



# FY22 Strategic Performance Report

*July 1, 2021 to June 30, 2022*



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

## A Note From The General Manager

This past fiscal year we continued to navigate through the challenges of COVID-19 and complying with the changing health orders and mandates to protect the health and safety of our staff while maintain required minimum staffing levels. The District's efforts have been highly successful with minimal disruption to our essential services during a world-wide pandemic.

Some notable accomplishments this year have been the continued progress on the Enhanced Treatment Site Upgrade (ETSU) project, completion of the District's seventh and largest digester (2.4 million gallons) and securing low-cost funding for our projects in effort to help keep rates as low as possible for customers. The District continues to average less than one spill in the collection system per hundred miles of pipeline per year, ranking the District among the best in the State, while doing so in a very cost-effective manner.

After an ongoing rebranding initiative, the District proudly showcased its new logo and refreshed brand. The effort was to clarify who we are, what we do, and the area served. We hope you like our new and improved look as we continue to provide the same great 24/7 service to the Tri-Cities.



In fiscal 2022 our District was recognized by the National Association of Clean Water Agencies (NACWA) and earned the Peak Performance Platinum Awards for outstanding performance.

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



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.

**104  
Years**

Founded May 27, 1918

**60.2  
Sq Miles**

Service area : Fremont,  
Newark, and Union City

**344,855**

Population served

**839  
Miles**

Underground pipelines

**23.16  
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.



**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	FY22 Actuals
# of Outreach Activities/Events Completed	57	138
Community Events / Online Outreach	51	84
Business	0	3
Schools	1	44
Civic	5	7
% of service calls responded to within 1 hour	≥95%	100%
Average time to customer contact	Track and Report	19 minutes
Initial response time to contact USD website inquiries (% within 3 business days)	≥90%	100%
Average Response time of contact USD website inquiries (in days)	Track and Report	0.54
# of adverse impacts on customers that were caused by USD (non-SSO)	≤10	4
# of Emergency Preparedness Activities/Events Completed	4	7
Drills	2	1
Training/Exercises (or Communication)	1	3
Documents, Plans, Policies Updated	1	3

## Financial Objectives

Measures	Target	FY22 Actuals
Residential Sewer Service Charge (SSC) compared to other local agencies	Track and Report	11.7th
\$: SSC Union Sanitary District	Track and Report	\$491
\$: SSC Regional Average	Track and Report	\$482
\$: SSC National Average	Track and Report	\$551
Total Service Population	Track and Report	344,855
Total Parcels Served	Track and Report	93,378
Debt Coverage Ratio	1.5	8.93
PERS Funding Level	90-100%	76.66%
OPEB Funding Level	90-100%	81.49%
% of Budgeted Operating Expenditures	95-103%	94%
% of Budgeted Overtime Used	Track and Report	93.62%
% of Budgeted Special Projects Expenditures	80-110%	33.26

# Balanced Scorecard: Operational Excellence Summary

## Financial Objectives (con't)

Measures	Target	FY22 Actuals
Ferrous Chloride Usage	≤ 40	39.3 GPH
Hydrogen Peroxide Usage	≤ 14	14.3 GPH
Hypochlorite Usage	≤ 143	142.4 GPH
Polymer Usage - Gravity Belt Thickener (GBT)	≤ 5.5	4.1 lbs/dry ton
Polymer Usage - Dewatering	≤ 37	35.3 lbs/dry ton
Energy Produced: Cogeneration	Track and Report	32,887 kwh/d
Energy Produced: Solar	Track and Report	348 kwh/d
Total Electrical Usage	Track and Report	52,039 kwh/d
Plant Daily Flow (Average)	Track and Report	22.6 mgd
Influent Total Suspended Solids	Track and Report	361 mg/L
Effluent Total Suspended Solids	Track and Report	10.3 mg/L
% Removal of Total Suspended Solids	≥85%	97%

## Internal Process Objectives

Measures	Target	FY22 Actuals
Total # of Maintenance Activities to Prevent Failures	Track and Report	24,824
Corrective Maintenance	Track and Report	2,220
Preventative Maintenance	Track and Report	18,591
Proactive Corrective Maintenance (Predictive)	Track and Report	4,013
Total hours used for Maintenance Activities to Prevent Failures	Track and Report	39,283.26
Corrective Maintenance	Track and Report	12,550.26
Preventative Maintenance	Track and Report	15,639.39
Proactive Corrective Maintenance (Predictive)	Track and Report	11,093.61
Total # of Urgent Responses	Track and Report	277
Total hours used for Urgent Responses	Track and Report	2230.45
% of Collection System Cleaned per Plan	100%	104.1%
% asset renewal/year: Plant	Track and Report	7.79%
% asset renewal/year: Collection System	Track and Report	0.10%

# Balanced Scorecard: Operational Excellence Summary

## Internal Process Objectives (con't)

Measures	Target	FY22 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	276 mL/gal
Number of Days SVI Outside of Range	T&R	232
District-wide Critical Projects on schedule	≥85	68.4%
How many hours project points expend on District projects	Track and Report	1,336.12
# of projects that improve efficiency	Track and Report	6

## Employee Growth & Development Objectives

Measures	Target	FY22 Actuals
Employee Turnover Rate - Total	Track and Report	9.29%
Employee Turnover Rate Non-retirement	Track and Report	5%
% of employees completing training beyond District scheduled	≥80%	54%
Average training hours per FTE	≥20	19.65
Business Services	≥20	16.01
Technical Services	≥20	17.02
Collections Systems	≥20	22.29
Fabrication, Maintenance, and Construction	≥20	25.26
Treatment and Disposal	≥20	16.36
% of employees participating in committees and/or taskforces (Excludes management)	≥45%	34%
# District-wide Employee Engagement Activities Completed (survey, training, events)	Track and Report	0

# Balanced Scorecard: Safety Summary

Measurements	Target	FY22 Actual
Total accidents with lost days	0	5
Other OSHA reportable accidents	<4	9
# Incidents of vehicle or equipment accidents/damage	<2	3
Cost associated with vehicle/equipment accidents	<\$5000	\$1,338.75
Ave full-time employee (FTE) lost time	<0.5	.61
Total Costs: Lost time wages only	<\$46,883	\$83,731.16
Ave FTE limited duty time	<0.5	0
Total costs: Limited duty/Other 1/2 wages	<\$23,441	0
X-Mod	<1.0	.83
# 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	313
# 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	47
# safety strategy reviews conducted by Executive Team and Environmental Health and Safety Specialist	4	2
# of major safety training events offered	9	17
Ave % of targeted employees trained vs. plan	>90%	92.76%
% Positive responses on the employees safety survey (ave)	>75%	Postponed to FY23



# 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

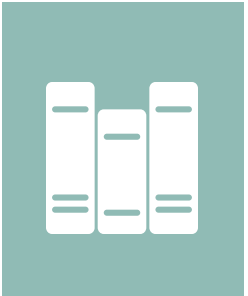


- Residential Sewer Service Charge (SSC) compared to other local agencies
- \$ amount of current Union Sanitary District SSC, including the Regional and National Averages
- Total Service Population Change
- Total Parcels Served
- Debt Coverage Ratio
- PERS Funding Level and OPEB Funding Level
- % of 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 for 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 SSO's and 2/3 SSO's
- 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 FTE per Work Group
- % 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**  
19 min average

Response to emergency calls under 1 hour\*



**100% Response**  
.54 days

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

\* Average time to customer contact is 19 minutes

\*\* Average response is .54 days

### Plant Tours and Classroom Visits



**Tours**  
visitors

On hold due to COVID-19.  
Virtual tour added to website.



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

Virtual Elementary School Presentations Completed

### Outreach at USD

Our Customer Service and Environmental Compliance Teams are deeply involved with communication and outreach to local residents and industry partners. In 2022, we completed several activities; including:

- Annual Newsletter
- Social Media Posts
- City of Fremont - Earth Day
- 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.

### Lobby Access and Plan Review



**Open Lobby**

Maintained normal business hours for customers



**345 Plans**

Continued speedy review of plans for sewer construction



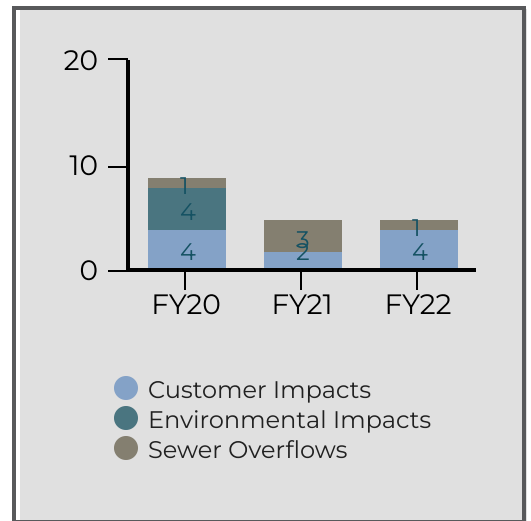
# Customer Perspective

## 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 Impacts - 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 2022 we highlighted:

- USD's ETSU Projects Begin
- Budget in Brief
- Fiscal Year 2023 Sewer Service Rates
- Trenchless Technology Reduces Impacts to Customers
- Keep All Wipes Out of Your Pipes
- USD's New Look and Nickname: Same Great Service



## Emergency Preparedness

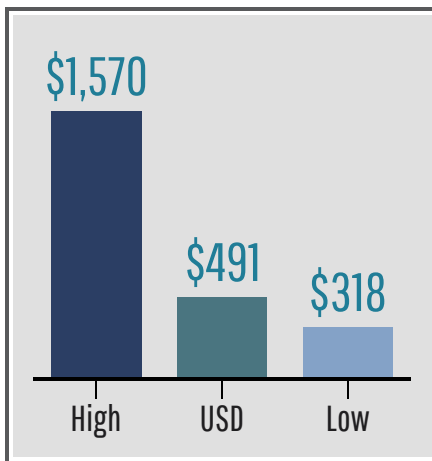
The District's Emergency Preparedness Committee is responsible for maintaining the inventory of supplies needed for all types of disasters and emergencies.

This fiscal year, the committee sent employees important tsunami and bomb threat resources. The policy outlining emergency supplies was also updated to include personal protective equipment (PPE) and other pandemic related emergency needs.



## 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 2021-2022

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

## Union Sanitary District Issues Bonds to Finance Infrastructure Projects

In 2021, Union Sanitary District (USD) sold bonds to fund \$110 million in capital improvement projects that will renew and replace aging infrastructure, enhance wastewater treatment processes, and increase resiliency of District facilities to extreme weather events and climate change. The funds will be applied to USD's extensive Capital Improvement Program (CIP), which is estimated to be over \$1.1 billion dollars over the next 20 years. Financing CIP projects spreads these large costs over a period of time to help stabilize rates for customers.

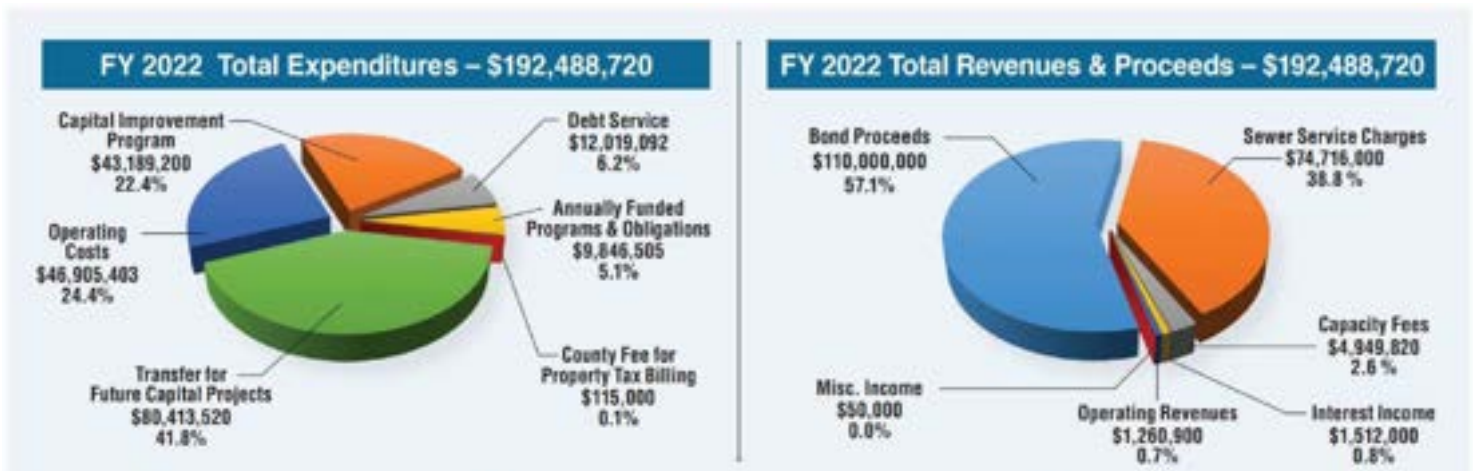
Prior to the bond sale, the District received new credit ratings. This resulted in an upgrade from S&P to a AAA rating, which led to savings from the anticipated interest rate of 2.44%. Over the 30-year life of the bonds, the lower interest rate will save the District over \$17.3 million dollars.



# Finance Perspective

## 2021-2022 Union Sanitary District Total Revenues and Expenditures

The District's current operating budget is approximately \$112 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
- Capital Improvement Program includes project construction and related costs
- Sewer Service Charges include residential, commercial, and industrial customers
- Employee Costs (\$32,219,329) represent 29% of USD's total FY 2022 budget and 69% of Operating Costs

## 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 [FY22 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

- Cherry Street Pump Station Improvements Project
- Plant Miscellaneous Improvements Project
- Pump Stations Chemical System Improvements Project
- Sodium Hypochlorite Loop 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

- Aeration Blower No. 11 Project
- Alvarado Influent Pump Station Improvements Project
- Force Main Corrosion Repairs Project – Phase 3
- FY21 Cast Iron/Pipe Lining Project
- Irvington Basin Reinforced Concrete Pipe Rehabilitation Project
- Primary Digester No. 7 Project
- Standby Power Generation System Upgrade Project



Standby Power Project Construction

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

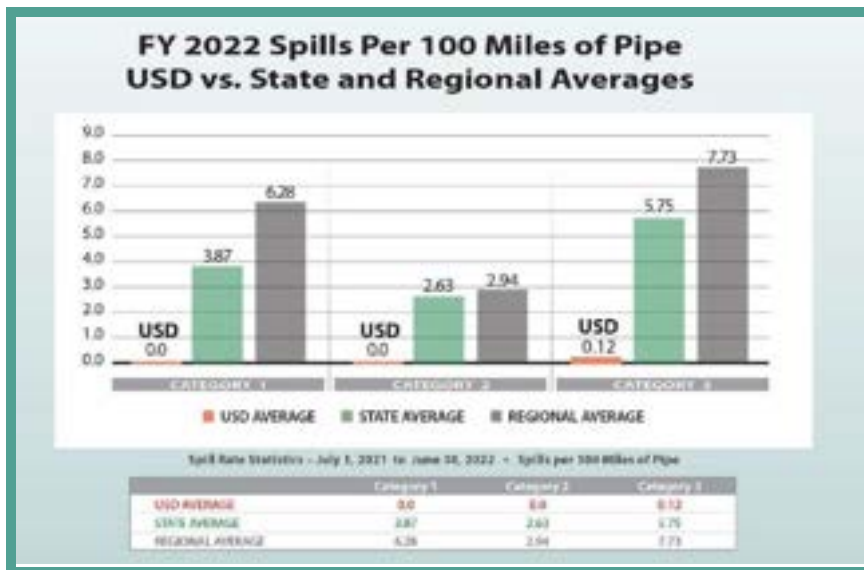
## Enhanced Treatment and Site Upgrade (ETSU)

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



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. Including, proactive cleaning of the collection system prevents sewer overflows and associated impacts.

# Process Improvements

## Newark Pump Station Bypass Project

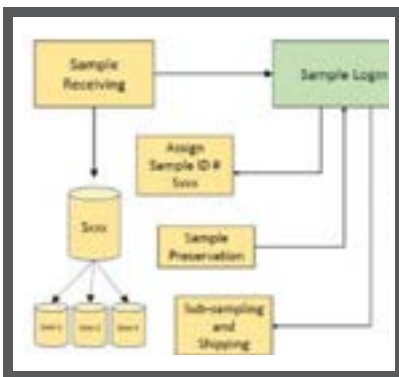
The Newark Pump Station is a critical part of USD's wastewater transport system. If there were an issue at the Newark Pump Station, there would be the potential for a spill or failure to transport wastewater to the treatment plant. The FMC Team developed a strategy and installed infrastructure to bypass the pump station while maintaining wastewater flow to the treatment plant uninterrupted. The bypass procedure has been thoroughly tested and all team members have been trained on the procedure. This procedure has the added benefit for the pump station to be bypassed for planned shut downs.



## Permit Tracking System Replacement Project

The Permit Tracking System (PTS) is a custom program that was created for USD in 2005. The age and custom nature of PTS has resulted in issues with IT's ability to maintain it, loss of some functionality, and an inability to make needed fixes and improvements due to anticipated costs. In order to develop a suitable replacement, the Customer Service Team fully documented all processes and tasks for PTS and listed additional functions desired by the team. The list of criteria will be incorporated into the IT Team's request for proposals that will be used to select a replacement system.

## Laboratory Sample Receiving Program Optimization



The Research and Support Team heads USD's laboratory operations which receive a variety of wastewater samples on a daily basis. The old system for receiving samples was comprised of fragmented sets of procedures, instructions, and other documentation. The new system consolidates all related documentation into a comprehensive, centralized Sample Receiving Program using SharePoint and incorporating aspects of the program into the Laboratory Information Management System (LIMS). The laboratory will now be able to record all information required by regulation in an efficient way that will not significantly increase workload.



# 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



54%

Employees completed training beyond District schedule



19.65

Total average training hours per employee

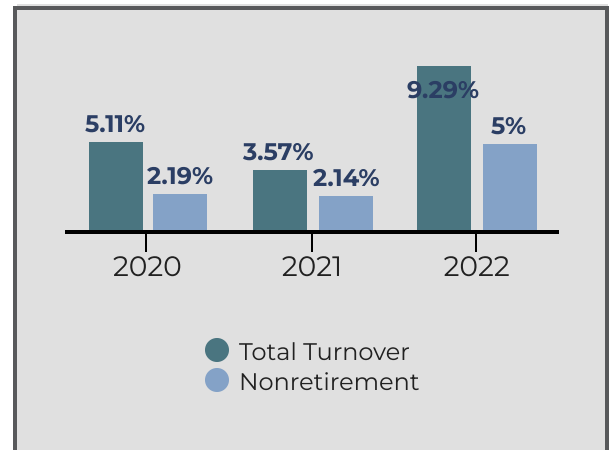
Maintaining a highly competent, flexible workforce is of critical importance. Routine safety training activities have been adjusted to meet the health and safety requirements of COVID-19; including small groups, reduction of mixed teams, and more online learning options. The District maintains an annual calendar of training activities for OSHA required training and beyond.

Training completed this year; included:

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

The City of Fremont Fire Department provided the District a unique opportunity to use fire extinguisher training equipment that gave our employees a hands-on experience.

## 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 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



5

5 accidents with lost days, 9\* OSHA reportable



3

Total vehicle/equipment incidents

\*Includes COVID-19 work-related exposures

## Identify and correct potential hazards



0

Facility inspection(s) completed\*



313

Coach observations completed

\*Inspections postponed due to COVID-19 limitations.

## 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. 92.76% of our employees completed a total of ten safety trainings, including:

- Fall Protection
- Fire Extinguisher Safety
- Construction Traffic Control and Flagging
- Injury and Illness Prevention
- Harassment Prevention and Bystander



## Workers Compensation Modifier

Our workers compensation modifier, often recognized as the X-Mod, is .83 against the target of 1.0 in FY22. 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.....

# **FY22 Initiatives**

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## **Odor Control Pilot Study**

Completion of a comprehensive odor study in the 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 design of the Aeration Basin Modifications, New Campus Building, and Effluent Facility

## **Digester 7**

Completion of our newest digester, a critical piece of infrastructure  
[Time Lapse Video](#)

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

Continual priority to seek sources to best fund 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**

Continuation of the work required to be in compliance with updated Laboratory Accreditations Standard

# District Recognition

We're proud of the awards 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 Association of Clean Water Agencies (NACWA) for the Platinum Award for achieving 13 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 29 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**