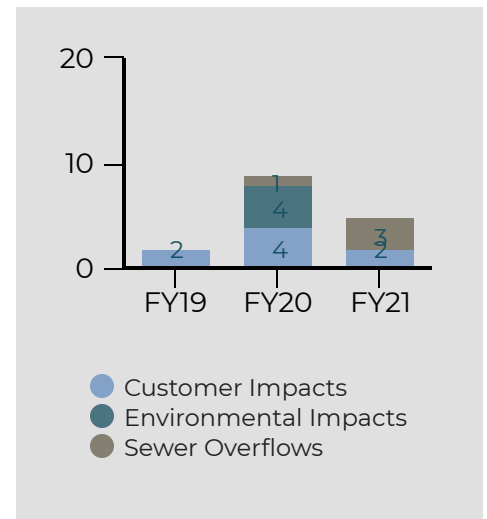
Customer Perspective

Impacts on Customers and the Environment

Our District ensures immediate response, investigation, and follow-up to all inquiries that impact our customers and the environment. We monitor and respond to a variety of claims reported and strive to remain under 10 impacts or less per year.

The impacts may include:

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



Annual Newsletter

One of our outreach initiatives is to provide an [annual newsletter](#) for our residents. In 2021 we highlighted:



- Residential Rate Increases Collection Postponed
- Enhanced Treatment and Site Upgrade (ETSU) Program Update
- Did You Know? Just Because Something Can Go Down the Drain, Doesn't Mean It Should
- Avoiding Sewer Overflows: USD's Excellent Record

Emergency Preparedness

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

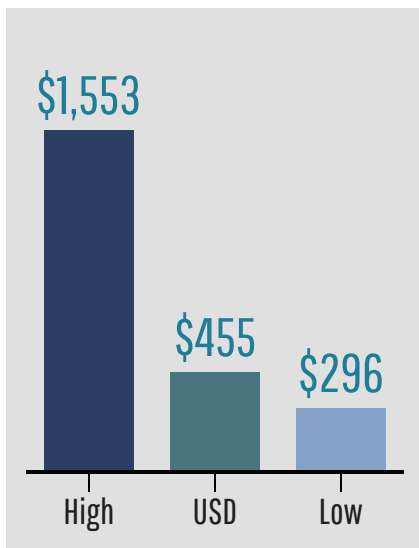
This fiscal year the committee recognized the need to purchase a small fuel powered generator which will primarily be used to heat small appliances used for cooking emergency meals.



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 2020-2021



Currently, USD's rates are in the lowest 5.8% of the Bay Area sanitary sewer providers surveyed annually.

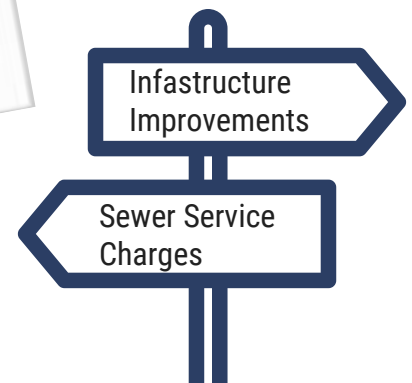
Criteria used for Agencies to Survey:

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

Annual Comprehensive Financial Report

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

For more details, review the [FY21 report](#).

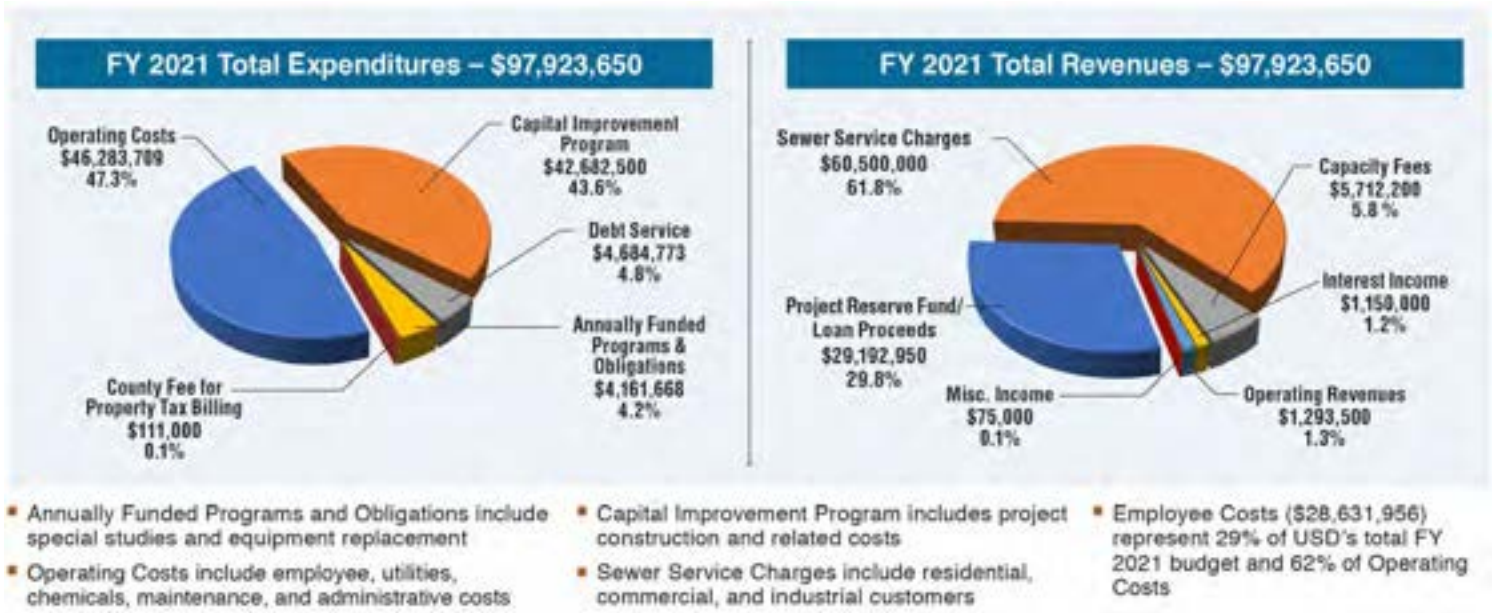




Finance Perspective

2020-2021 Union Sanitary District Total Revenues and Expenditures

The District's current operating budget is approximately \$97.9 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.



Proud Members

Through continued participation in several Bay Area consortiums focused on the water and wastewater industry, the District leverages these partnerships to reduce costs via the sharing of training resources/events and taking advantage of collective bargaining power related to the purchase of chemicals necessary for our treatment processes.





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

- Digester No. 2 Insp. and Rehab.
- Digester No. 7
- Force Main Corrosion Repairs – Phase 3
- Headworks Screens Replacement
- Wet Weather Flow Management – Calcium Thiosulfate Chemical Feed System

For Enhanced Treatment Site Upgrade (ETSU) project information see [page 18](#).



Projects in Construction

- Central Avenue Sanitary Sewer Relocation
- Digester No. 1 Insp. and Rehab
- Cherry St. Pump Station
- RCP Sewer Rehab (Irvington Basin)
- Standby Power Generation System Upgrade
- WAS Thickeners

Engineers and staff coordinate construction of critical infrastructure while keeping processes running smoothly. Staff focuses on managing and maintaining assets and infrastructure through development of master plans. Project schedules are tracked and reported quarterly with a goal of 85% of projects on schedule.



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.

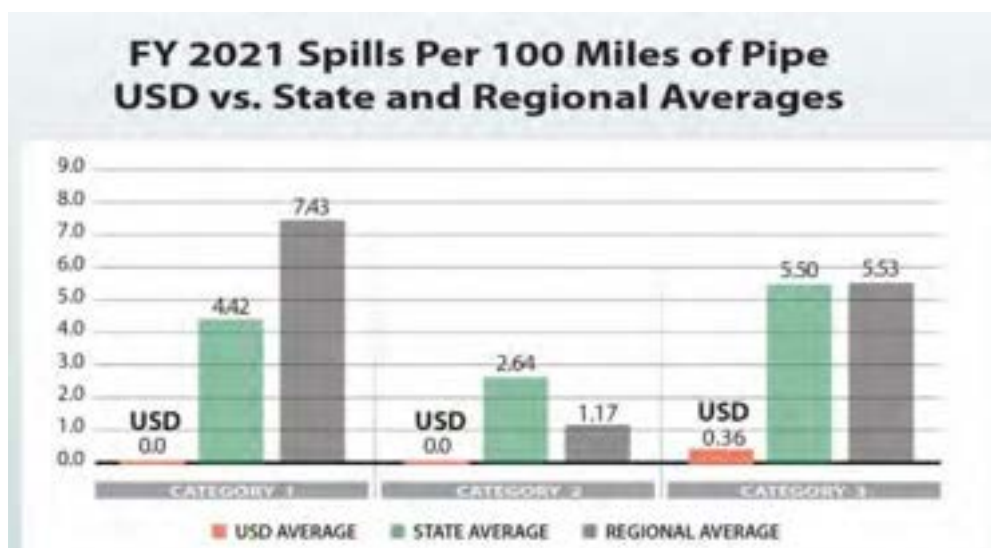
[Click here](#) for a "flyover" video demonstrating the planned improvements and a Progress Dashboard displaying Phase 1 activities.

Asset Renewal and Maintenance

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. Proactive cleaning of the collection system prevents sewer overflows and associated impacts.

 \$690 Million District owned assets

 \$31.6 Million spent to maintain assets in FY 21





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.

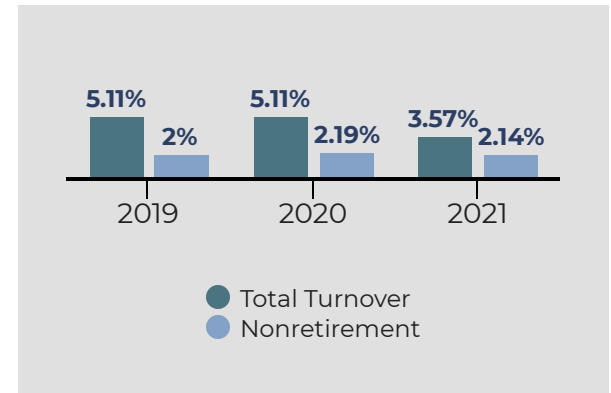
Training & Competency Assessments

Maintaining a highly competent, flexible workforce is of critical importance. Routine training activities have been disrupted by the COVID-19 Pandemic with several shift changes making it difficult to administer training. The District accomplished:

- 11 trainings
- 8 modules updates
- 30 assessments

Trainings completed this year included: CPR/First Aid, Ladder Safety, Excavation and Defensive Driving.

Staff Turnover



Team	Process Improvement Project
Capital Improvement	Create CIP Site and Safety Information Packet
Customer Service	Form Modernization Project
Environmental Compliance	Creation of Environmental Compliance GIS Layers
Finance and Acquisition Support	Digitizing FAST Forms
Maintenance and TV	Updating and replacing new hose on Hydro Truck
Organizational Support	Improve and Streamline the Onboarding Process
Research and Support	LIMS/WIMS Data Access, Reporting, and Processing

69

Employees participated in 7 total process improvement projects

Process Improvements

Collection Services Inversion Lining Improvements

At the beginning of the pandemic, inversion lining repairs were put on hold to avoid mixing crews, since a typical repair requires two crews. Inversion lining repairs are more efficient than open trench repairs, so there was a need to identify a strategy to continue this valuable operation. The teams worked to develop new procedures and training for the new safety protocols to resume inversion lining repair and still maintain social distancing. At the end of 2021, 43 inversion lining repairs had been completed safely, with no incidents of exposure from one crew to another, resulting in a cost savings to the District.



Microfiche Conversion

The Customer Service Team's Engineering Techs managed the conversion of microfiche for the District's entire records of sanitary sewer plans, permitting, and related records. They prepared a scope of work, managed the vendor to ensure the scans were of good quality and worked with IT staff to properly store the files. The records are now accessible electronically, which has been a significant timing saving when reviewing historical records.



Treatment and Disposal Dashboard

The Treatment and Disposal workgroup implemented an automated dashboard to display critical plant health metric for immediate identification of process variations. It provides real-time visuals of metrics that are not meeting target values, and highlights them in red. The dashboard is updated in real-time, allowing for monitoring from a tablet or even from the breakroom.





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



- Number of facility safety inspections completed
- Percent of areas identified in inspections resolved within 45 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



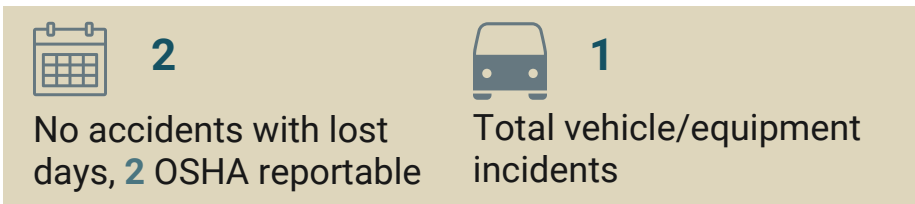
- Number of major safety training events offered
- Average percentage of targeted employees trained versus plan
- Average percentage of positive responses on the employee safety survey



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



Safety Training at USD

USD’s priority is to ensure employees are educated in safe work practices. The District adjusted training to include computer-based tutorials to limit potential COVID-19 exposure. 92.6% of our employees completed a total of ten safety trainings, including:

- Ladder Safety
- Hazmat Handling
- Excavation
- Injury and Illness Prevention
- Silica

Identify and correct potential hazards



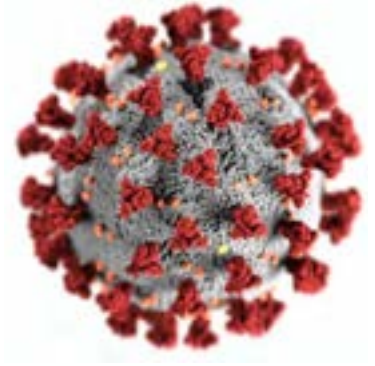
Workers Compensation Modifier

Our workers compensation modifier, often recognized as the X-Mod, is .82 against the target of 1.0 in FY21. The District’s continued low numbers in this measurement reflect its focus on maintaining a safe workplace and results in reduced insurance premiums.

Response to the Pandemic

Operations Resiliency

In 2020 the pandemic created several challenges requiring immediate response and solutions for a new remote workforce, operational shifts, and demand for technology. USD's Information Technology (IT) department maintains an evergreen state by staying up to date with technology, including operating systems. In addition to our IT Disaster Plan, the IT Steering Committee completed several other resiliency projects.



The District's Emergency Preparedness Committee, and Pandemic Response Taskforce maintained oversight and kept lines of communication open with external partners and agencies by liaising with the county Office of Emergency Services (OES), public information (PIO) group, and the CalWARN (Water/Wastewater network).

We maintained hiring processes, slightly adapted, during the pandemic and continued replacing critical positions and developing individualized plans for knowledge retention.



Wastewater Epidemiology

Wastewater Based Epidemiology (WBE) is the science of collecting and analyzing untreated sewage at wastewater treatment plants for substances related to aspects of public health. WBE has been used to effectively study the presence of polio and hepatitis A and could be used as a tool to monitor the COVID-19 pandemic.

USD is a member of a joint powers authority known as Bay Area Clean Water Agencies (BACWA). USD and BACWA members are working to develop a region-wide coordinated approach to utilization of WBE and are monitoring progress as studies and research lead toward consistent methods that could assist in protection of public health. During the last year our District supported the study by providing samples at various points in treatment.

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

FY21 Initiatives

Odor Control Pilot Study

Comprehensive odor study in plant and throughout the USD service area (collection system) to determine types and intensity of odors potentially impacting the public

Enhanced Treatment and Site Upgrade (ETSU)

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

Digester 7

Construction near completion of this critical piece of infrastructure

[Time Lapse Video](#)

Funding for ETSU and Capital projects

Continual priority to seek sources to best fund the ongoing construction at the District

Plant Asset Condition Assessment Update

Comprehensive study of District infrastructure and current operating conditions

PERS/ OPEB Unfunded Liability

District's commitment to pay down the liability for PERS/OPEB

Rebranding Initiative

Cross-functional effort to explore options for rebranding and updating the District's name and logo to more accurately reflect the area served and the District's core function

TNI Laboratory Compliance

To be in compliance with updated Laboratory Accreditations Standard

District Recognition

We're proud of the awards that our treatment plant, collection system, staff members and organizational programs have received. We work hard to fulfill our mission to protect human health and the San Francisco Bay, and we appreciate the recognition of our industry peers and our communities.



Peak Performance Award

Union Sanitary District was recognized by the National Associations of Clean Water Agencies (NACWA) for the Platinum Award for achieving 12 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 28 consecutive years since this award program began in 1993. Maximize small business participation in government contracting.

Excellence in Management Platinum Recognition

NACWA's congratulatory letter noted USD's "commitment to sustainable and successful programs that exemplify the attributes of an effectively managed utility." The District's strategic planning, financial management, infrastructure performance, employee development, and operational optimization efforts were some of the many considerations leading to USD's receipt of the Platinum Recognition. NACWA represents public wastewater and stormwater agencies of all sizes nationwide.



Appendix

a

Operational Excellence BSC Measures

b

Operational Excellence BSC Measures

c

Safety BSC Measures

Appendix A: Operational Excellence Balanced Scorecard (Customer and Financial Objectives)

	Objectives	Measures	1st	2nd	3rd	4th	YTD Actual	Target	FY20	FY19
Customer Objectives	Stewardship: Demonstrate responsible stewardship of District assets and the environment	Progress implementing outreach plan milestones: % planned events completed	26.32%	26.32%	21.05%	21.05%	94.74%	≥90%	87%	88%
	Service: Provide reliable, high quality service	Response time to calls for service: % under 1 hour	100.00%	98.00%	100.00%	95.70%	98.43%	≥95%	98.780%	96.9%
		Response time to contact USD inquiries: % within 3 business days	98.00%	100.00%	100.00%	100.00%	99.50%	≥90%	98.50%	100%
		# Total adverse impacts on customers	1	0	1	0	2	≤10	3	3
	Be prepared for emergencies	# emergency preparedness events (drills, training, debriefs, table top exercises, etc.)	1	1	0	1	3	3	4	4
Financial Objectives	Fiscal responsibility: Ensure funding for critical programs and projects, while maintaining comparable rates	Residential SSC compared to other agencies					5.8th	≤33rd percentile	5.8th	5.8th
	Accurately project and control costs	% Budget expended, Operating Expenditures					100%	95-103%	96%	94%
		% expended Priority 1 Special Projects					62%	80-110%	42%	72.2%
		# regional projects/initiatives with financial benefit	3	3	3	3	3	≥3	3	3

Appendix B: Operational Excellence Balanced Scorecard (Internal Process and Employee Growth & Development Objectives)

	Objectives	Measures	1st	2nd	3rd	4th	YTD Actual	Target	FY20	FY19
Internal Process Objectives	Asset Management: Manage and maintain assets and infrastructure	# Critical asset failures wo negative impacts	1	1	0	0	2	≤2	0	2
		# critical asset failures with negative impacts	0	0	0	0	0	0	0	0
		% asset renewal/year: Plant					11.80%	Track & Report	5%	2.32%
		% asset renewal/year: Collection System					0.06%	Track & Report	0.04	0.08%
		Priority CIP Project milestones met vs. planned	100%	82%	65%	59%	76%	85%	84%	83%
	Environmental Protection: Maintain our ability to meet current and future regulations Implement projects and programs that benefit the environment	# adverse impacts on environment (Cat 1 SSO)	0	0	0	0	0	0	0	0
		Category 2/3 SSOs	1	0	0	2	3	≤10	1	2
		# regional projects/initiatives with environmental benefit	3	3	3	3	3	≥3	3	3
Employee Growth & Development Objectives	Employees: Maintain a highly competent, flexible workforce	Employee Turnover Rate- total					3.57%	Track and report	5.11%	5.11%
		Employee Turnover Rate- nonretirement					2.14%	Track and report	2.19%	2.0%
		% Training System Milestones Completed (accumulative total)	18%	36%	50%	100%	100%	90%	50%	105%
		# competency assessments completed	3	1	32	2	38	7	30	48
	Safety: Work safely; reduce accidents and injuries	See safety scorecard								
	Culture: Foster a collaborative employee-management relationship that encourages new ideas and continuous improvement	Ave % non-mgmt. employees participating in District committees and taskforces		36%		36%	36%	45-55%	44%	43%
		% non-mgmt. employees participating in alternative compensation program (accumulative total)					56%	Track & Report	66%	42%

Appendix C: Safety Balanced Scorecard

Objectives	Measurements	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD Actual	Target	FY20	FY19
Reduce the number of accidents	Total accidents with lost days	2	0	0	0	2	0	0	1
	Other OSHA recordable accidents	1	0	0	0	1	≤4	1	0
	# Incidents of vehicle or equipment accidents/damage	0	1	0	0	1	≤2	6	2
Reduce the impact of accidents on employees and the District	Cost associated with vehicle/equipment accidents	\$0.00	\$8,025.32	\$0.00	\$3,168.70	\$11,194.02	≤\$5000	\$0.00	\$646.00
	Ave FTE lost time	1.44	0.96	0.70	0.10	1.03	<0.5	0.66	0.09
	Total Costs: Lost time Wages only	\$40,910.02	\$32,822.81	\$22,654.59	\$2,800.39	\$99,187.81	≤\$46,883	\$70,759.00	\$2,164.50
	Ave FTE limited duty time	0	0	0	0	0	≤0.5	0	0
	Total costs: Limited duty/Other 1/2 wages	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	≤\$23,441	\$0.00	\$0.00
	X-Mod					0.82	≤1.0	0.94	0.82
Identify and correct poor practices and potential hazards	# Facility inspections completed (SIT)						0	1	4
	% of areas of concern identified during internal facility inspections that are resolved within 45 days of report						0	100%	93%
	# work site inspections completed	83	82	86	95	346	278	335	335
Implement industry best practices	# site visits (for potential BMPS) completed and discussed by ET						0	0	1
Communicate our commitment to safety	# GM communications on status of safety program and performance	7	12	8	7	34	≥4	19	7
	# safety strategy reviews conducted by ET and EHSPM	12	12	12	12	48	4	12	4
Educate employees in safe work practices	# of major safety training events offered	2	2	4	5	13	9	9	11
	Ave % of targeted employees trained vs. plan	96.40%	95.00%	97.68%	81.56%	92.66%	≥90%	89.77%	90.73%
Create a positive safety culture	% Positive responses on the employees safety survey (aver)						≥75%	POSTPONED	N/A



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.