

# Union Sanitary District 5-Year Strategic Plan

---

FY25-FY29



**Executive Summary**.....3

**Union Sanitary District History: Where its past has paved the way** .....4

    Board of Directors ..... 6

    Mission and Vision ..... 8

**Strategic Planning Framework** .....9

    Evolving to a Five (5) year Plan ..... 9

    Strategic Planning Activities ..... 10

**Aligning Measures and Initiatives** ..... 11

    Measuring Success through the Balanced Scorecard Method..... 11

    Types of Metrics ..... 11

    Quarterly Reporting of Measures ..... 11

    Union Sanitary District’s Strategy Map ..... 12

    Criteria Used to Develop Strategic Initiatives ..... 13

    Key Strategic Issues Faced in the Next Five (5) Years ..... 13

**Operational Excellence Timeline**..... 15

**Customer Perspective** ..... 16

    Customer Objectives- Measures and Targets ..... 16

**Financial Perspective** ..... 17

    Financial Objectives- Measures and Targets ..... 17

**Internal Process Perspective** ..... 18

    Internal Process Objectives- Measures and Targets ..... 19

**Employee Growth and Development Perspective**.....20

    Employee Growth and Development Objectives- Measures and Targets ..... 20

**Districtwide Strategic Initiatives** .....21

    New Strategic Initiatives ..... 21

    Current Strategic Initiatives ..... 23

**Union Sanitary District Capital Improvement Projects** .....25

**Enhanced Treatment and Site Upgrade**.....26

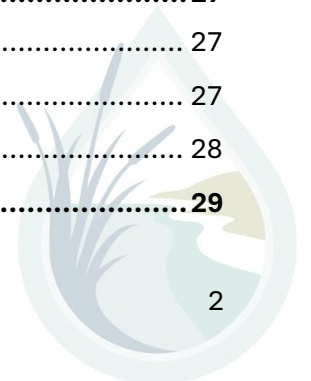
**Plans, Compliance, and Regulatory Drivers** .....27

    Sewer System Management Plan (SSMP) ..... 27

    National Pollutant Discharge Elimination System (NPDES) ..... 27

    Information Technology Master Plan ..... 28

**Union Sanitary District Resources**.....29



## Executive Summary

---

Union Sanitary District is pleased to share its strategic plan, which outlines both short-term and long-term objectives to enhance its services and ensure environmental sustainability.

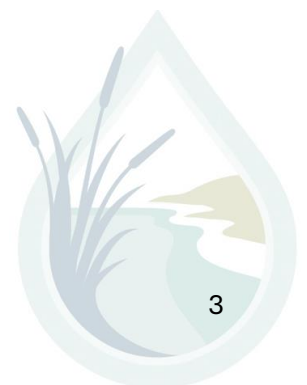
Over the next five years, the District's primary focus will be on efficiency and effectiveness, with initiatives such as infrastructure upgrades and maintenance, along with adopting new technologies to minimize downtime and improve operations. It is also committed to complying with federal and local regulations, ensuring the highest quality standards in its services.

Looking ahead, we have an ambitious 20-year district capital improvement program that sets a roadmap for the development, maintenance, and improvement of its infrastructure and facilities. This long-term vision encompasses crucial projects to upgrade existing facilities, construct new infrastructure, and replace aging equipment.

A notable milestone in the District's journey is the ongoing Enhanced Treatment and Site Upgrade (ETSU) Program Phase 1 at the Union City wastewater treatment facility. This transformative program not only supports the next 40 years of reliable and cost-effective service to the Tri-Cities but also prioritizes environmental concerns by enhancing wastewater treatment processes and promoting cleaner water in the San Francisco Bay. Additionally, the improvements will enhance the facility's resilience to extreme weather events and climate change, ensuring long-term sustainability.

The District is committed to strengthening its workforce through development programs and training opportunities will be instrumental in achieving both short-term and long-term objectives, as we believe that an empowered team drives exceptional service.

In this endeavor, community support and collaboration are highly valued. Working together with its dedicated employees, industry partners, and regulatory agencies, the District remains committed to delivering exceptional wastewater treatment services. The District's goal is to promote a sustainable and healthier environment for the local community.

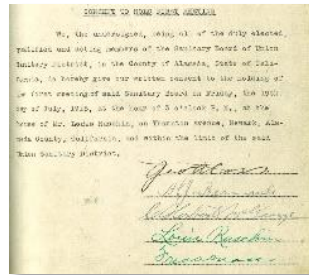


# Union Sanitary District History: Where its past has paved the way

Union Sanitary District (USD) is a California Independent Special District. Independent special districts are voted into existence by the citizens they serve and perform specific local government functions within certain boundaries under California Law. USD was formed in 1918 to protect public health and the environment by providing the services of collecting, treating, and disposing of wastewater from residences, businesses, and industries.

### A Union is Formed

In the founding year of 1918, USD’s boundaries encompassed 3,300 acres in what was known as Southern Alameda County.



### The Super Sewer

1972 amendments to the Federal Clean Water Act affected discharges close to shorelines all around the Bay and led several agencies to form the East Bay Dischargers Authority to search for solutions. This is where the concept of the “Super Sewer,” a shared large-diameter line to discharge treated wastewater further offshore in deeper waters of the Bay, was developed.



1918 1923

1963

1972

1980

### First Connections

District reorganized under Sanitary District Act of 1923. USD’s first two connections later followed in 1924.

### Service Area Continues to Expand

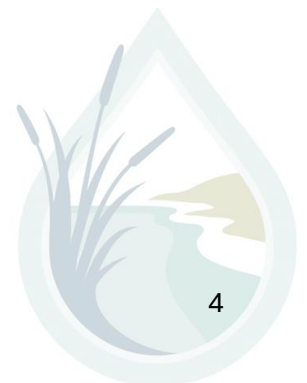
USD was one of several sanitary districts located in what became the Tri-Cities. Over time, they all merged into USD.

- 1949 Niles Sanitary District
- 1954 Decoto Sanitary District
- 1956 Irvington Sanitary District
- 1962 The City of Union City, served by Alvarado Sanitary District.



### Force Main Improves Services

Twin 12.5-mile-long pressurized lines called Force Mains and three large pump stations were completed in 1980 to transport wastewater from the Irvington and Newark locations to the Alvarado treatment plant in Union City, where it is treated and discharged to the EBDA line.



to the future.

We're proud to deliver this very complex, highly regulated service to its communities. To learn more about Union Sanitary District, please visit: Union Sanitary - Union Sanitary District. Virtual plant tour, visit: <https://unionsanitary.ca.gov/residents/public-education/plant-tour-video>.

**Need to Increase Capacity**

Alvarado Wastewater Treatment Plant Upgrade construction completed, resulting in increased capacity to 30 million gallons per day (mgd).

**Enhanced Treatment Site Upgrade Project Breaks Ground**

The largest capital improvement program in USD's history is underway. Phase 1 projects began construction in late 2021, launching a program that will support the next 40 years of reliable and cost-effective service to the Tri-Cities.



1996

2000

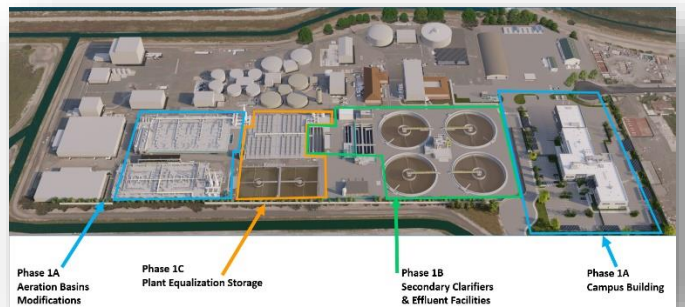
2020

and beyond -----

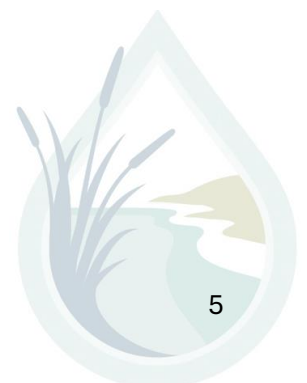


**Long Term Planning**

The District developed a comprehensive 20- year Capital Improvement plan to operate and maintain over \$669 million worth of assets.



See page 26 for details about ETSU.



### Board of Directors

The District is governed by a Board of Directors, which is made up of five (5) independently elected officials who serve four (4) year terms from different areas across the service area.

The Board of Directors is responsible for setting policy, making strategic decisions, and ensuring that USD operates in an efficient and effective manner. They also approve the budget and set rates and fees. The Board meets on a regular basis to discuss and vote on various matters related to USD's operations, and members of the public are welcome and encouraged to attend these meetings and provide input.

The Board of Directors plays a crucial role in ensuring that USD provides high-quality wastewater services to its customers in a financially sustainable manner, and that it meets the needs of the community it serves.



Manny Fernandez  
Union City



Pat Kite  
Newark



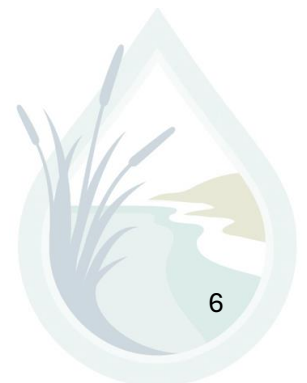
Martin Schinkel-Kludjian  
Fremont



Anjali Lathi  
Fremont



Jennifer Toy  
Fremont



In memory of

**Thomas R. Handley**

March 17, 1952 – May 16, 2024



Director Handley served the customers of Union Sanitary District for 24 years with distinction and dedication. As a USD Director, Tom modeled being a good fiscal steward with ratepayers' interests in mind. He prioritized USD's delivery of services in a cost-effective manner while ensuring the District met all environmental regulations and focused on maintenance of USD's infrastructure as key to protecting the environment while being fiscally conservative. Tom recognized the need to balance business interests while meeting environmental standards, encouraging collaboration with business customers to develop mutually agreeable and cost-effective guidelines and timeframes.

During Tom's tenure, he provided guidance and direction through major District initiatives and upgrades to USD's Union City treatment plant. The latest program benefiting from his support is the District's Enhanced Treatment and Site Upgrade Program (ETSU), the largest capital improvement program in USD's 106-year history. Tom's many years of leadership have been integral to important programs that will serve the District's customers now and for decades to come. His leadership and steady guidance will be greatly missed.



## Mission and Vision

To 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 safely and responsibly.

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:

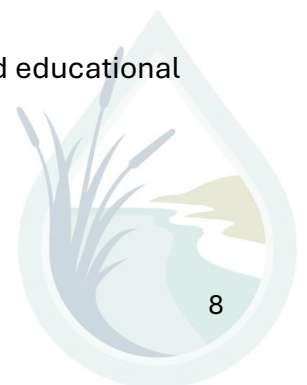
- Being accountable for our actions and decisions
- Being fiscally prudent
- Maintaining and upgrading infrastructure
- Anticipating and meeting future District and stakeholder needs
- Compliance with laws and regulations (local, state, federal)
- Effective asset management
- Effective use of technology
- 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 Planning Framework

---

Union Sanitary District utilizes the following strategic planning framework in the development and maintenance of its plan.

**Situation Analysis:** This step involves conducting a comprehensive assessment of the current state of the wastewater treatment plant, including internal and external factors that may impact the operations and performance of the plant.

**Goals and Objectives:** This step involves setting clear and measurable goals aligned with the balanced scorecard objectives, such as financial stability, customer satisfaction, process efficiency and environmental sustainability, and employee growth and development.

**Strategy Development:** This step involves developing a series of strategic initiatives to support the goals and address identified areas for improvement. These initiatives are prioritized and integrated into a comprehensive action plan.

**Implementation and Monitoring:** This step involves, implementing the action plan and monitoring progress towards the goals, and regularly adjusting the plan as necessary to ensure it remains relevant and effective.

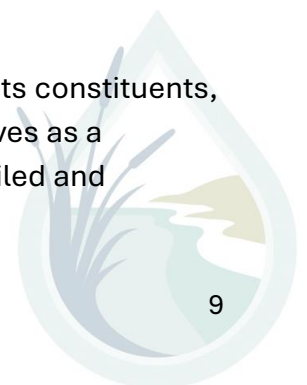
**Evaluation and Continuous Improvement:** This step involves regularly evaluating the effectiveness of the strategic plan, assessing performance metrics, and making changes and improvements as needed to ensure continuous progress towards the goals.

By following this framework, the District can ensure that the plan is comprehensive, well-structured, and supports continuous improvement and success.

### Evolving to a Five (5) year Plan

The District continues to evolve, and so has the strategic planning framework. The most notable change was making the decision to move from a traditional three (3) year strategic plan to a five (5) year strategic plan. This change provides several benefits, such as, allowing for a longer-term vision and a more comprehensive view of the District's goals and objectives- including the District's 20-year capital improvement plan and enhanced treatment site upgrade (ETSU) projects. It also provides greater flexibility in terms of implementation and allows for adjustments to be made as needed; and more detailed planning that can provide more certainty for investment decisions, budgeting, and resource allocation.

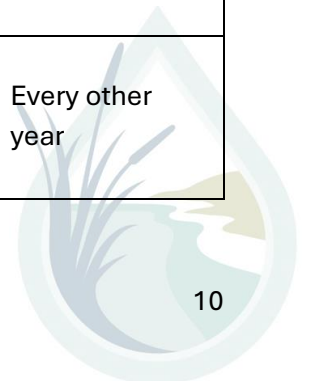
A five (5) year plan will help align the District's goals and objectives with those of its constituents, including regulatory agencies, customers, and communities. Lastly, this plan serves as a stronger sense of commitment to achieving objectives, as it requires a more detailed and deliberate planning process.



### Strategic Planning Activities

The District values the importance of sustainability and continuous evaluation of its programs and plans. During the focus of this strategic plan, we adjusted the framework and oversight by setting the various elements of the strategic plan on a frequency cycle. They are as follows:

Strategic Planning Activity	Purpose	Frequency
Mission and Vision Review	Ensure that they accurately reflect the current values, goals, and direction of the District. The mission statement outlines the fundamental purpose of the District, including its core values and objectives, while the vision statement describes its desired future state.	As needed
SWOTT Analysis and External Review	Conduct a comprehensive assessment of current wastewater treatment operations and process within all its work groups, including strengths and weaknesses, to determine areas for improvement. [SWOTT- Strengths, Weaknesses, Opportunities, Threats, Trends]	As needed
Key Issues Identified / Strategy Map	Considering all internal and external analysis, identify the key issues/challenges impacting the District (and/or industry) in the next five (5) years. Adjust current strategy as necessary.	4 Years
Strategic Initiatives	Develop strategic initiatives to support the goals and address the identified areas for improvement. These initiatives are prioritized and integrated into a comprehensive action plan. Monitor progress towards the goals and evaluate the effectiveness of the strategic initiatives.	Quarterly
Operational Excellence Timeline	Update the timeline to provide a visual representation of the key milestones and activities that are required to achieve operational excellence within the District. It helps to create a clear roadmap for the implementation of improvement initiatives.	Biannually
BSC Metric Evaluation and Adjustment	Set clear and measurable goals aligned with the balanced scorecard objectives, including customer satisfaction, financial stability, process efficiency, and workforce sustainability.	As Needed
Strategic Plan Review and Revision with Current Initiatives	Regularly review and revise the plan as necessary to ensure it remains relevant and effective in meeting the changing needs and challenges of wastewater treatment operations and processes within all its work groups.	Every other year



## Aligning Measures and Initiatives

---

### Measuring Success through the Balanced Scorecard Method

The Balanced Scorecard (BSC) method is a strategic performance measurement and management tool that is used by the District to align its business activities with its vision and strategy. The BSC method focuses on four (4) areas of performance: customer, financial, internal processes, and learning and growth.

- **Customer:** The customer perspective focuses on measures of customer satisfaction, outreach and educational efforts, and emergency preparedness.
- **Financial:** The financial perspective focuses on financial performance measures such as revenue, costs, financial modeling, and low-cost financing that minimal impact on its ratepayers.
- **Internal Processes:** The internal processes perspective focuses on measures of operational efficiency, quality, environmental compliance, and process optimization.
- **Learning and Growth:** The learning and growth perspective focuses on measures of employee satisfaction, training, and development.

By using the BSC method, the District tracks its performance in these four (4) areas and identifies areas where added value improvements can be made. This can help the District to achieve its strategic goals and objectives, while also ensuring that it is meeting the needs of its constituents, partners, and regulatory agencies.

### Types of Metrics

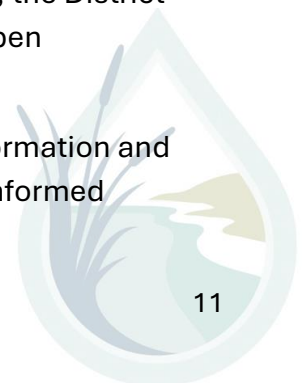
In addition to the measures identified above, the District also includes other metric types to ensure a variety of perspectives are included in the monitoring and evaluation process.

- **Leading indicators:** These metrics are predictive and measure activities that are expected to drive future performance.
- **Lagging indicators:** These metrics are reactive and measure past performance.
- **Track and report metrics:** These metrics are used to track and report progress towards achieving goals and objectives.

### Quarterly Reporting of Measures

The District believes in transparency and accountability, which is why it reviews measures and targets quarterly with the Board to ensure it is on track with its goals. Additionally, the District makes this information available to the public and strives to maintain trust and open communication with its customers.

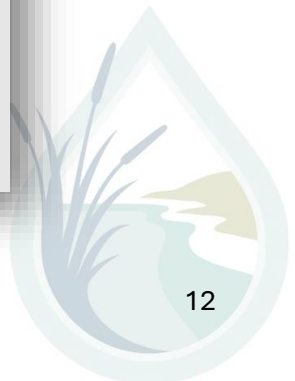
Quarterly reporting provides a balance between providing timely and relevant information and reducing the burden of frequent reporting. This allows the constituents to make informed



decisions and stay informed about the District’s performance, while also ensuring that the District remains compliant with regulatory requirements.

### Union Sanitary District’s Strategy Map

The strategy map is a key tool in the balances scorecard (BSC) methodology as it provides a clear and concise way to communicate the District's strategic objectives to stakeholders. It enables everyone to see how the different objectives are connected and how they contribute to the overall strategy. This helps to align the District's efforts and resources towards achieving its strategic objectives, and to monitor progress over time.



## Criteria Used to Develop Strategic Initiatives

Utilizing criteria for determining districtwide strategic initiatives can provide several benefits:

- **Objectivity** rather than personal biases or subjective opinions.
- **Alignment** with the District's mission, vision, and values, as well as its strategic goals and objectives.
- **Prioritization** of initiatives based on factors such as potential impact, feasibility, and urgency. This can help the District to focus its resources on the most important initiatives and achieve the greatest results.

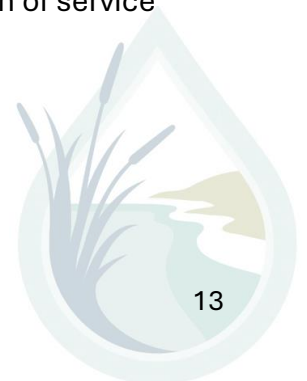
The District has created a clear guideline and criteria for why an issue should be considered strategic:

1. Directly impacts ability to achieve Mission.
2. More than one (1) Workgroup must work together to address; opportunity to create synergy.
3. High consequences if not addressed.
4. High dollar impact.
5. Related to the big four (4) for costs: labor, chemicals, energy, cost of funding.
6. Factors outside the Districts control.
7. Likely to get bigger, more urgent if not addressed.
8. The District needs to do something differently to effectively address, requires change.
9. Threatens USD's compliance record.
10. Customer, partner, or regulatory agency driven.
11. Creates an opportunity for improvement that will have a long-term impact.

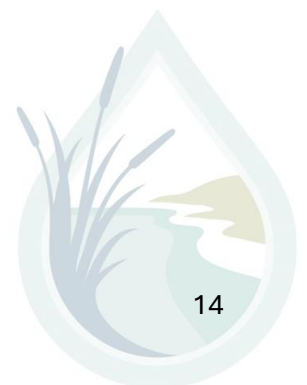
The criteria for determining the districtwide strategic initiatives will provide the reasoning behind the selection of strategic initiatives to staff, board members, and the community to build support and understanding and success for the initiatives.

## Key Strategic Issues Faced in the Next Five (5) Years

- External Customer Service and customer relations
- Completing ongoing Capacity and Condition Assessments
- Maintaining Wet Weather Capacity
- Staffing resource allocation, including knowledge capture and transfer
- Balancing affordability of rates with adequate funds for continued provision of service
- Maintaining compliance- Addressing new and changing regulations
- Emergency preparedness
- Asset management
- Changing technology
- Unfunded liabilities



- Data and records management and analysis (includes document mgmt.)
- Internal communication and coordination
- Maintaining a positive team culture



## Operational Excellence Timeline

The purpose of an operational excellence timeline is to provide a visual representation of the key milestones and activities that are required to achieve operational excellence within the District. It helps to create a clear roadmap for the implementation of improvement initiatives, which enables staff and constituents to understand the plan, the sequence of steps required, and the expected timeline for completion.

An operational excellence timeline also helps to identify critical dependencies and potential bottlenecks in the improvement process, enabling teams to take proactive measures to mitigate risks and address issues. Additionally, it provides a means for measuring progress and tracking the success of improvement initiatives, which is essential for ensuring that the District stays on track and achieves its desired outcomes. Lastly, the timeline is used to communicate progress to staff as it demonstrates the District’s commitment to continuous improvement.

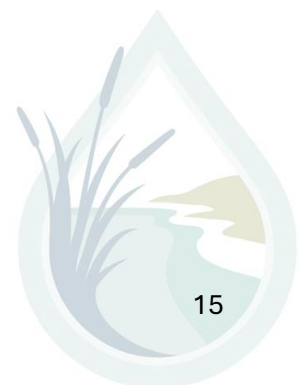
**Union Sanitary District**  
**Operational Excellence Timeline**

The Operational Excellence timeline includes the strategic initiatives and special projects at the District over the next 3 to 5 years.

Last updated: 09/04/2024

[Non-Construction Timeline](#)      [Construction Timeline](#)

[Details and Status Updates](#)      [Future Initiatives](#)



## Customer Perspective

### Service

The District’s goal is to provide reliable high-quality service by:

- Ensuring seamless customer communication by providing easy access to the District and connecting them with the right personnel to promptly address their service needs, whether through in-person interactions, emails, or the website.
- Responding promptly to customer complaints, including odor reports, to ensure concerns are addressed in a timely manner.
- Delivering services in compliance with all regulatory requirements and minimizing adverse impacts of District activities on customers.

The District prepares for emergencies by:

- Ensuring that equipment and processes are in place and regularly tested, and employees are well-prepared to handle various emergency scenarios.
- Establishing a streamlined process to activate and efficiently operate the Emergency Operations Center (EOC) when necessary.

### Stewardship

The District demonstrates responsible stewardship of District assets and the environment by:

- Ensuring assets are consistently maintained to provide sufficient capacity, prevent failures, and minimize service disruptions.
- Conducting outreach and education activities that deliver a cohesive and positive message, effectively targeting different audiences to strengthen the District’s branding.
- Distinguishing USD from other government agencies through outreach efforts that emphasize its vital role in environmental and health protection.
- Demonstrating commitment to conserving natural resources and safeguarding the environment

### Customer Objectives- Measures and Targets

Measure	Target
# of All Outreach Activities/Events Completed; including areas of: Community Events / Online Outreach, Business, Schools, Civic	Target Set Annually
% of service calls responded to within 1 hour	≥95%
Average time to customer contact	Track and Report
Initial response time to contact USD website inquiries (% within 3 business days)	≥90%
Average Response time of contact USD website inquiries (in days)	Track and Report
# of adverse impacts on customers that were caused by USD (non-SSO)	≤10
# of Emergency Preparedness Activities/Events Completed; including areas of: Drills, Training/Exercises (or Communication), Documents Updated	Target Set Annually

## Financial Perspective

### Fiscal Responsibility

The District ensures adequate funding for critical programs and projects, while maintaining comparable rates by:

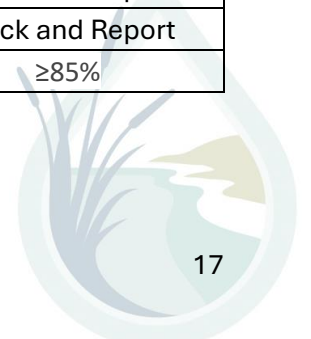
- Keeping rates as low as possible and regularly comparing with other agencies to gauge competitiveness.
- Ensuring sewer service charges are set to sufficiently fund operations and maximize value for customers.
- Setting appropriate Capacity Fees to fairly cover costs of capacity-enhancing projects.
- Actively pursuing alternative funding sources like grants and loans.

The District’s goal is to accurately projects and control costs by:

- Prioritizing long range forecasting and fiscal modeling.
- Supporting employees to include financial and ethical considerations when making decisions.
- Enhancing cost control by participating in regional projects and committees to gain financial benefits for the District.

### Financial Objectives- Measures and Targets

Measure	Target
Residential Sewer Service Charge (SSC) compared to other local agencies	Track and Report
\$ amount of current Union Sanitary District SSC, including the Regional and National Averages	Track and Report
Total Service Population Change	Track and Report
Total Parcels Served	Track and Report
Debt Coverage Ratio	1.5
PERS Funding Level and OPEB Funding Level	90-100%
% of Budgeted Operating Expenditures, Overtime Used, and Special Projects Expenditures	Various Targets
Chemical Usage: Ferrous Chloride, Hydrogen Peroxide, Hypochlorite, Polymer (Gravity Belt Thickener), and Polymer (Dewatering)	Various Targets
Energy Produced for Cogeneration and Solar	Track and Report
Total Electrical Usage	Track and Report
Plant Daily Flow (Average)	Track and Report
Influent and Effluent Total Suspended Solids	Track and Report
% Removal of Total Suspended Solids	≥85%



## Internal Process Perspective

---

### Planning

The District develops comprehensive plans to address long-term financial, project, and staffing requirements by:

- Utilizing the strategic plan to guide decision-making and achieve organizational goals.
- Developing Capacity and Condition Assessments to project future needs and mitigate unforeseen requirements or expenditures.
- Ensuring future workforce needs are met through succession planning.
- Incorporating considerations of operational impact and staff requirements into project planning.

### Environmental Protection

The District is focused on maintaining its' ability to meet current and future regulations by:

- Ensuring 100% compliance with permits and other regulatory requirements.
- Sustaining ample wet weather capacity to accommodate needs.
- Staying informed and prepared for changes in regulations and emerging pollutants.
- Strengthening the District's ability to comply with current and future regulations by actively engaging in regional projects and committees.

The District strives to implement projects and programs that benefit the environment by:

- Prioritizing natural resource conservation and minimize waste and pollutant
- Achieving measurable reductions in adverse environmental effects.

### Efficiency

The District continuously improves processes for optimal efficiency by:

- Regularly evaluating and enhancing processes to reduce costs while maintaining or enhancing the level of service.

The District leverages technology and resources efficiently to maintain and/or enhance level of service by:

- Utilizing technology and computer automation strategically to manage costs.
- Managing data, documents, and records efficiently to inform decisions.

### Asset Management

The District effectively manages and maintains assets and infrastructure by:

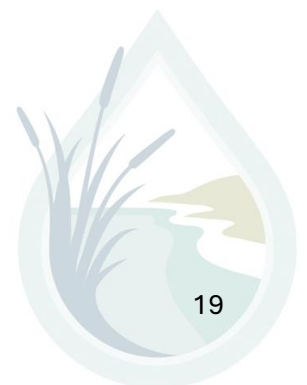
- Utilizing capacity and condition assessments to forecast future needs and prevent cost fluctuations.



- Ensuring assets are well-maintained to provide sufficient capacity, prevent failures, and minimize service disruptions.
- Conducting thorough assessments of District assets, optimizing life-cycle costs for maintenance and replacement.

### Internal Process Objectives- Measures and Targets

Measure	Target
% of Preventative and Proactive Maintenance Workorders Completed	≥60%
Total # of Urgent Responses (Plant)	Track and Report
Total # of Urgent Responses (Field)	Track and Report
% of Collection System Cleaned per Plan	100%
# of Category 1 Spills and 2/3/4 Spills	Various Targets
Settleability Performance: Sludge Volume Index (SVI)	100 - 150 mL/gal
Number of Days SVI Outside of Range	Track and Report
Districtwide Critical Projects on schedule	≥85
# of hours project points expended on District projects	Track and Report
# of projects that improve efficiency	Track and Report



## Employee Growth and Development Perspective

### Employees

The District strives to maintain a highly competent and adaptable workforce by:

- Strategically planning for an increasing number of retirements through long-term staffing.
- Encouraging the advancement of employees through “grow-our-own” approaches, including promoting from within and continuous investment in professional development.
- Aligning hiring, promotion, and training processes with a competency-based model.
- Ensuring job knowledge is efficiently captured and transferred among employees.
- Continuously enhancing employees' competence in their skills and their ability to train others.
- Encouraging employees to consider financial and ethical factors in their decision-making processes.

### Culture

The District fosters a collaborative employee-management relationship that encourages teamwork, new ideas, and continuous improvement, by:

- Actively seeking employee input in decision-making processes.
- Involving employees in various projects, committees, and task forces to promote collaboration.
- Addressing Union-Management issues collaboratively through Joint Labor Management Committees (JLMC) and during Memorandum of Understanding (MOU) contract negotiations.
- Recognizing employees for their valuable contributions and achievements.

### Safety

The District promotes a safety culture and minimizes accidents and injuries, by:

- Fostering a safe work environment where employees prioritize safety.
- Making continuous efforts to reduce the frequency and severity of accidents and injuries.

### Employee Growth and Development Objectives- Measures and Targets

Measure	Target
Employee Turnover Rate - Total and Non-retirement	Track and Report
% of employees completing training beyond District scheduled	≥80%
Average training hours per FTE per Work Group	≥20
% of employees participating in committees and/or taskforces (excludes management)	≥45%
# District-wide Employee Engagement Activities Completed (survey, training, events)	Track and Report

## Districtwide Strategic Initiatives

---

### New Strategic Initiatives

In response to the District's key strategic issues identified on page ten, over the next five (5) years District leaders and employees have identified the following list of initiatives.

#### **"Service Legacy: Preserving and Celebrating Customer Service Excellence"**

Memorialize the District's current internal and external customer service standards and commitment to exceptional customer service. This project aims to highlight the District's focus on its customers and ensure that high-quality customer service is consistently provided.

#### **"Mobile Ambassadors: Amplifying the Brand and Outreach through Vehicle Wraps"**

Implement a districtwide vehicle wrap program that maximizes its brand exposure and outreach efforts, while also providing important information to its customers about protecting the wastewater system. Staff will design and apply creative and visually engaging vehicle wraps on a fleet of district vehicles to act as "mobile ambassadors" for its brand and messaging. Wraps will include messaging about important practices, such as not flushing oils, fats, and grease down the drain, as well as other behaviors that can harm the wastewater system or be beneficial to the environment. This information will help educate customers and promote responsible behaviors that protect the environment and preserve the integrity of its the wastewater system.

#### **"Operational Continuity: Ensuring Business Resilience"**

Establish a comprehensive framework that enables the District to maintain business continuity in the face of any disruptive events. Staff will identify critical business processes and functions and develop plans to ensure their uninterrupted continuation, even during unexpected events. By establishing protocols for communication, resource allocation, and response, the District aims to minimize the impact of disruptions on its customers, employees, and stakeholders.

#### **"Asset Assurance: Enhancing Equipment Performance through Evaluation and Inspection"**

Perform ongoing equipment evaluation and inspection that ensures the continuous management of District assets. Staff will develop a systematic approach to regularly inspect and evaluate equipment to detect any performance issues, maintenance needs, or potential safety hazards. By doing so, the District aims to minimize equipment downtime, extend the life of assets, and optimize their performance. This enables continuous monitoring and maintenance of equipment, reduces costs, and improves safety and reliability.

**"Streamline to Succeed: Selecting and Implementing an ERP Program to Improve the District's Operations"**

Select and implement a new Enterprise Resource Program (ERP) to replace the District's outdated, no longer supported financial, budget and accounting software. The new system will integrate and streamline financial, procurement, and human resources operations into one centralized system. This program will involve a comprehensive needs assessment to identify the District's specific requirements, a review of available ERP solutions, and a thorough selection process to choose the best-fit ERP program for the District.

**"Data Oasis: Establishing a Central Repository for Efficient and Secure District-wide Data Storage"**

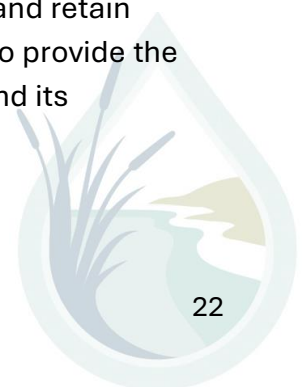
Evaluate possible capabilities for a more efficient data storage platform that serves as a central repository for all the District's information management needs. This platform will enable the District to store, manage, and access data more efficiently and securely, and will help to establish a more streamlined data management process. The solution will utilize natural language processing, machine learning, and other AI technologies to identify key information, extract insights, and generate easy-to-understand summaries.

**"Preventive Maintenance 2.0: Improving Work Order Distribution and Tracking for Better Infrastructure Management"**

Review and optimize the District's current preventive maintenance program by rebalancing work orders and redistributing workloads to better address the increased construction and infrastructure growth. This project will focus on enhancing the District's work order management system to provide efficient and effective preventive maintenance services.

**"Building The Future: Developing a Comprehensive Internship Program for District Departments and Operators"**

Implement comprehensive programs that provide opportunities for students to gain valuable work experience in various district departments. The program will help to attract and retain talented individuals who are interested in a career in public service, and it will also provide the District with a pipeline of potential employees who are familiar with the District and its operations.



### **"Preparing for Tomorrow: Developing a Strategic Workforce Plan for Succession"**

Through collaboration between management and staff, including long-term staffing, adopt a comprehensive succession planning program. This will ensure the District has the necessary talent and skills to meet its operational needs now and in the future. The program will help identify and develop key personnel who can fill critical roles in the District and minimize the impact of potential turnover. By proactively identifying and developing internal talent, the District will be better prepared to meet the challenges of a dynamic and rapidly changing environment and ensure the leadership and technical expertise needed to continue providing high-quality services to its customers.

### **"Engineered for Success: Programmatic Training and Development Programs to Enhance Employee Skills and Expertise"**

Establish comprehensive training programs for the District's diverse job roles to enhance their skills, knowledge, and expertise. The project will center on identifying the specific skills and competencies required for individuals to thrive in their respective positions and devising tailored training plans to fulfill those requirements. These will include technical proficiency, leadership development, project coordination, effective communication, and other pertinent areas identified through thorough needs assessments. By offering focused and personalized training and development opportunities, the District will equip the employees with the necessary tools and support they need to deliver exceptional services to customers and contribute significantly to ongoing success.

### **"Strengthening District Culture: Through Team Structure and Collaboration"**

Maintain and strengthen the District culture by promoting collaboration, communication, and commitment to teams. The framework includes accountability by utilizing clear charters, service level agreements, the level of team's guide to decision-making, the StarPoint program, and ensure consistent service delivery.

### **Current Strategic Initiatives**

The District also continues to focus on previously identified strategic initiatives from its previous strategic plan.

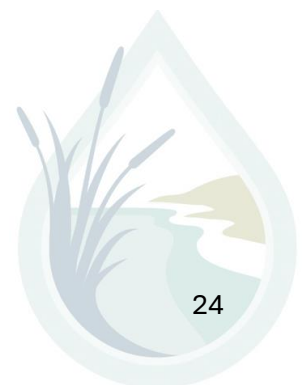
- Regional Workforce Development
- Funding for ETSU and Capital projects
- Updating Financial model



- GM Presentation for Staff
- Rebranding Initiative
- Document & Records Management System
- Hansen Preventative Maintenance (PM) Project
- Lab TNI Program Development
- Several capital improvement projects (CIP) and studies (See page 20)
- Enhanced treatment and site upgrade (ETSU) projects (See page 21)

To review the previous strategic plan and initiatives, visit:

[https://www.unionsanitary.com/images/USD\\_Strategic\\_Plan\\_FY19\\_to\\_FY22.pdf](https://www.unionsanitary.com/images/USD_Strategic_Plan_FY19_to_FY22.pdf)



## Union Sanitary District Capital Improvement Projects

The 20-year District Capital Improvement Project (CIP) plan provides a long-term roadmap for the development, maintenance, and improvement of the District's infrastructure and facilities. The plan outlines the major projects and initiatives that the District plans to undertake over the next two decades, including upgrades to existing facilities, the construction of new infrastructure, and the replacement of aging equipment.

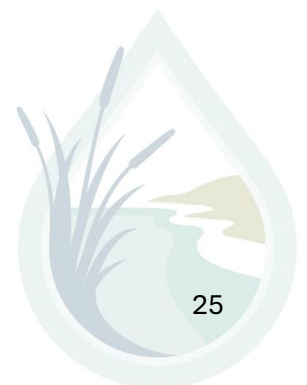
The plan serves several important purposes, including:

1. **Ensuring the efficient use of resources:** By planning for major infrastructure and facility projects, the District can allocate its resources in a more strategic manner, ensuring that capital investments are made in a way that maximizes their impact and benefits.
2. **Maintaining the quality of service:** The plan helps ensure that the District's infrastructure and facilities are maintained at a high level of quality, which is critical for providing reliable and effective wastewater services to the community.
3. **Preparing for future growth and changes:** The plan helps the District anticipate and prepare for future growth and changes in the community, such as population growth, changes in technology, and evolving regulatory requirements.
4. **Ensuring financial sustainability:** The plan helps the District ensure that its capital investments are made in a financially sustainable manner, considering the costs of construction, operation, and maintenance over the long term.

The District's CIP plan ensures that its infrastructure and facilities are developed and maintained in a way that supports their mission, meets the needs of the community, and is financially sustainable.

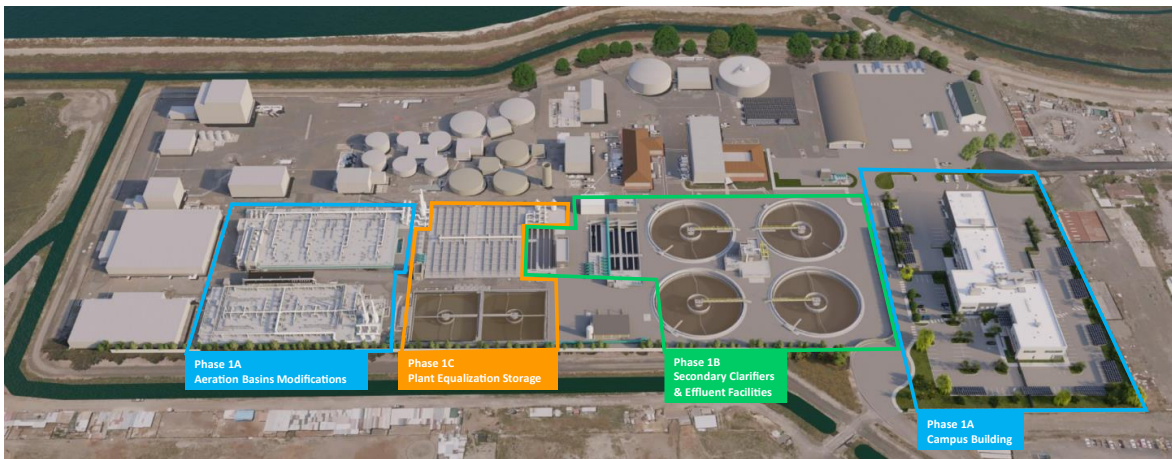
Current CIP initiatives:

- Standby Power Generation System Upgrade
- Forcemain Condition Assessment
- Forcemain Corrosion Repairs
- Alvarado Basin Capacity and Condition Assessment
- Plant Miscellaneous Improvements
- Pump Station Chemical System Improvements
- WAS Thickener Replacement
- Forcemain Stabilization at Alameda Creek
- Digester Efficiency Study
- Co-Digestion Feasibility Study

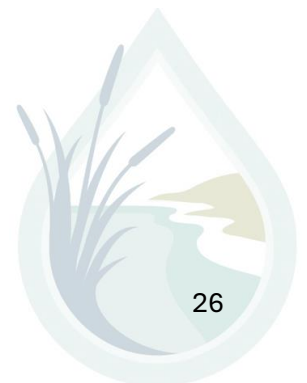


## Enhanced Treatment and Site Upgrade

The largest capital improvement program in USD’s history is underway at the Union City wastewater treatment facility. The District’s Enhanced Treatment and Site Upgrade (ETSU) Program Phase 1 projects began construction in late 2021, launching a program that will support the next 40 years of reliable and cost-effective service to the Tri-Cities. The projects will renew and replace aging infrastructure, improve water quality in the San Francisco Bay through enhanced wastewater treatment processes and nutrient removal, and increase the facility’s resiliency to extreme wet-weather events and climate change.



For more details about ETSU and to see a “flyover” video demonstrating the planned improvements visit: <https://www.unionsanitary.com/about-us/etsu>



## Plans, Compliance, and Regulatory Drivers

---

### Sewer System Management Plan (SSMP)

The Collections Service work group maintains the Sewer System Management Plan (SSMP), which requires audits every three years and updates every six years. The plan must address eleven elements that include information on: procedures for the management, operation, and maintenance of the sanitary sewer system to ensure that it is functioning properly and effectively.

- **Regular inspections:** Sewer lines and manholes are inspected regularly to identify any damage or blockages that could affect the flow of wastewater to the treatment plant.
- **Cleaning:** Sewer lines and manholes are cleaned regularly to remove any accumulated debris or sludge that could cause blockages or other problems.
- **Repairs:** Any damage or defects identified during inspections or cleaning are repaired as quickly as possible to prevent further damage or problems.
- **Odor control:** Systems are put in place to minimize odor emissions from the sewer system and the wastewater treatment plant.
- **Monitoring and reporting:** Sewer service maintenance plans may include monitoring and reporting requirements to ensure that the plan is being implemented effectively and that any necessary adjustments can be made as needed.

For more information and to view the full list of required plan elements, please visit: [SSMP-2023.pdf](#)

### National Pollutant Discharge Elimination System (NPDES)

The National Pollutant Discharge Elimination System (NPDES) permit is a permit issued by the United States Environmental Protection Agency (EPA) that regulates and controls the discharge of pollutants from point sources into waters of the United States. The permit is required under the Clean Water Act.

The NPDES permit sets limits on the amount and types of pollutants that can be discharged into surface waters, including rivers, lakes, and streams, to protect water quality and ensure that the receiving water body can support its designated uses. The permit also requires the permit holder to monitor and report on their discharge activities, and to take corrective action if necessary to ensure compliance with permit limits.

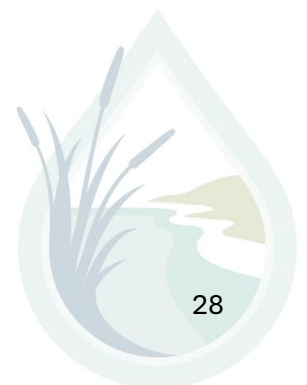
The District maintains operating permits in compliance with NPDES that is reevaluated every five years.



### Information Technology Master Plan

The District's Information Technology (IT) Master Plan is a comprehensive strategy that outlines its approach to technology and information management. The plan provides a roadmap for the acquisition, deployment, and maintenance of technology infrastructure, as well as the management of data and other critical information assets. The multi-year plan is updated periodically to reflect changes in technology, business needs, and other factors.

Disaster recovery and business continuity planning is a critical component of any IT Master Plan. This involves the development of a plan to ensure that the District's critical systems and data can be recovered and restored quickly in the event of a disaster or disruption.



## Union Sanitary District Resources

---

We invite you to learn more about District by reviewing the following resources:

About Union Sanitary District: <https://www.unionsanitary.com/about-us>

Board of Directors: <https://www.unionsanitary.com/about-us/board-of-directors>

Previous Strategic Plan and Performance Report: <https://www.unionsanitary.com/about-us/about-us/mission-facts-history>

Capital Improvement Projects: <https://www.unionsanitary.com/about-us/usd-construction-projects>

Enhanced Treatment and Site Upgrade: <https://www.unionsanitary.com/about-us/etsu>

Virtual Plant Tour: <https://unionsanitary.ca.gov/residents/public-education/plant-tour-video>

Financial Information: <https://www.unionsanitary.com/about-us/financial-information>

Sewer Service Management Plan: [SSMP-2023.pdf](#)

Information for Residents: <https://www.unionsanitary.com/residents>

Information for Businesses: <https://www.unionsanitary.com/businesses>

Pretreatment Program: <https://www.unionsanitary.com/businesses/pretreatment-program>

Careers at Union Sanitary District: <https://www.unionsanitary.com/about-us/careers-at-usd>

