



CENTRAL SAN
CENTRAL CONTRA COSTA
SANITARY DISTRICT

FY 2023-24

STRATEGIC PLAN ANNUAL REPORT

**Achievements in fulfilling
the Goals of the
FY 2022-24 Strategic Plan**

MESSAGE FROM THE GENERAL MANAGER

At the end of FY 2023-24, we closed out our two-year strategic plan which spanned FY 2022-24. The Strategic Plan set forth seven Goals to guide Central San in fulfilling its Mission, Vision, and Values. I am pleased to report that we have honored these values and have achieved successes in executing the Strategic Plan. We continued to provide the highest level of customer service, while keeping the safety of our customers and employees at the forefront.

Today's uncertainties require us to be resilient, adaptable, and sensitive to our customers' needs. Each challenge has amplified our call to innovate our operations and be a positive force in our industry and community through leadership, partnership, and action.

As we look toward our FY 2024-26 Strategic Plan, Central San seeks the best ways to serve and engage our customers and stakeholders; promote environmentalism and sustainability; value and grow our people; maintain financial stability and transparency; maintain and replace aging infrastructure; and optimize our operations to be efficient and nimble.

This can all be done thanks to our skilled employees, who are dedicated to making us the industry leader and world-class organization we are today. They have continually risen to the call to think of the most optimal ways to utilize our resources. We, in turn, are committed to being a preferred employer so we can continue to attract, develop, and retain the best talent, and it is our goal to continue to foster a diverse, inclusive, and equitable working environment where they can thrive.

In addition to our staff, I would like to recognize our Board of Directors for providing the vision, resources, and support necessary to achieve our goals and respond to challenges. We are excited to take on the next two years, will carefully continue to uphold our high standards of exceptional customer service, responsible rates, and reliability.

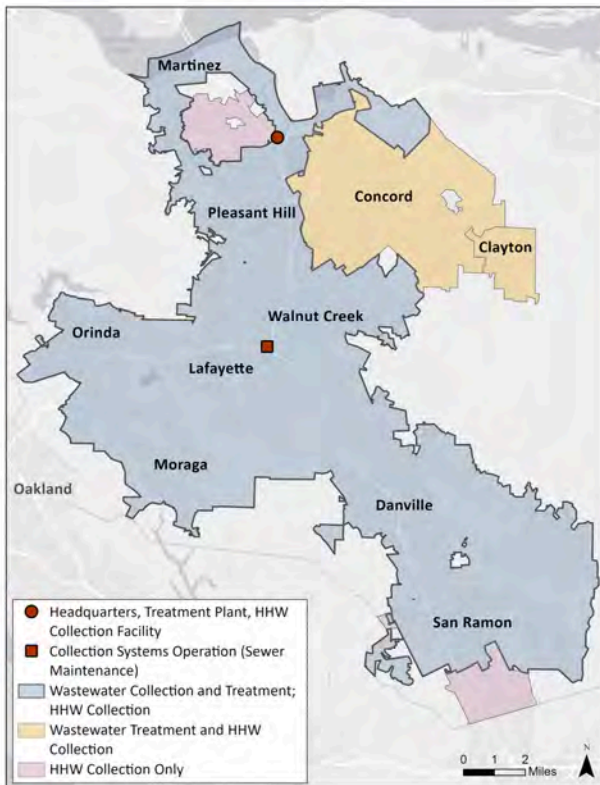


Roger S. Bailey

GENERAL MANAGER

ABOUT CENTRAL SAN

Central San is a special district which was established in 1946. It is headquartered in Martinez, California, and is proud to serve its communities with wastewater collection and treatment, household hazardous waste collection, and recycled water distribution services. Central San has 302 budgeted full-time employees led by a General Manager, 2 Deputy General Managers, 13 Division Managers, and 1 Internal Auditor.



VALUES

VALUES

Our core values guide our daily decisions and how we fulfill our mission, vision, and goals.

CUSTOMER SERVICE

We are responsive to our customers, and we deliver on our commitment to provide safe, reliable, and cost-efficient services.

EMPLOYEES

We empower our employees to do their best work.

INTEGRITY

We hold ourselves accountable to a high standard of honesty, reliability, and transparency.

INNOVATION

We continuously improve and optimize our operations.

ENVIRONMENTAL SUSTAINABILITY

We conduct our business to safeguard and improve our planet.

DIVERSITY, EQUITY, AND INCLUSION

We value people of all backgrounds, cultures, and perspectives, and we are committed to the principles of equity and inclusion.

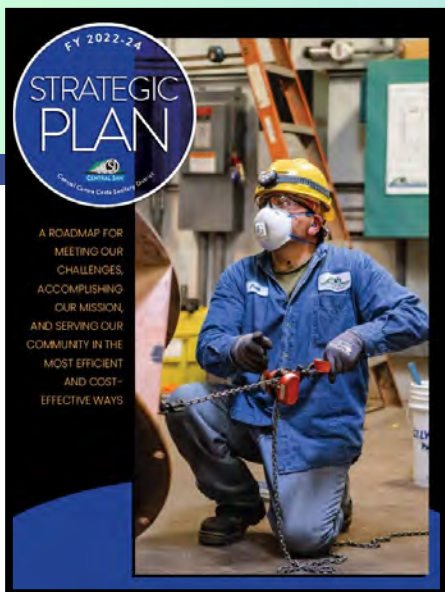
MISSION AND VISION

MISSION

To protect public health and the environment

VISION

To be an innovative industry leader in environmental stewardship and sustainability, while delivering exceptional service at responsible rates



STRATEGIC PLAN



GOALS

are the foundation of the Strategic Plan. They are set by the Board to identify Central San's priorities.



STRATEGIES

outline Central San's approach to achieve its Goals, overcome its challenges, accomplish its mission, and meet the community's needs in the best possible ways.



INITIATIVES

describe the actions to enact the Strategies.



KEY SUCCESS MEASURES

provide examples of tasks that further the Initiatives.



KEY METRICS

set targets, track progress, and evaluate performance.

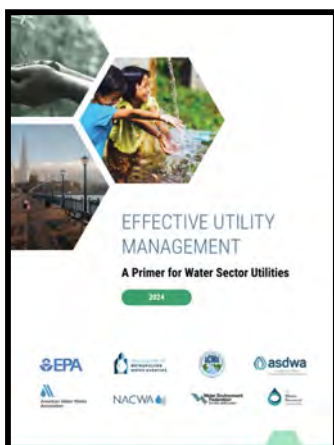
STRATEGIC PLANNING

The Strategic Plans establish policy direction, outline core commitments, focus initiatives, and track performance with key performance metrics.

Central San develops its Strategic Plans on a two-year cycle, while **tracking progress quarterly** and **producing reports annually**.



FY 2023-24 represents the **second half of the FY 2022-24 Strategic Plan**. Central San has adopted a **FY 2024-26 Plan** with updated Mission, Vision, Values, and Goals.



EFFECTIVE UTILITY MANAGEMENT

Since the development of the FYs 2016-18 Strategic Plan, staff has used the Effective Utility Management (EUM) model as a tool to identify practices and procedures to improve operations and move toward continued sustainability. The EUM framework was originally developed in 2007 by the American Water Works Association, U.S. Environmental Protection Agency, and nine other association partners representing the U.S. water and wastewater sector. It consists of 10 attributes that provide succinct focus areas for effectively managed utilities and what they should strive to achieve.

MAJOR ACCOMPLISHMENTS



- Oversaw approximately **56,137 visits** to the Household Hazardous Waste Collection Facility (HHWCF), Reuse Room, and Residential Recycled Water Fill Station
- Received a **95% customer satisfaction rating** for the Walnut Creek, Phase 16 Sewer Renovations project.
- Launched **“Go with the Flow”** public outreach bike tours with an interactive online map which educates the community about Central San’s wastewater system.
- Operated a new **Recreational Vehicle (RV) Wastewater Receiving Station** pilot program.
- Achieved the National Association of Clean Water Agencies (NACWA) Peak Performance Platinum Award, marking **26 consecutive years of 100% compliance** with Central San’s National Pollutant Discharge Elimination System (NPDES) Permit.

- Served **24,101** students through education programs.
- Maintained one of the highest **service reliability** ratings in the state.
- Distributed **218 million gallons** of recycled water to customers.
- Negotiated and implemented **3.75%** cost of living adjustment effective April 18, 2024, reflective of FY 2022-23 and FY 2023-24 inflation.
- Developed **Diversity, Equity, and Inclusion Strategic Framework Executive Summary and Inclusion Model** draft documents.
- Earned the Government Finance Officers Association (GFOA) **Certificate of Achievement for Excellence in Financial Reporting** for the 23rd consecutive year for the prior year’s ACFR (FY 21-22).
- Received the GFOA **Distinguished Budget Presentation Award** for the sixth consecutive year for the FY 23-24 budget.
- Submitted three projects for **federal funding/grants**.
- Facilitated annual **internal audit workshop** with the Board.
- Renovated the **steam and aeration blower operational process** to increase reliability during energy outages.
- Began piloting **Aquasight Apollo dashboard** for real-time monitoring of plant processes.
- Pilot tested **Membrane Aerated Biofilm Reactor (MABR)** technology to help Central San meet potential future nutrient regulatory limits while reducing capital investments for new treatment tankage and equipment.





CUSTOMER AND COMMUNITY

Provide Exceptional Customer Service

Strategic Accomplishments

Strategy 1 – Deliver High-Quality Customer Service

Central San continues to operate customer-facing programs, serve the residents and businesses in our area, and elevate our profile within the community.

- Oversaw approximately **56,137 visits** to the Household Hazardous Waste Collection Facility (HHWCF), Reuse Room, and Residential Recycled Water Fill Station by residents, small businesses, retail partners, and fill station users.
 - ◇ Served **32,304 customers** dropping off waste
 - ◇ Collected **1,892,680 pounds** of HHW
 - ◇ Gave away **262,644 pounds** of reusable products
 - ◇ Collected **1,929 pounds** of pharmaceuticals
- Responded to **260 customer service phone calls** for the collection system.
- Received **high customer satisfaction ratings** for construction projects:
 - ◇ Martinez, Phase 7 - **80%**
 - ◇ Walnut Creek, Phase 16 - **95%**
 - ◇ Danville, Phase 4 - **73%**
- Met with businesses ahead of **Walnut Creek Locust Street** project.
- Provided **community outreach for 11 construction projects** throughout the service area.
- Staff continues to **coordinate** pipeline replacement with cities, the county, and other utilities to lessen construction impacts to neighborhoods.
- Completed **urgent sewer replacements** to lessen impacts to the public and residents in Tappan Terrace and Lake Cascade in Orinda.
- Hosted 2024 **Central San Academy** with 68 signups and 43 attendees.
- Launched **“Go with the Flow”** public outreach bike tours with an interactive website map which educates the community about Central San’s wastewater system.
- Hosted facilities tours, speaking events, and community presentations for **1,016 participants**.



Strategy 2 – Promote Initiatives to Advance Affordable and Equitable Access to Services

Central San launched and continued several programs to assist our customers and promote our services.

- Operated a new **Recreational Vehicle (RV) Wastewater Receiving Station** as a three-year pilot at no-charge for customers, to encourage customers to properly dispose of RV waste.
- Extended **Septic to Sewer (S2S) Financing Program** pilot for an additional three years.
 - ◇ The program provides financing to encourage existing single-family houses on septic systems to connect to existing Central San nearby sewer mains adjacent to their parcels. Seven residential agreements were signed in FY 2024-25 with 29 in total completed, since the program commenced.

- Created a **Sewer Lateral Replacement Financing Program** as a three-year pilot, to encourage both commercial and residential customers to reduce inflow and infiltration through single family houses connected to sewer mains.
 - ◊ Nine residential agreements have been signed, plus one more signed in FY 2024-25. Staff is in active discussions with several property owners regarding additional residential parcels.
- Installed **181 updated maintenance access covers**, which increase awareness of Central San and its services to the community.
- Promoted the **Low-Income Household Water Assistance Program** via customer newsletters, social media, and our website. The program will be expanded to provide funding for low-income customers for current bills in addition to arrearages.
- Continued to offer “free” recycled water for residential landscape irrigation use through the **Residential Recycled Water Fill Station Program**, and “free” recycled water up to 100,000 gallons per year for commercial uses through the **Commercial Recycled Water Truck Fill Program**.
- Mailed **Central San Home Guide** to approximately 154,000 customers. The guide includes a variety of important information on private sewer laterals, overflow protection devices, hiring a sewer contractor, easements, and accessory dwelling units, as well as HHW and other services we provide.
- Retained consultant for study to explore the issues involved with a **potential consolidation** with Mt. View Sanitary District, which could result in lower rates for customers of both utilities.



Strategy 3 – Build Neighborhood and Industry Relationships

Many staff members are active participants and presenters in industry organizations and water/wastewater peer groups, and Central San often hosts meetings and trainings to enhance relationships, increase visibility in the community, and collaborate with stakeholders.



Central San staff regularly present at industry group meetings and conferences

- Held two **Sewer Summit Workshops** for water and wastewater sister agencies in Contra Costa County.
- Hosted various in-person **Bay Area Clean Water Agencies (BACWA) meetings**, including for the Asset Management Committee, Joint Permits and Laboratory Committee, and Executive Board Meeting.
- Hosted an in-person California Water Environment Association (CWEA) San Francisco Bay Section (SFBS) **Laboratory Committee meeting** with participants representing 12 sister agencies.
- Hosted **WaterReuse Northern California Chapter** meetings.
- Hosted delegations from **Denver Metro Water and Orange County Sanitation District** for treatment plant and equipment system tours.
- Hosted and presented at **Environmental Systems Research Institute (Esri) Northern CA Water User Group Meeting**.
- Staff presented “Building Central San’s Next Generation Web Geographic Information Systems & Asset Management Systems with Adobe ColdFusion” at **Adobe ColdFusion Summit**.
- Multiple staff panelists presented on industry leading asset management practices, reliability, and work execution processes at the **International Maintenance Conference**.



CUSTOMER AND COMMUNITY

Provide Exceptional Customer Service

Strategic Accomplishments

- Collaborated with **Contra Costa Transportation Authority** to initiate a joint project to relocate a ½ mile section of the 84-inch A-Line Sewer to expand the Interstate 680/Highway 4 freeway interchange.
- Welcomed over 30 representatives of the **U.S. Environmental Protection Agency and state regulators**, including the San Francisco Bay Regional Water Quality Control Board, for a National Pollutant Discharge Elimination System (NPDES) Technical Inspector Workshop.
 - ◊ Participants in the two-day training included both new and experienced inspectors, who received hands-on practice in conducting NPDES field inspections.
- Participated in and hosted an industry group completing a **Wipes Collection Study**.
 - ◊ The group consisted of Kennedy Jenks, California Association of Sanitation Agencies (CASA), Association of Nonwoven Fabrics Industry, and Responsible Flushing Alliance personnel, as well as representatives from Proctor & Gamble and Kimberly-Clark.
- Participated in sample collection to advance the **wastewater-based epidemiology** model for COVID-19 and other pathogens of interest.
- Completed the “**Microplastics - Removal Across the Treatment Plant**” sampling project in collaboration with the Southern California Coastal Water Research Project Authority and the Ocean Protection Council to advance the science of microplastics in wastewater.
- Participated on the **Institute for Sustainable Infrastructure Envision Review Board and American Water Works Association (AWWA) panel** on using the Envision Sustainable Infrastructure Framework to Transform our Water Future.
- Risk Management Administrator was selected as the next **President of the Bay Area Chapter of the Public Agency Risk Management Association** and serves on the **Steering Committee of the Water Leadership Group**, a water agency risk management team that identifies new and emerging risks to the sector and shares strategies to manage or reduce the effects of such risks.

A SAMPLING OF OUR RECOGNITION AND AWARDS

- CWEA SFBS Community Engagement and Outreach Program of the Year – **Beauty Without Waste: Maintenance Access Cover Beautification Project**
- CWEA SFBS - Andy Stametelos Special Service Award to **Blake Brown**
- BACWA Arleen Navarret Biennial Award honoring emerging leaders in the BACWA community – Award to **Blake Brown**
- California Association of Public Information Officials EPIC Award – **Maintenance Access Cover Beautification Project**
- **Excellence in IT Practices Award** from Municipal Information Systems Association of California - Central San is one of only 27 agencies and eight special districts statewide this year to receive this highest-level award. This is the seventh year in a row that Central San has won this award.
- CWEA Community Engagement and Outreach Program of the Year - Film Festival Public Education Award for **Disappearing Act!**
- CWEA Community Engagement and Outreach Program of the Year - Film Festival Training Award for **Headworks Screening Removal System**
- 29th Annual Academy of Interactive and Visual Arts - Communicator Award of Distinction for Youth Audience Video category for **Disappearing Act!**



Metric	Target	Performance
Average onsite response time for collection system emergency calls, during working hours	≤30 minutes	27 minutes
Average onsite response time for collection system emergency calls, after hours	≤40 minutes	33 minutes
Average customer service rating for emergency calls	≥3.8 out of 4.0	3.94 out of 4.0
Average customer satisfaction rating on construction projects	≥95%	85%
Average customer satisfaction rating on permit counter interactions	≥95%	100%
Sewer Service Charge affordability (Environmental Protection Agency Lowest Quintile Residential Indicator)	<2% (or lower than High Impact)	<2%
Participants in public tours and presentations	≥500	1,106
Participants in Central San Academy	≥35	43
Awards or recognitions achieved	≥10	10

Legend (applies to all Key Metrics tables in the report)	
Target met	Performance met or exceeded the target
Work in progress/ Stretch goal	Performance fell short of the target, possibly because <ul style="list-style-type: none"> • Current and past performance is not within reach of the target, and/or • Performance is affected by circumstances beyond Central San's control



ENVIRONMENTAL STEWARDSHIP

Strive to Meet Regulatory Requirements, Promote Sustainability,
and Identify and Reduce Contributions to Climate Change and Mitigate its Impacts
Strategic Accomplishments

Strategy 1 — Achieve Compliance in All Regulations

Central San continues to meet regulations through preventive maintenance, proactive collaboration and communication with regulators and industry groups, construction of capital projects to address future regulations, and legislative advocacy.

- Achieved **26th** year of continuous compliance with all NPDES treatment plant permit requirements governing the discharge of treated effluent to San Francisco Bay. Central San's success streak is the **longest** of any wastewater utility in California and tied for **9th** in the nation.
- Met new California **Environmental Laboratory Accreditation Program (ELAP)** accreditation standard, (TNI-2).
- Completed **16,996** work orders on schedule **99.53%** of the time, to clean pipes and reduce overflows.
- Completed **1,147** pretreatment inspections and **931** stormwater inspections, meeting all inspection goals.
- Processed and addressed corrective actions for **230** recycled water customer self-monitoring inspection reports, meeting Title 22 inspection requirements.
- Developed a **Fleet Electrification Strategic Plan** to ensure compliance with California's Advanced Clean Fleets Regulation.
- Submitted Solids Handling Facility Improvements - Phase 1A State Revolving Fund (SRF) post award package for **\$173.1 million**. Construction Notice to Proceed has been issued and work has started.
- Began construction of **Aeration Basins Diffuser Replacement, Phase 1**, with half the basins scheduled to be retrofitted by end of summer 2025. When complete, the expected energy savings will be 1.7 Mwhr per year (equivalent to 4,000 metric tons of CO₂). This project will help prepare to meet future discharge limitations.
- Began exploration of **regional solids handling alternative**, which would involve upsizing or adding additional Fluidized Bed Incinerators to handle solids from other treatment plants for a fee.
- Staff participated in and assumed leadership roles in various **committees and boards**, including in BACWA, CASA, and WateReuse committees; San Francisco Estuary Institute; Regional Nutrient Management Steering Committee; Consumer Product Safety Commission Legislative Committee; and National Sustainable Agriculture Coalition Legislative Committee.
- Board took positions on **key priority legislation**.
- Shared advocacy information, PFAS, nutrients, and Pollution Prevention (P2) **outreach** in the *Pipeline* community newsletter, speaker's bureau activities, Central San's website, and social media.
- Pursued **policy efforts** at the state and federal level that addressed PFAS; fats, oils, and grease; and microplastics; and promoted pollution prevention, producer responsibility, and proper wipes labeling.



Staff collaborated with Air District inspectors on cogeneration emissions testing to ensure proper operation to meet air regulations



Strategy 2 – Educate on Pollution Prevention (P2) and Environmental Protection

Central San shares information to help our customers help us protect public health and the environment, and we provide support to P2 events to celebrate the champions in our community.

- Promoted **P2 Week** and tips via social media, the *Pipeline*, and commercials on CCTV and Rossmoor TV.
- Shared holiday-themed **FOG tips** via the *Pipeline* and social media, and aired over 800 commercials on cable TV, Rossmoor TV, and local CCTV channels.
- Aired over **1,200** Wipes Clog Pipes commercials on cable TV and streaming.
- Created a **PFAS awareness video** for social media to serve our P2 goals.
- Served over **20,000 students** with our science-based curriculum for elementary through high schools.
- Assisted with planning for Sustainable Contra Costa's 15th Annual **Leadership in Sustainability Awards Gala** and recognition of Central San's 2023 Pollution Prevention Award Winners.

Strategy 3 – Be a Partner in Regional Development of Local Water Supply

In addition to its daily management of its Zone 1 and Commercial Truck Fill Programs, Central San continues to pursue its visionary approach toward the expansion of recycled water usage through customer requests and partnerships with fellow water/wastewater agencies.

- Continued exploring **partnerships** with Contra Costa Water District (CCWD), Santa Clara Valley Water District (Valley Water) and San Francisco Public Utilities Commission to advance the Refinery Recycled Water Exchange Project.
- Participated in a **joint meeting** with CCWD, Valley Water and the United States Bureau of Reclamation to explore ways to promote greater use of recycled water.
- Supported the completion of EBMUD's evaluation of potential recycled water projects with Central San.
 - ◊ In addition to recommending pursuit of a long-term agreement for the DERWA raw wastewater diversion, two **potable reuse project scenarios** are moving forward for further consideration in EBMUD's Recycled Water Strategic Plan update currently underway.
- Continued to make available **wastewater flows to DERWA** (Dublin San Ramon Services District—East Bay Municipal Utility District Recycled Water Authority) for use in their recycled water program and started discussions on making the project a long-term arrangement.





ENVIRONMENTAL STEWARDSHIP

Strive to Meet Regulatory Requirements, Promote Sustainability, and Identify and Reduce Contributions to Climate Change and Mitigate its Impacts
Strategic Accomplishments

Strategy 4 – Identify and Advance Sustainability Initiatives, Including Reducing Energy Usage and Emissions

Through big projects and small, Central San – including its newly refounded Green Team – pursues ways to become a more sustainable and energy-efficient organization.



- Finished construction of a **2.16-megawatt solar energy project**, under a power purchase agreement with REC Solar, LLC., that exceeds the cost-effectiveness criteria in Central San's Energy Policy.
- Continued work on the **ultraviolet (UV) facility replacement** that will address disinfection improvements, energy savings and improved wet weather hydraulics. Final Design has progressed to 60%, including a new task to look at wet weather bypass alternatives and review of the design to date for reliability centered design. There will be an expected energy savings of 1.3 MWhr per year (equivalent to 1,000 metric tons of CO₂).
- Released a Request for Proposal for the **Energy Management Planning and Pre-Design Project**, which will consider a portfolio of future energy sources and technologies to meet future demands and assist in greenhouse gas (GHG) reduction.
- Continued working with **PG&E RAPIDS** program on energy efficiency opportunities.
- Continued to **replace and retrofit lighting** with LEDs in partnership with EcoGreen and PG&E.
- Installed **new waste bins** in various locations to facilitate proper disposal and achieve higher solid waste recycling rates within Central San's operation.
- Completed **Green Business recertification** for Central San's Vehicle Maintenance Shop.
- Central San qualified for **Green Certification**.
- Implemented **Terracycle** pilot project for diverting snack and personal protective equipment waste from the landfill.
- **Reduced waste and costs** through adjustments to Central San's coffee making setups across the operation.
- Completed an **Earth Month Recycling Challenge** for sauce packets.
- Sponsored a Central San **Swap Meet**.
- **Green janitorial and maintenance reliability operations supplies** are now part of the Materials Services inventory.

Metric	Target	Performance
National Pollutant Discharge Elimination System (NPDES) compliance	0 violations	0 violations
Recycled Water Title 22 compliance	0 violations	0 violations
Title V compliance	0 violations	1 violation
Regulatory Title V work orders completed on time	100%	99%
Anthropogenic GHG emissions	≤25,000 metric tons (MT) CO ₂ e	Met CY 2023 target
Sanitary sewer overflows	≤1.3 spills per 100 miles of pipeline	0.58 spills per 100 miles of pipeline
Spills to public water	≤1	1
Spills greater than 500 gallons	≤3	1
Sanitary sewer overflows resulting from construction work	0	0
Annual Environmental Compliance Inspections and permitting completed on time	100%	100%
HHW management compliance	0 violations	0 violations
Students served by education programs	≥6,000	24,101
Gallons of recycled water distributed to external customers	≥240 million gallons	217.6 million gallons*
Electricity produced by co-generation using natural gas	≥18 million kWh	22.0 million kWh
Solar power produced at Collection System Operations (CSO) and HHW Facility	≥220,000 kWh	283,000 kWh
kWh of solar power produced by a new solar array near the treatment plant campus	≥2.5 million kWh	PG&E will interconnect the array to the power grid in 2025

* The wet winter may have contributed to lower recycled water demands from customers.



Strategy 1 – Recruit from a Diverse Pool of Qualified Applicants

Central San has a long-standing tradition of developing the wastewater workforce through the programs we host for students and recent graduates, and through our ongoing coordination with other agencies and various organizations to support development of the regional workforce.

- Central San hosted its fourth **Externship Program** in 2024. We presented to **45** students and recent graduates, representing 19 schools, about careers in wastewater. For one day, 16 externs—along with some of Central San’s new employees— took an in-person tour of our facilities, which was livestreamed for our virtual participants. This year, we began accepting high school students to the program and were joined by three high school students.



Externs joined us for an on-site tour of our staff and facilities, followed by three days of virtual presentations

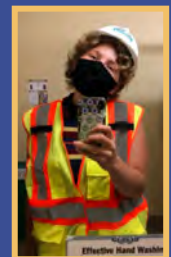
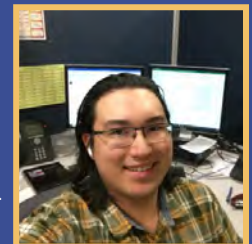
- Staff continues to attend **job fairs** and work with **BAYWORK**, a consortium of water/wastewater agencies devoted to workforce development, to develop a talent pipeline.
- Staff representing our internship and externship programs met with **Cal Maritime Academy** to promote our offerings and answer questions.

CONTINUING TO ATTRACT THE BEST AND BRIGHTEST

For the first time in over 15 years, Central San **adjusted its interns’ and summer students’ salary** to remain competitive and attract high-quality applicants.

Our intern and summer student programs benefit Central San, the students, our community, and our industry by providing an opportunity for students to explore a chosen career field and gain hands-on experience, all while providing meaningful service to the community.

The program is an integral part of our talent pipeline, helping to build a robust wastewater workforce for the future, while offering well-paying jobs for students and recent grads. Many former interns are now full-time employees of Central San, while others have gone on to other exciting careers in the field.





BUILDING A TALENT PIPELINE

Central San hosted a tour of our treatment plant for **40 high school students from John Swett High School** who were taking industrial maintenance and construction classes.

After the tour, the students heard from a panel of Central San staff and had a chance to ask in-depth questions during round table discussions. The event provided students with an opportunity to learn about the value of our industry and the variety of career paths available in wastewater treatment.



Strategy 2 — Engage Employees and Conduct Labor Relations in a Transparent, Effective, and Collaborative Environment

Because our employees are our greatest asset, Central San invests in ways to promote employee engagement, celebrate achievements, and maintain good relationships with our bargaining units.

- Held an **Employee Appreciation Event** and **Innovations Fair** to recognize employees.
- Configured **Oracle Celebrate module** to potentially use as the platform for a new peer-to-peer recognition program which will allow Central San'sers to publicly thank one another for specific, job-related actions that demonstrate Central San's Values.
- Continued to meet with Local One and Management Support / Confidential Group **Labor Management Committees** quarterly and track action items for completion.
- Employee newsletter received 2024 **EPIC Award in Internal Communications** from California Association of Public Information Officials.
- Updated the **San Central** intranet site with a more streamlined, user-friendly look to increase employee engagement and awareness of what is going on at Central San. The new design incorporates a rotating banner and a scrolling text feed to highlight current news and events, as well as readily accessible links to the most frequently searched pages and information.





ENGAGING OUR EMPLOYEES, AND THE CHILDREN IN THEIR LIVES

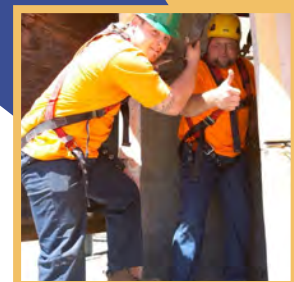
At our annual Bring a Child to Work Day, our employees brought 140 children of all ages to enjoy plant tours, CSO trucks, lab experiments, a scavenger hunt, arts and crafts, games, tattoos, a photo booth, a bake sale, and more. Not only does this event teach our youth about pollution prevention; it also gets them excited about careers in wastewater, and helps them understand what their loved ones do for a living.



Strategy 3 – Retain Skilled Workers by Investing in Resources and Opportunities for All Employees to Grow and Thrive

Central San offers benefits and leadership opportunities for employees at every stage of their career, from programs developed and administered in house, to readily sending staff to conferences and trainings on a regular basis.

- Negotiated and implemented 3.75% **cost of living adjustment** for employees, reflective of FY 2022-23 and FY 2023-24 inflation.
- Launched the fifth cycle of the **BOOST Mentorship Program** with four mentees and mentor pairings.
- Concluded the fourth **Management Academy** with 22 graduates, including participants from sister agencies, plus 2 honorary graduates (support staff who attended the sessions).
- Kicked off the fourth **Supervisory Academy** with 26 participants.
- Continued the **Job Shadowing Program** with three participants.
- Completed the **Leadership Speaker Series** on various topics to the leadership team.
- Continued to offer **HR @ Your Service** trainings.
- Created and started hiring staff for **limited duration positions** and rotating employees to different divisions.
- Configured and tested **Oracle performance management module** in advance of rolling out updated and improved performance appraisal forms.
- Wellness Committee held **Cake Walks** to bring staff together and encourage them to get active and use the on-site walk/run trails.



TRAINING VAULT

A new CSO **Training Vault** provides hands-on training using tools in the Rodding, Hydro, CCTV, and Locating sections. The training vault helps staff learn, repeat, and master sewer maintenance best practices in a controlled environment.

With this interactive training module, staff learns everything from safety protocols to advanced cleaning techniques without the risk of real-world accidents. The vault contributes to delivering first-class sewer maintenance, continuing our exceptional reputation and client satisfaction, all while operating safely and efficiently.



Strategy 4 – Foster a Culture of Diversity, Equity, and Inclusion (DEI)

In FY 2023-24, Central San made great strides in developing its DEI program. The DEI Task Force, comprised of volunteers from across the organization, developed guiding documents and hosted educational events, and Central San appointed a DEI Officer who is now in charge of leading the program internally.

- Developed **DEI Strategic Framework Executive Summary and Inclusion Model draft documents**. The DEI Action Plan will be used to inform conversations with leadership to develop practical approaches.
- Launched internal **DEI communications campaign** including employee newsletter and intranet features and resources.
- Hosted several **talks with wastewater leaders** from other agencies on DEI-related topics.





WORKFORCE DIVERSITY AND DEVELOPMENT

Recruit, educate, empower, and retain a workforce from diverse backgrounds
Strategic Accomplishments

Metric	Target	Performance
Average time to fill vacancy (from request to hire)	≤60 days	48 days
Turnover rate	≤6.5%	1.1% (including retirees) 0.7% (excluding retirees)
Average annual training hours per employee (external and internal training)	≥15 hours	23.51
Completion of annual performance evaluations	100%	92.4%
Temporary modified duty provided (Return to Work Program)	≥95% of recordable injuries	100%
Internal promotions (excludes entry-level positions)	≥25%	42.3%
Formal grievances processed	0	0
Participation in annual Wellness Expo	+≥10% each year	*

*Wellness-at-work facilitator terminated its services unexpectedly.
The Expo was cancelled and staff is determining the path forward.

**Strategy 1 – Promote and Uphold Ethical Behavior, Openness, and Accessibility**

Central San conducts its business with transparency and integrity.

- Coordinated biennial review of existing Board policies and facilitated amendments to **14 Board policies**.
- Kept **website** updated with latest Board content.
- Continued to develop tools for **accurate and timely financial reports**, including completing a consulting engagement for an Oracle Health Assessment.
- Launched a new **financial report** to monitor spend on on-call/blanket agreements as well as multi-year agreements using a CPA (contractual purchase agreement) in Oracle.

Strategy 2 – Encourage and Facilitate Public Participation

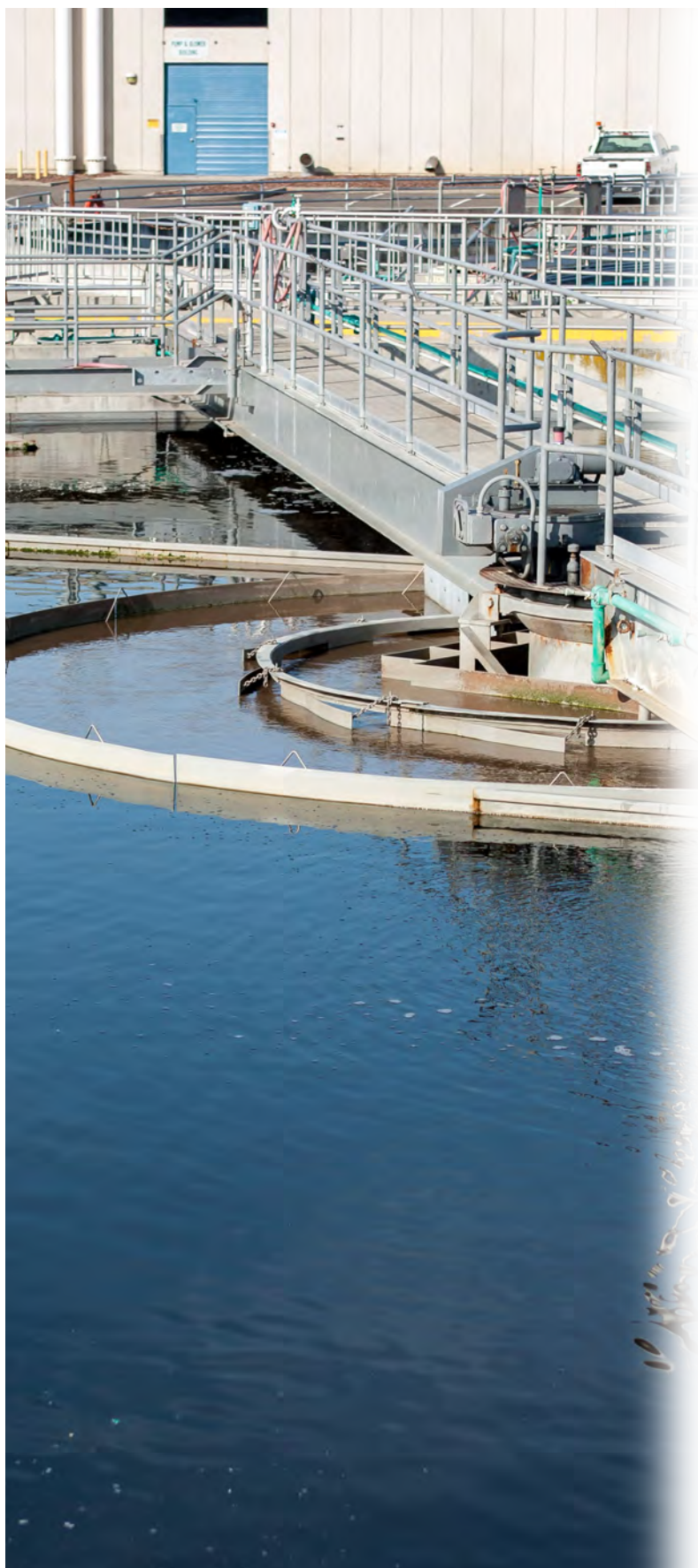
As a public agency, Central San encourages civic involvement and provides opportunities for our customers to make their voice heard on issues that are important to them.

- Conducted all Board meetings and committee meetings **virtually** to allow for more public participation in meetings.
- Promoted **Get out the Vote** messages via social media and the employee newsletter in advance of Primary Elections.
- Collaborated with Contra Costa County through social media, community events and meetings, and Central San's website to **promote public awareness** for local hazards and the 2024 Local Hazard Mitigation Plan update.
- Hosted numerous **outreach programs** to encourage the public to learn more about Central San, including the citizens' academy, bike tours, and treatment plant tours.

**Strategy 3 – Maintain Financial Stability and Sustainability**

With our ratepayers in mind, Central San makes prudent and sound financial decisions and is constantly evaluating current practices to ensure we are on track and making the best financial decisions for our agency.

- Developed and delivered a high-quality **Annual Comprehensive Financial Report (ACFR)** for FY 2022-23 with a clean audit opinion.
- Earned the **Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting** for the 23rd consecutive year for the prior year's ACFR (FY 2021-22).
- Developed and delivered a high-quality balanced FY 2024-25 **Budget** for Board adoption.
- Received the **GFOA Distinguished Budget Presentation Award** for the sixth consecutive year for the FY 2023-24 budget.
- Administered **\$173.1 million SRF loan** for Solids Phase 1A project.
- Met with State officials about the potential to expand the **\$2.47M Building Resilient Infrastructure and Communities (BRIC) grant** anticipated for the Walnut Creek/Grayson Creek Levee Rehab Project.
- Hired a consultant to help **pursue funding opportunities**.



- Submitted three projects for **federal funding/grants**, two of which have moved forward in federal budget process.
- Board adopted staff recommendation to contribute \$1M budgeted towards **pension pre-funding trust**, which will help mitigate poor pension trust performance in 2022.
- Formed a **joint powers authority (JPA) with Regional San** allowing Central San to issue revenue bonds (lower interest than certificates of participation (COPs)) without the need for the additional cost and time constraints associated with an election to approve said bonds.
- Completed first **“Finance @ Your Service” training series** for internal customers on key business processes overseen by the Finance Division (i.e., procurement, budget and project monitoring, procurement cards, etc.).
- Took steps towards the formation of an **in-house treasury function** including appointment of a bank and adoption of a resolution for leaving county treasury and appointment of treasurer.
- Submitted data to **AWWA Utility Benchmarking Survey**.
- Presented to and joined **AWWA Benchmarking Advisory Committee** to provide input on survey and build our benchmarking network.
- Produced and distributed a **statewide benchmarking survey** with the help of CASA.
- Received a **unanimous defense verdict** at trial for a meritless lawsuit filed in 2019.

GOVERNANCE AND FISCAL RESPONSIBILITY

Uphold integrity, transparency, and wise financial management
in an effective governing model

Performance in Key Metrics



Metric	Target	Performance
Compliance with Public Records Act requests on time	100%	100%
Board meeting videos posted online	100%	100%
Standard and Poor's (S&P) and Moody's Credit ratings	AAA/Aa1	AAA/Aa1
Debt service coverage ratio	≥2.0x	12.1x
Debt as a percentage of total assets	≤60%	12.5%
Debt financing of prior 10 years' CIP spending	≤60%	10.9%
Debt financing as a percentage of projected 10-year CIP	≤60%	23.1%*
Total revenue funded collection system CIP spending in past 10 years	≥100%	100%
Total revenue funded collection system spending in 10-year CIP (projection)	≥100%	100%
O&M reserves	≥41.7% of next year's budget	44.6%
Sewer Construction reserves	≥50% of next year's budget (non-debt financed)	322.4%
Operating expenditures as a percentage of Board-approved operating budget	90-100%	94.1%
Financial reports disseminated every month (summary) and quarter (full)	100%	100%
Reported material weaknesses or significant deficiencies in internal controls as part of annual financial audit	0	0
Average cost per overflow claim	≤\$25,000	\$44,304**
Purchasing requisitions completed within standard processing time	≥80%	90%

* (subject to change based on nutrients plan)

** \$5,151 without one claim costing >\$150,000



SAFETY AND SECURITY

Provide a safe, secure, and healthful workplace that foresees and addresses threats
Strategic Accomplishments

Strategy 1 – Reduce and Eliminate Risks of Injury or Illness

Central San ensures the safety of its employees and quickly acts on suggestions to make our workplace safer.

- Safety Committee held **annual joint meeting** and has held **monthly meetings**.
- Acted on all Safety Suggestions in **<45 days**.
- Continued to manage Central San's response to the **COVID-19** pandemic, including administering the COVID-19 Exposure Prevention Plan.
- Reintegrated **in person training sessions** including Fentanyl/Narcan, First Aid/CPR/AED, and Workplace Violence.
- Central San had **six recordable injuries**, resulting in 66 lost workdays and 350 restricted workdays.

Strategy 2 – Protect Personnel and Assets from Threats and Emergencies

With robust Enterprise Risk Management and Internal Audit programs, Central San takes a holistic look at risks and develops thorough plans to address them in a timely manner.

- Completed and issued 2023 **Miscellaneous Assets Review, Phase II** and 2023 **Capital Projects Design-only**.
- Facilitated annual **internal audit workshop** with the Board, which included presenting the Audit Plan for calendar year 2024.
 - ◊ Audit Plans are developed via Internal Audit's assessment of risk, with input from leadership and the Board.
- **Permitting project fieldwork** is nearing completion.
- Worked with a consultant to review and enhance the **security program** and develop project scopes to expand access control systems and harden certain facilities.
- Scoped high priority **Security Master Plan** items into capital projects for implementation.
- Replaced employee, temp, intern, onsite contactor **badges** with improved security capability and new design.

Strategy 3 – Understand and Reduce Impacts of Cybersecurity Attacks

In response to the growing threat of cyberattacks in our world, Central San took steps this year to advance its cybersecurity program – increasing training efforts and improving our security.

- Implemented various **cybersecurity measures** to improve endpoint and network security and address organization-wide workstation patching.
- Enhanced cybersecurity with **PhishER, Arctic Wolf, DarkTrace, and CrowdStrike**.
- Launched new **campaign** to underscore the important of training.
- Conducted **email campaigns** and offered instruction through quizzes and contests with shortened training windows of 10 minutes per month to increase staff participation.
- **Replaced end-of-life equipment** at CSO to increase network reliability and redundancy.





Metric	Target	Performance
Safety-prioritized work orders completed on time	100%	99%
Employee injury and illness lost time incident rate	≤3.3	2.3
Workers' compensation experience modifier	≤1.0	0.76
Days to implement approved Safety Suggestions	≤60	All Safety Suggestions are acted on in <45 days
Contractors/consultants in compliance with insurance requirements	≥70%	77%
Information system outages affecting normal business operations	100% uptime	98% uptime
Data backup and recovery	0 lost data	0 lost data
Employees trained in cybersecurity awareness	100%	68%



INFRASTRUCTURE RELIABILITY

Maintain facilities and equipment to be dependable, resilient, and long lasting
Strategic Accomplishments

Strategy 1 – Manage Assets Optimally

Using asset management technology and reliability-centered maintenance philosophy, Central San performs thousands of work orders a year to ensure our equipment runs smoothly and our assets have the longest possible lifecycles. Staff employs the latest diagnostic tools – including motion amplification technology and infrared detection – to catch problems before they happen and reduce downtime.

- Formalized **Condition Assessment Process** in Asset Management Plan.
- Began working with consultants on the **Odor Control Facility Plan Update** and **Secondary Clarifier Phase 1A projects**, and completed the existing equipment **condition assessment**.
 - ◊ These two projects will evaluate opportunities for process optimizations, improved performance, and reduced costs, while rehabilitating and replacing aging infrastructure.
- Completed **5,105** work orders.
- Completed **161** Planner Updates to work orders.
- Conducted demos of software for developing **Asset Health Indicator Requirements**.
- Added **service contracts** to computerized maintenance management system (CMMS) to track work orders.
- Piloted transferring the **pumping stations operations preventative maintenance work orders** to the CMMS on the San Ramon Pumping Station, with plans to pilot on three more pumping stations in FY 2024-25.
- Increased **accessibility** of Asset Management and Reliability Engineering information, including tracking Don't Just Fix It; Improve It (DJFI) initiatives, improving spares management, creating new workflows to the CMMS, adding job plans to GeoPortal, and creating links in GeoPortal to reliability analysis information and preventive and predictive maintenance program tasks based on asset identification.
- Continued Phase 4 of the **Sewer Structure Inventory** to include easement areas and private parcels. Previously completed review of accessible structures in public right of way for maintenance access hole and cleanout conditions, locations in bike lane, road type, and whether there are any structural issues needing immediate attention and recommending to CSO for review.



Strategy 2 – Execute Long-Term Capital Renewal and Replacement Program

Central San's capital program has ramped up the past few years with no signs of slowing down. This work is done to replace our aging infrastructure with newer, more efficient technologies such as new aeration blowers, and the work is supported by an ever-improving planning software infrastructure.

- Completed high-value and critical **facility improvements** at the treatment plant, including the Influent Pump Electrical Improvements and Return-Activated Sludge Piping Renovations.
- Initiated the construction of the **Solids Handling Facility Improvements - Phase 1A** to address dewatering, furnace, and air pollution control improvements.



Maintain facilities and equipment to be dependable, resilient, and long lasting

Strategic Accomplishments

- Initiated construction for three **pumping stations** in Martinez, with two consisting of new replacement facilities.
- Entered phase 2 of **Enterprise Performance Management (EPM)** capital budgeting implementation to improve EPM's planning capabilities and optimization of Oracle Project Management to meet project management needs of Project Managers.
 - ◊ EPM is being implemented for effective financial and project management of the capital program.
- Piloted **ProCore construction management software** through outside partners for potential purchase and implementation in our internal systems.
- Rolled out **tool to collect current year capital project projection data** in EPM, to be used to develop the FY 2024-25 Capital Improvement Budget.
- Seismically **retrofitted** the Laboratory building.
- Near completion of **Maintenance Reliability Center project design**; construction will start in FY 2024-25.
- Completed planning phase of **Substation 90 Project** to optimize the treatment plant 12,000-volt distribution system switching to improve redundancy/reliability and replace existing electrical transformers and switch-gear beyond useful life.
- Completed **high-speed fiber** implementation at pumping stations.
- Deployed new **virtual servers** on the operational technology network.
- Continued to work with the **Contra Costa Flood Control District** on a joint project to raise the Walnut Creek levee at the Treatment Plant.
- Kicked off design to **abandon 6,600 lineal feet** of the 39-inch Main Trunk No. 1, which has reached the end of its lifespan, as part of the Large Diameter Renovation Program.
 - ◊ To abandon the 39-inch Main Trunk No. 1, the design includes 3,900 lineal feet of new 8-inch sewers that will intercept flows from multiple points of connection along the 39-inch and reroute those flows to the nearby 78-inch A-Line and 102-inch Pleasant Hill Relief Interceptors.



STEAM AND AERATION BLOWER RENOVATIONS

This year, Central San renovated the steam and aeration blower operational process to increase reliability in the event the steam driven aeration turbines are unavailable. Central San installed three high speed (13,000 rpm) 1MW magnetic bearing electric blowers, providing firm aeration capacity, and demonstrating that a steam- driven blower and electric blower could operate in tandem.





INFRASTRUCTURE RELIABILITY

Maintain facilities and equipment to be dependable, resilient, and long lasting
Performance in Key Metrics

Metric	Target	Performance
Planned treatment plant preventative maintenance completed on time	≥90%	98%
Planned recycled water distribution system preventative maintenance completed on time	≥98%	100%
Planned collection system preventative maintenance completed on time	≥98%	99.53%
Pipeline cleaning quality assurance / quality control (QA/QC)	On ≥4% of pipelines cleaned on an annual basis	3.35%
Pipeline cleaning QA/QC passing rate	≥98%	96.61%
Pipeline inspected through Closed Circuit Television Program	10% inspected (150 miles)	11.47% (176 miles)
Uptime for vehicles	100%	100%
Miles of sewers replaced (focused on deteriorated small diameter pipelines)	≥6.0	3.5
Large diameter and force main condition assessment	≥3 miles	0.6 miles*
Average time to execute Engineering agreements from complete package submittal	≤2 weeks	5.51 business days
Contract renewals executed on time for uninterrupted service	100%	100%
Approved request-to-stock items entered in databases within 5 business days	100%	100%
Capital expenditures as a percentage of capital budgeted cash flow including carry forward	≥90%	61.7%**

* Contract awarded for 5-year inspection program to include Large Diameter, Siphon, and Force Mains to comprehensively inspect all of these three asset classes.

** While short of annual spend target of 90%, total FY 2023-24 spend of \$92.4M (draft/unaudited) exceeded year-end projected spend as predicted during FY 2024-25 Capital Improvement Budget development process, supporting capital spending plan assumptions used for latest Capital Improvement Plan development.



Strategy 1 – Leverage Data Analytics to Become a More Efficient Utility

Before artificial intelligence (AI) became as popular as it is today, Central San was already exploring the use of Big Data and AI to improve our decision-making capabilities and monitor our operations. This year, the work continued on assessing whether these technologies will be right for Central San.

- Released **Aquasight Apollo dashboard** for real-time monitoring of plant processes to treatment plant operations staff for full-scale piloting on solids dewatering and influent pumping. This will evaluate Apollo's ability to provide real-time performance insights to staff using machine learning and AI.
- Continued to develop **dashboards** for Treatment Plant Maintenance decision making.
- Completed **landing page** for Treatment Plant Maintenance related to Asset Condition Management, Work Execution Management, Reliability Engineering Management, and Asset Management.
- Modernized the permitting system and migrated it from the legacy SunGard system, which was dated and inefficient. **Oracle Permitting and Licensing (OPAL)**, which is a beta tested software, interfaces with our Oracle ERP. Central San is testing and helping Oracle improve its software for marketability and usability.
- Developed **18+ reports** for Finance, HR, and Purchasing.
- Rolled out **Oracle modules** for administrative asset tracking and contracts.
- Installed **smart Eaton variable frequency drives (VFDs)** and **Schneider motor control centers (MCCs)**, which are internally controlled by solid state processors and can link via ethernet versus hard-wiring.
- Migrated pump stations to a **new AT&T fiber network**.

Strategy 2 – Implement Organization-Wide Optimization

Central San maintains an Optimizations Program and employs an Operations Optimizations Division. Both efforts are dedicated to inspiring, tracking, and implementing innovative ideas – not just to our plant operations but also organization wide.

- Continued evaluating **secondary clarifier hydraulics capacity/process improvements** as part of the Secondary Clarifier and Channel Improvements Project. This could potentially increase wet weather capacity and improve effluent turbidity (i.e., clarity) to reduce UV and recycled water filtration costs, etc.
- Implemented the new environmental management system **Klir** to optimize tracking of permits as well as regulatory requirements and deadlines.
- Developed **Recycled Water Inspection mobile application** to conduct inventory of meter, valve, hydrant, and sampling station locations with photos.
- Began developing **energy optimization roadmap** to maximize value of existing equipment (cogen) and plan future investments while considering changes in demand from major capital projects and net zero initiative. This includes analyzing the potential impact of new nutrient removal facilities.
- Initiated design for **Secondary Clarifier Improvements Phase 1** to rehabilitate and replace aged equipment, optimize flow split, and evaluate hydraulic baffles to improve performance.
- Completed **condition assessment and performance testing** of existing clarifiers.
- Continued to explore the viability of a **steam turbine generator** to convert incineration waste-heat steam into electricity for plant use.
- Implemented **electronic scanning** to track HHWCF and residential recycled water fill station visitors.
- Developed charter for the **Information Technology Strategic Plan** governance and overseeing inventory of 12 projects.
- Completed Scope of Work and approved Project Charter for automating the Treatment **Plant Asset Hand-over Process** and tracking completion of key points along the workflow.

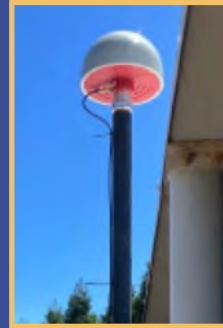


PERMANENT BASE STATION



A new, permanently mounted global positioning system (GPS) base station at CSO was installed and provides a more accurate and consistent reference point for land surveys, saving time previously required for control surveys.

The upgraded signal also allows the Survey team to work more effectively near large buildings and trees that can block GPS signals. The collaborative project was developed entirely in-house.



MEMBRANE AERATED BIOFILM REACTOR PILOT, PHASE 1

This year, Central San installed a Membrane Aerated Biofilm Reactor (MABR) pilot to help us meet potential future nutrient regulatory limits while reducing capital investments for new treatment tankage and equipment.

The project tests if nitrogen can be sufficiently removed using Central San's existing secondary treatment process and a novel treatment process intensification technology, MABR. Increasing the solids retention time (SRT) (i.e., the age and concentration of bacteria in the tank) would traditionally require new tankage to be constructed. The MABR could provide a place for nitrogen-removing bacteria to live without having to increase the SRT. Initial results have shown it is possible to remove nitrogen through the MABR intensification technology with mixed liquor from the existing secondary treatment process. If true, this could potentially help avoid hundreds of millions of dollars in the construction of new tanks. Instead, Central San could retrofit existing tankage to include this energy efficient technology. Phases 2 and 3 will test different pilot feed locations, and initial results are promising.





INNOVATION AND AGILITY

Optimize operations for continuous improvement, and remain flexible and adaptable
Strategic Accomplishments



- Completed **Oracle Supportability Assessment** review.
- Implemented Oracle's **Journeys module** for tracking assigned employee keys, badges, P-Cards, and mobile devices.
- Implemented the Oracle **Warehouse Management System**, which also included updating Warehouse labels with the latest barcode symbology QR codes. The barcode inventory program fully automates all issues, receipts, and inventory cycle counts.
- Drafted **Tertiary Membrane Filtration** business case evaluation.
- Presented "**Sustainable Membrane Performance for Refinery Reuse of Non-nitrified Wastewater**" at Water Environment Federation's Technical Exhibition and Conference.
- Implemented an interactive **In/Out Board** to communicate employees' availability and location, featuring a user-friendly interface for easy updates, real-time synchronization, and remote accessibility.

Strategy 3 – Be Adaptable, Resilient, and Responsive

Central San strives to be nimble in its operations and provide staff with the tools and empowerment to respond quickly to issues and continue operations uninterrupted.

- Developed, negotiated, and implemented the **Limited Duration Position Program** to assist with project-based peak workloads.
- Expanded **Treatment Plant Wi-Fi network**. Operations and Maintenance staff can now view real-time data while in the field.

Metric	Target	Performance
Projects initiated under Central San Smart	≥3	This metric has been assumed into the IT Strategic Plan
Reviews or pilot tests of new and promising technology	≥3	4
Research papers and findings presented	≥3 papers or presentations	3
Don't Just Fix It; Improve It (DJFI) work orders completed	≥25	23
Completed optimizations	≥20	34 (including 23 DJFIs)





ACFR	Annual Comprehensive Financial Report
AWWA	American Water Works Association
BACWA	Bay Area Clean Water Agencies
CASA	California Association of Sanitation Agencies
CCWD	Contra Costa Water District
CMMS	Computerized Maintenance Management System
CSO	Collection System Operations
CWEA	California Water Environment Association
DEI	Diversity, Equity, and Inclusion
DERWA	Dublin San Ramon Services District – East Bay Municipal Utility District Recycled Water Authority
DJFI	Don't Just Fix It; Improve It
EPM	Enterprise Performance Management
FY	Fiscal Year
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
HHW	Household Hazardous Waste
HHWCF	Household Hazardous Waste Collection Facility
M	Million
MABR	Membrane Aerated Biofilm Reactor
NPDES	National Pollutant Discharge Elimination System
P2	Pollution Prevention
RV	Recreational Vehicle
SFBS	San Francisco Bay Section
SRT	Solids Retention Time
SRF	State Revolving Fund
UV	Ultraviolet

