

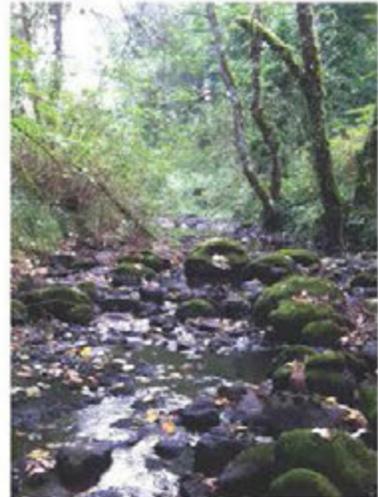
WATER ENVIRONMENT SERVICES

Strategic Plan 2015 Performance Clackamas

Clackamas County Service District No. 1

Tri-City Service District

Surface Water Management Agency of Clackamas County



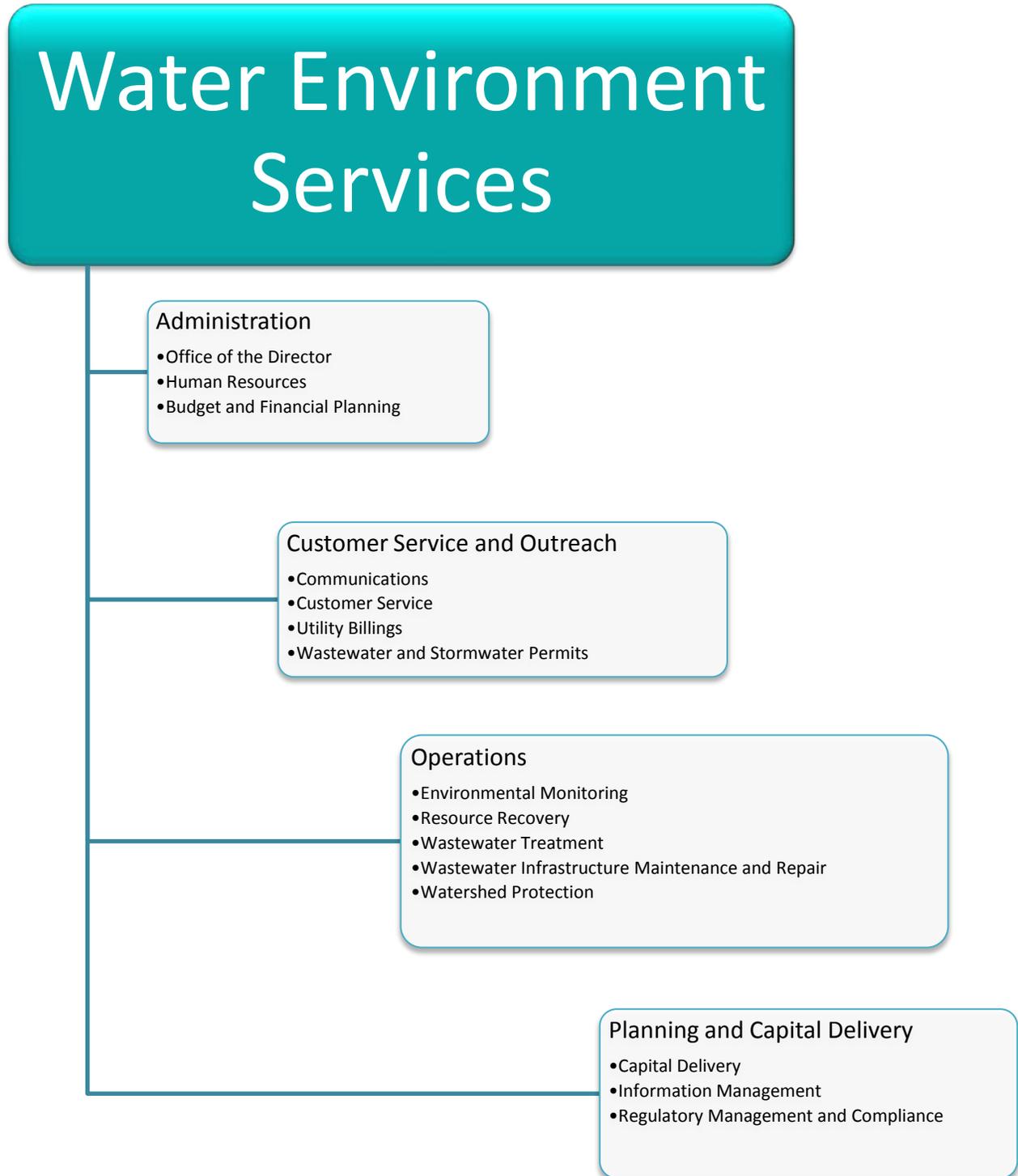
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Mission Statement

The mission of Water Environment Services is to provide resource recovery and watershed protection services to our community so they can live, work, and play in a healthy environment.



Issue Statements

1. The lack of a comprehensive Wastewater Master Plan will, if not addressed, result in:
 - a. A lack of clarity about where, when and what infrastructure we need to build in order to meet the region's Wastewater requirements for the next 20 years
 - b. The inability to project rates for customers
 - c. Facilities that are operated and developed in a short-sighted and piecemeal way
 - d. A lack of credibility as a well-managed utility
 - e. Missed opportunities for economies of scale cost savings through co-investment by the Districts
 - f. Missed revenue generation opportunities

2. A continued lack of strategic planning, management, and tracking of WES' assets, if not addressed, will result in:
 - a. Premature failure of equipment and systems
 - b. Inability to build an accurate and compelling business case required to address our scheduled asset replacement
 - c. A high cost, failure-based, replacement schedule leading to increased rates for users
 - d. An increased risk of failure of infrastructures, e.g. Clean Water Act Permit violations, road shutdowns due to pipe failures, flooding and back-ups, etc.

3. The complexity of the Districts' governance structures and decision making, if not addressed, will continue to result in:
 - a. Truncated strategic vision due to lack of collaboration
 - b. Missed opportunities to take advantage of economies of scale
 - c. Duplicative, stranded and incomplete projects and investments
 - d. Greater opportunities for conflict between the BCC and Stakeholders
 - e. Missed opportunities for regulatory consolidation
 - f. Potential competing interests and/or conflicts between the Districts
 - g. Restrictions on new development

4. The perception by some customers that WES is untrustworthy and unresponsive will, if not addressed, continue to result in:
 - a. Damaged relationships and reputation
 - b. Loss of public and user support for projects and initiatives
 - c. Time wasted in responding to one-off information requests, public records request, etc.

5. The increasingly restrictive federal and state regulations governing Wastewater and Stormwater services present technological and financial challenges which, if not proactively addressed, will:
 - a. Disrupt operations
 - b. Limit business and community growth

- c. Increase costs to the customer
 - d. Lead to missed opportunities for lower cost solutions
6. A lack of a consistent direction and clear understanding throughout the organization of WES's priorities will, if not addressed, result in:
- a. Unclear and/or ever-changing work priorities
 - b. Lack of customer understanding and support of the organization's priorities
 - c. Disengaged, mistrustful, and risk-averse employees
 - d. Work environment that is fractured and employees feeling unsupported
 - e. Lack of knowledge transfer to the next generation of WES employees
 - f. Loss of WES's highly skilled workforce and difficulties in future recruitment efforts

Strategic Results

COMPREHENSIVE PLAN – Aligns with Issues 1, 2, 3, 5 & 6

WES will provide the Wastewater and Stormwater infrastructure necessary to support partner communities and economic development over the next 20 years evidenced by:

- *By June 2016, Clackamas County will have a Comprehensive Plan in place that will achieve sewer improvements and funding to support the expected regional 20-year growth horizon.*
 - *Capital Planning and Delivery*
- *By end of fiscal year 2017/2018 and year-over-year thereafter, WES will provide its partner communities the wastewater infrastructure capacity required to support 5 years of projected growth.*
 - *Capital Planning and Delivery*
- *By end of fiscal year 2017/2018, decision makers will have available an inventory, condition assessment and risk-based management strategy for the wastewater infrastructure.*
 - *Information Management*
- *By end of fiscal year 2017/2018, WES will establish a rate setting strategy that ensures no more than a 10% rate increase in any given year.*
 - *Budget and Financial Planning*

DECISIONS – Aligns with Issues 1, 3, 5, & 6

Customers will benefit from well informed and efficiency-minded decisions regarding wastewater infrastructures as evidenced by:

- *By end of fiscal year 2017/2018, WES' priorities and policy recommendations will reflect optimum economies of scale, defined as lowest rate per user per district to achieve the 20 year Comprehensive Plan.*
 - *Capital Delivery*
 - *Budget and Financial Planning*

- *By end of fiscal year 2016/2017, a decision will be made regarding the governance and/or co-investment strategy for the Tri-City and CCSD#1 districts, which will allow for each district to benefit from the maximum practical economy of scale.*
 - *Office of the Director*

CONTINUING OPERATIONS/UTILITY MANAGEMENT – Aligns with Issues 2, 4 & 6

WES customers will continue to benefit from a well managed utility as evidenced by:

- [NACWA Peak Performance](#) Gold Award recognition.
 - Wastewater Treatment
- Zero time loss accidents.
 - Wastewater Treatment
- 15% annual reduction in infrastructure failures resulting in property damage or interruptions of service to businesses.
 - Wastewater Infrastructure Maintenance and Repair
 - Watershed Protection
- By end of fiscal year 2017/2018, employees will experience a work culture in which employees have the opportunity to provide feedback that is taken seriously by the organization.
 - Office of the Director
- By end of fiscal year 2017/2018, all WES employees will know what is expected of them and be evaluated consistent with annual work plans aligned to the Strategic Business Plan.
 - Human Resources
- By end of fiscal year 2018/2019, employee engagement will have increased by 15% as measured by survey.
 - Office of the Director

CUSTOMER EXPERIENCE – Aligns with Issues 3 & 4

By end of fiscal year 2018/2019, WES customers understand, feel connected and support WES and the services they receive as evidenced by:

- 90% of survey respondents say they had a positive customer service experience.
 - Customer Service
- 70% of customers respond that they understand and support the priorities set forth in the Comprehensive Plan.
 - Communications
- 100% of Advisory and Budget Committee Members report they receive the information they need to make recommendations and decisions on substantive issues.
 - Office of the Director

Lines of Business

Administration

The purpose of the Administration Line of Business is to provide administrative, human resources, and budgetary services to department employees, and advisory and budget committee members, so they can provide effective, well managed services and information to members of communities served by WES.

Programs:

- Budget and Financial Planning Program
- Human Resources
- Office of the Director

Key Results:

- By end of fiscal year 2017/2018, WES will establish a rate setting strategy that ensures no more than a 10% rate increase in any given year. (Budget and Financial Planning)
- By end of fiscal year 2017/2018, employees know what is expected of them and be evaluated consistent with annual work plans aligned to the Strategic Business Plan. (Human Resources)
- By end of fiscal year 2016/2017, a decision will be made regarding the governance and/or co-investment strategy for the Tri-City and CCSD#1 districts, which allow for each district to benefit from the maximum practical economy of scale. (Office of the Director)

Customer Service and Outreach

The purpose of the Customer Service and Outreach Line of Business is to provide wastewater and stormwater permitting, billing, customer response, and communication services to ratepayers and developers so they can obtain and retain access to WES's systems and be aware of their impact on water quality and the value of their investment.

Programs:

- Communications
- Customer Service
- Utility Billings
- Wastewater and Stormwater Permits

Key Results:

- 60% of surveyed members of communities served by WES are aware of their impact on water quality. (Communications)
- 75% of customers say they had a positive customer service experience. (Customer Service)
- 99% of customers are billed appropriately. (Utility Billing)
- 90% of inspected businesses are in compliance with discharge rules. (Wastewater and Stormwater Permits)

Operations

The purpose of the Operations Line of Business is to provide treatment, resource recovery and protection services to ratepayers so they can have properly functioning infrastructure that supports healthy waterways and a vibrant economy.

Programs:

- Environmental Monitoring
- Resource Recovery
- Wastewater Treatment
- Wastewater Infrastructure Maintenance and Repair
- Watershed Protection

Key Results:

- 100% of samples collected, analyzed, interpreted, and reported on schedule. (Environmental Monitoring)
- 50% of recovered solids recycled. (Resource Recovery)
- [NACWA Peak Performance](#) Gold Award recognition. (Wastewater Treatment)
- Zero time loss accidents. (Wastewater Treatment)
- 90% of maintenance performed that is preventative versus corrective. (Wastewater Infrastructure Maintenance and Repair)
- 50% of district streams are healthy. (Watershed Protection)

Planning and Capital Delivery

The purpose of the Planning and Capital Delivery Line of Business is to provide strategy, analysis, projection, and new infrastructure services to District ratepayers and decision makers so they can make well-informed decisions leading to timely and cost-effective infrastructure.

Programs:

- Capital Delivery
- Information Management
- Regulatory Management & Compliance

Key Results:

- By June 2016, Clackamas County will have a Comprehensive Plan in place that will achieve sewer improvements and funding to support the expected regional 20-year growth horizon. (Capital Delivery)
- By end of fiscal year 2017/2018 and year-over-year thereafter, WES will provide its partner communities the wastewater infrastructure capacity required to support a minimum of 5 years of projected growth. (Capital Delivery)
- By end of fiscal year 2017/2018, decision makers will have available an inventory, condition assessment and risk-based management strategy for the Districts' wastewater infrastructure. (Information Management)
- 100% of compliance strategy measures are fully implemented. (Regulatory Management and Compliance)

Program Details

Administration Line of Business

Budget and Financial Planning Program

Purpose Statement

The purpose of the Budget Program is to provide accurate and timely financial support, analysis, projection, and rate proposal services to WES employees, decision makers, advisory committees and the public so they have the necessary resources to achieve strategic results and provide input on how district resources are generated, allocated and used.

Results

- Quarterly budget to actual reports are distributed within 3 weeks of quarter's close.
- By end of fiscal year 2017/2018, WES will establish a rate setting strategy that ensures no more than a 10% rate increase in any given year.
- By end of fiscal year 2017/2018, WES' priorities and policy recommendations will reflect optimum economies of scale, defined as lowest rate per user per district to achieve the 20 year Comprehensive Plan.
- Financial projections are within 10% of actual, over the preceding five year period.
- Budget varies from actual expenditures less than 15%.

Outputs/Demands

3 economic growth analyses reports provided/expected
42 district and program budgets completed/expected
4 budget to actual reports completed/expected

Efficiencies

Program expenditures for budget development per total department budget
Program expenditures per district budget produced

Services

Program and District Budgets	Cost Allocations
Budget Books	Financial projections
Budget Committee Coordinations	District Financial reports
Cost recovery models	Financial analysis
Bond rating reports	Audit reports
Debt capacity reports	Cash Flow Reports
Debt Issuances	Rate models
Debt leveling plans	Rate and Fee Schedules
Public Notices	Economic Growth Analysis Reports
Budget to Actuals Reports	

Human Resources Program

Purpose Statement

The purpose of the Human Resources program is to provide personnel support and analysis to department employees, supervisors, and managers so they can maintain a safe environment, support employees and high functioning teams.

Results

- By end of fiscal year 2017/2018, all WES employees will know what is expected of them and be evaluated consistent with annual work plans aligned to the Strategic Business Plan.
- 90% of scheduled annual reviews are completed within 1-month of employees' anniversary dates.
- By end of fiscal year 2017/2018, employees will experience a work culture in which employees have the opportunity to provide feedback that is taken seriously by the organization.
- 80% of all WES employees surveyed have a clear understanding of WES' priorities.
- By end of fiscal year 2017/2018, deficiencies noted during safety inspections will be reduced by 50%.

Outputs/Demands

100 annual reviews completed/expected
100 annual work plans provided/expected
20 safety inspections provided/expected

Efficiencies

Total program expenditures per employee trained
Total program expenditures per employee

Services

Policy Recommendations	Onboarding Plans
Labor Contracts	Accident Reports
Merit Increase Approvals	Annual Reviews
Qualified Personnel	Annual work plans
Trainings	Survey Coordinations
Succession Plans	Records
Insurance Claims	Safe Workplaces
Staffing Plans	Safety Inspections
Personnel Action Approvals	Safety Trainings
Leadership 360 evaluations	Safety Incentive Programs

Office of the Director Program

Purpose Statement

The purpose of the Office of the Director Program is to provide leadership, outreach, information and analysis to department employees, advisory and budget committee members and other county departments so they can understand, support and trust the resource recovery and watershed protection services provided by WES to create a healthy environment for those who live, work and play in our community.

Results

- By end of fiscal year 2016/2017, a decision will be made regarding the governance and/or co-investment strategy for the Tri-City and CCSD#1 districts, which will allow for each district to benefit from the maximum practical economy of scale.
- By end of fiscal year 2018/2019, employee engagement will have increased by 15% as measured by survey.
- 100% of Advisory and Budget Committee Members say they receive the information they need to make recommendations and decisions on substantive issues.

Outputs/Demands

34 advisory committee meetings held/expected

18 stakeholder presentations provided/expected

Efficiencies

Total program expenditures per total department operating budget

Services

Intergovernmental Agreements

Policy Analysis Reports

Board Presentations

Legal Consultations

Labor Management Partnerships

Coordination Meetings

Contract Reviews

Litigation Responses

Legal Memorandums

Settlement Agreements

Strategic Recommendations

Advisory Committee Coordinations

Stakeholders Presentations

Customer Service and Outreach Line of Business

Communications Program

Purpose Statement

The purpose of the Communications Program is to provide information and outreach services to the communities served by Water Environment Services so they can appreciate their impact on water quality and the value of their investment in resource recovery and watershed protection.

Results

- 60% of surveyed members of communities served by WES are aware of their impact on water quality.
- 60% of surveyed members of communities served by WES are aware of WES' resource recovery efforts.
- 70% of surveyed members of communities served by WES say they understand and support the priorities set forth in the Comprehensive Plan.

Outputs/Demands

12 community presentations provided/expected

500 public tour participants served/expected

20 student education events provided/expected

Efficiency

Program expenditures per community members directly contacted

Services

Bill Inserts

Communications Campaigns

Community Events Representations

Community Notifications

Community Outreach Materials

Industry Training Events

Customer Surveys

Downstream Newsletters

Outreach Meetings

Outreach Videos

Community Presentations

Press Releases

Public Tours

Radio Spots

Public Service Announcements

Social Media Postings

Student Education Events

Volunteer Events/Opportunities

Watershed Education Events

Website Content Updates

Customer Service Program

Purpose Statement

The purpose of the Customer Service Program is to provide individualized customer information, support and response services to ratepayers and developers so they can act on timely and complete information.

Results

- 75% of customers say they had a positive customer service experience.
- 75% of customers who contact WES say they feel valued.
- 95% of customer service requests are closed in the same month.

Outputs/Demands

10,000 telephone customer inquiry responses provided/requested

25 service requests entered/expected

25 development technical responses provided/expected

Efficiencies

Cost per service request

Cost per telephone customer inquiry response

Services

Customer Complaint Investigations

Development Technical Responses

Infrastructure Location Reports

In-office Customer Inquiry Responses

Service Request Status Updates

Telephone Customer Inquiry Responses

Website Customer Inquiry Responses

Utility Billing

Purpose Statement

The purpose of the Utility Billing program is to provide billing and account management services to rate payers so they can pay for the services they receive.

Results

- 90% of customers pay their bill on time.
- 99% of customers are billed appropriately.

Outputs/Demands

19,350 customer bills issued/expected

10,000 telephone payment receipts provided/expected

Efficiencies

Utility billing program cost per utility bill issued

Utility billings collected on time per program expenditure

Services

Assessment Billing

Customer Bills

Septage Hauler Bills

Hardship Discounts

Industrial Discharge Billings

Fee Collections

Customer Refunds

New Customer Packets

Property Tax Certifications

Account Openings

Account Closings

Account Transfers

Telephone Payment Receipts

Late Payment Notices

Account Status reports

Wastewater and Stormwater Permits

Purpose Statement

The purpose of the Wastewater and Stormwater Permits program is to provide permit consultations, reviews, and approval services to property owners, businesses, and developers so they can gain access to WES's systems in a timely fashion and appropriately discharge wastewater and stormwater.

Results

- 90% of inspected businesses are in compliance with discharge rules.
- 80% of single family dwelling permits in established subdivisions are approved within 3 business days.
- 90% of development review submittals are responded to within 15 days.

Outputs/Demands

490 equivalent dwelling units approved/expected

25 compliance inspections conducted/expected

Efficiency

Program expense per equivalent dwelling unit approved

Services

Annexation Application Decisions

Buffer Reviews

Building Permits

Rule Enforcement Actions

Compliance Inspections

Connection Permits

Customer Consultations

Design Standards Manuals

Development Plan Approvals

District Rules & Regulations

Easement Actions

Equivalent Dwelling Unit Approvals

Equivalent Service Unit Approvals

Erosion Control Permits

Historical Records Responses

Industrial Permits

Industrial Inspections

Industrial Surveys

Infrastructure Acceptances

Maintenance Agreements

Notice of Violations

Plan Reviews

Plat Approvals

Septic Pumper Dumps

Service Provider Letters

Sewer Plan Reviews

Stop Work Orders

Operations Line of Business

Environmental Monitoring Program

Purpose Statement

The purpose of the Environmental Monitoring Program is to provide sample collection, analyses, interpretation and reporting services to Water Environment Services employees and member communities so they can operate a healthy and efficient wastewater plant and know the extent to which local streams and rivers are fishable and swimmable.

Results

- 100% of samples collected, analyzed, interpreted and reported on schedule.
- 90% of quality control samples meeting industry standards.

Outputs/Demands

19,000 laboratory analyses conducted/expected

500 sample collections conducted/expected

Efficiencies

Program expenditure per laboratory analysis conducted

Program expenditure per sample collection

Services

Lab Accreditations

Stream Health Report Cards

Data Analysis Reports

Discharge Monitoring Reports

Discharge Quality Alerts

Flow Check Calibrations

Lab Procedures

Laboratory Analyses

Laboratory Reports

Monitoring Plans

Treatment Effectiveness Reports

Process Data Reports

Sample Collection Training Sessions

Sample Collections

Sample Receipts

Sampling Schedules

Resource Recovery

Purpose Statement

The purpose of the Resource Recovery Program is to provide energy conservation and production, solids and water recycling services to rate payers and local communities so they can save money and live in sustainable communities.

Results

- 50% of recovered solids recycled
- 50% of treatment plants' water needs met by recycled water
- 3% reduction in kilowatt hours per lb of BOD treated
- Three energy projects completed per year

Outputs/Demands

416 million gallons of recycled water used/needed

2000 metric tons of solids recycled/produced

3 energy projects completed per year/expected

Efficiencies

Program expenditure per million gallons of water recycled

Total cost to produce energy per kilowatt hour produced

Services

Solids Disposals

Electricity Kilowatt Hours

Energy Assessments

Energy Projects

Recycled Gallons of Water

Water Rights

Wastewater Treatment

Purpose Statement

The purpose of the Wastewater Treatment program is to provide wastewater treatment services to members of the community so they can live, work, and play in an environment safe from wastewater pollutants.

Results

- 95% of wastewater pollutants are removed
- [NACWA Peak Performance](#) Gold Award recognition
- 15% annual reduction in odor complaints
- Zero time loss accidents

Outputs/Demands

7 billion gallons of wastewater treated/expected

2000 tons of solids recovered/expected

15 million pounds of BOD¹

Efficiencies

Program expenditure per million gallons of cleaned water discharged

Program expenditure per 1000 lbs of BOD treated

Services

(FOG) Pump out Records

Air Quality Permit Partnerships

Emergency Wastewater Process Adjustments

Flow Monitoring Reports

Inter-Plant Consultations

Operations Technical Assistance Consultations

Operator Data Reports

Safety Inspections

Safety Training Classes

Septic Hauler Records

Treated Air

Treated Gallons of Water

Treated Tons of Solids

Wastewater Process Adjustments

Wastewater Process Analyses

Wastewater Process Controls

Diversion Pipeline Management

Diverted Water Gallons

1 Biochemical oxygen demand (BOD) is a measure of the concentration of wastes. Pounds of BOD is the measure of the loading (or total amount of the wastes) to the treatment plants

Wastewater Infrastructure Maintenance and Repair

Purpose Statement

The purpose of the Wastewater Infrastructure Maintenance and Repair Program is to provide sanitary infrastructure inspections, investigation and repair services to residents of and visitors to WES's service districts so they can experience uninterrupted service free from sewer back-ups and spills.

Results

- 15% reduction in calls for service for system backups.
- 90% of maintenance performed that is preventative vs. corrective.
- 90% of plant assets receive preventative maintenance on an annual basis.
- 20% of conveyance system pipes receive preventative maintenance on an annual basis.
- 15% annual reduction in infrastructure failures resulting in property damage or interruptions of service to businesses.

Outputs/Demands

35 emergency conveyance system repairs performed/expected
100 emergency pump station repairs performed/expected
3922 equipment maintenance sessions performed/expected
300 miles of conveyance system maintained/expected

Efficiencies

Expenditure per emergency conveyance repairs performed
Expenditure per pump station repairs performed
Expenditure per treatment plant repairs performed

Services

Conveyance System Emergency Facility Repairs	Asset Maintenance Sessions
Cross-Connection Repairs	Backflow Tests
Sanitary Sewer Overflow Responses	Control System Calibrations
Wastewater Spill Responses	Control System Installations
Conveyance Maintenance Cleanings	Electrical Tests
Sanitary Sewer Connections	Emergency Generator Fuel Deliveries
Pump Station Inspections	Maintenance Agreements
Utility Locates	Equipment Maintenance Sessions
Conveyance System Assessments	Equipment Tests
Conveyance System Inspections	Plant Maintenance Inspections
Conveyance System Videos	Pump Station Maintenances
	Treatment Plant Emergency System Repairs

Watershed Protection Program

Purpose Statement

The purpose of the Watershed Protection Program is to provide surface water assessment, planning, maintenance and repair services to residents of WES's service districts so they can benefit from properly functioning infrastructure that supports healthy streams, and reduces flooding.

Results

- 30% of district streams meet or exceed water quality standards
- 50% of district streams are healthy (stream health index¹)
- 90% of scheduled maintenance that is completed on time
- 75% of confirmed illicit discharges eliminated within 2 business days
- 25% annual reduction in infrastructure failures resulting in property damage or interruptions of service to businesses

Outputs/Demands

200 stormwater ponds maintained/expected to be maintained
25 acres of ponds and streamside planted/expected to be planted
25 illicit discharge responses provided/expected
3 structure retrofits provided/expected

Efficiencies

Cost per stormwater pond cleaned
Cost per acre planted

Services

Catch Basin Maintenance	Illicit Discharge Responses
Conservation Properties	Illicit Discharge Inspections
Conveyance Assessments	OERS Notifications
Conveyance Projects	Pipe Cleanings
Drainage Complaint Call Responses	Ponds and Streamside Planting Projects
Emergency Repairs	Rain Garden Installations
Spill Responses	Pond Maintenance
Erosion Control Inspections	Structure Repairs
Facility Maintenance	Structure Retrofits
Facility Acceptances	Street Sweepings
Facility Repairs	Trash Removals/Cleanups
Grant Awards	Watershed Protection Plans
Habitat Restorations	

¹Stream Health is measured using a set of multi-metric indices based on water quality and biological variables measured in District streams. The indices were developed regionally to correlate to a rough score-card of overall health, which can be adversely impacted by polluted storm runoff, development activities, and agricultural practices. Stream health can also be improved through pollution prevention and restoration activities.

Planning and Capital Delivery Line of Business

Capital Delivery Program

Purpose Statement

The purpose of the Capital Delivery Program is to provide wastewater planning, design and construction services to communities served by WES so they can have reliable and efficient wastewater infrastructure to serve existing customers and support future growth consistent with the Comprehensive Plan.

Results

- By June 2016, Clackamas County will have a Comprehensive Plan in place that will achieve sewer improvements and funding to support the expected regional 20-year growth horizon.
- By end of fiscal year 2017/2018 and year-over-year thereafter, WES will provide its partner communities the wastewater infrastructure capacity required to support a minimum of 5 years of projected growth.
- By end of fiscal year 2017/2018, WES' priorities and policy recommendations will reflect optimum economies of scale, defined as lowest rate per user per district to achieve the 20 year Comprehensive Plan.
- 25% of treatment plant assets replaced or refurbished within reliability parameters by 2020.
- 25% of conveyance system assets replaced or refurbished within reliability parameters by 2020.

Outputs/Demands

3 sanitary master plans completed/expected
10 asset reliability projects completed/expected
7 system optimization projects /expected
3 capacity project designs completed/expected

Efficiencies

Planning and design expenditures per total construction expenditures

Services

Capital Plans	Construction Related	Grant Applications
Asset Acquisitions	Agreements	Environmental Permits
Asset Reliability Projects	Contract Administration	Pre-Design Reports
Bid Solicitations	Services	Costing Estimates
Capacity Projects	Contract Awards	Property Purchases
Capital Asset Designs	Conveyance System	Sanitary Master Plans
Project Communication	Projects	System Optimization
Plans	Conveyance Systems	Projects
Construction Inspections	Acquisitions	Wastewater
Construction Permits	Easements	Comprehensive Plans

Information Management Program

Purpose Statement

The purpose of the Information Management Program is to provide systems recommendations and decision support services to WES employees so they can make rigorous, data- driven decisions that align to WES' strategic business plan and budget.

Results

- By end of fiscal year 2017/2018, decision makers will have available an inventory, condition assessment and risk-based management strategy for the Districts' Wastewater infrastructure.
- 90% of scheduled condition assessments completed.

Outputs/Demands

500 asset condition reports provided/expected
35 asset inventories completed/expected
24 information systems recommendations made/expected
3 asset priority replacement recommendations provided/expected

Efficiencies

Program expenditure per asset inventory completed
Total cost per WES technology service requests closed

Services

Asset Condition Reports
Asset History Reports
Asset Inventories
Asset Priority Replacement Recommendations
GIS Databases
Information Systems Recommendations
Maps
System Optimization Recommendations
Computer Software Licensing and Support
Computer Hardware Acquisitions
Technology Service Request Responses

Regulatory Management and Compliance Program

Purpose Statement

The purpose of the Regulatory Management and Compliance Program is to provide technical support, regulatory strategy, negotiation, and reporting services to WES employees so they can operate within regulatory guidelines that protect public health and the environment.

Results

- 100% of reporting requirements are met.
- 80% of operational adjustments required by new regulations are identified and compliance strategies developed prior to permit effectiveness.
- 100% of compliance strategy measures are fully implemented.

Outputs/Demands

57 compliance reports submitted/expected

6 industry committee board representations provided/expected

Efficiencies

Program expenditure per compliance report

Services

Compliance Reports

Internal Audit Reports

Compliance Strategies

Data Analysis Reports

Industry Committee Board Representations

Legislation Analysis Reports

Partnership Agreements

Permit Renewal Applications

Permit Inventory

Regulatory Guidance Memos

Regulatory Negotiations

Regulatory Training Sessions

Regulatory Trends Report

Glossary

Asset Inventory	A comprehensive listing of all district owned, operated and/or maintained assets (infrastructure, equipment, fleet, stormwater control structures, etc)
Asset Management	A systematic process of utilizing, maintaining, upgrading, replacing and disposing of existing district assets.
BOD	Biochemical oxygen demand (BOD) is a measure of the concentration of wastes in wastewater. Pounds of BOD is the measure of the loading (or total amount of the wastes) to the treatment plants.
Capital project	A project that helps maintain or improve district infrastructure. Capital projects must be either: new construction, expansion, renovation or replacement projects for existing facilities that last at least one year and cost at least five thousand dollars.
CCSD#1	Clackamas County Service District No. 1. CCSD#1 is a special district that provides wastewater collection to the unincorporated areas of Clackamas County, the City of Happy Valley, the western edges of Damascus, and communities of Hoodland, Boring and Fisher’s Forest Park, in addition to wastewater treatment services to the City of Milwaukie, parts of Gladstone and Johnson City under wholesale contract agreements.
Compliance	Alignment with guidelines, regulations and legislation set by outside parties such as EPA, DEQ and industry organizations.
Comprehensive Plan	A combined capital improvement plan for all of the districts managed by WES.
Conveyance Systems	The systems of pipes and pump stations that transport wastewater to treatment plants for treatment and resource recovery, and surface water to the river. The districts managed by WES are made up of separated wastewater and stormwater systems.
Cost Effective	Economical in terms of tangible benefits produced in exchange for money spent.
Energy Conservation	Reducing energy consumption through increased efficiency and decreased demand for externally generated energy.
Energy Production	Energy production is the capturing of energy potential that is used to meet energy demands.
Equivalent Dwelling Unit (EDU)	A unit of measurement of sewer usage that is assumed to be equivalent to the usage of an average single family home. EDU’s are used to establish user charges for service and connection costs (i.e. System Development Charges).
Equivalent Service Unit (ESU)	A configuration of development resulting in impervious surfaces (i.e. concrete, asphalt, etc.) on a parcel that contributes runoff to the stormwater system. One ESU is equal to 2,500 square feet of impervious surface area.
GIS	Geographic Information System. A computer-based tool which allows for the storage, analysis, management and presentation of spatial and/or geographically linked data.

Illicit Discharge	Any discharge to the public or natural stormwater conveyance system that is not composed entirely of stormwater, except discharges governed by and in compliance with a National Pollution Discharge Elimination System (NPDES) permit.
Industry Committee	Wastewater and surface water industry committees (like the National Association of Clean Water Agencies Water Quality Committee) provide vital technical support to the districts and create a pathway for unified efforts towards regulatory influence.
Infrastructure	The large-scale public systems, services, and facilities of a region that are necessary for economic and community activity, including power, water, and sewer services, public transportation, telecommunications, roads and schools.
Kilowatt Hours (kWh)	A measure of energy usage over time. Specifically, a kilowatt hour is a unit of energy equal to the work done by one kilowatt (or 3.6 megajoules) in one hour.
NPDES Permit	A National Pollutant Discharge Elimination System permit issued pursuant to Section 402 of the Clean Water Act (33 U.S.C. 1342).
Optimum economies of scale	Economies of scale are when the marginal cost of production or operation decreases as a plant's scale of operations increases. Optimum economies of scale are the balancing of those cost savings against other factors of concern to stakeholders or customers.
Partner Communities	Within the boundaries of the three service districts managed by Water Environment Services are cities, hamlets, neighborhoods, and other subsets of our region. These communities are our partners in wastewater resource recovery and watershed protection. We work together to create and maintain a healthy environment to live, work and play within.
Preventative maintenance	Scheduled maintenance that is performed on a piece of equipment before failures occur. Consumables are replenished, and assets refurbished on a set time scale in order to fully utilize the usable life of an asset.
Rates	The amount of money charged per unit of service provided.
Recovered Solids	The organic solids recovered from the waste stream which have been treated and stabilized to make them available for recycling through utilization of the nutrient content as a soil amendment or as a source for energy production.
Resource Recovery	The recovery of clean water, energy and nutrients from wastewater. For more information, see Waste Not Want Not: The Rise of Resource Recovery
Retrofits	The modification of a storm-water structure (like a catch basin) in order to increase capacity or improve function.
Risk-based management	The organization, deployment and controlling of resources and assets based on assessments of criticality, failure risk and potential, and reliability analysis.

Service District	<p>County service districts are separate legal entities with their own governing board that provide the public with a limited set of services and facilities within a defined geographic boundary.</p> <p>WES manages three separate county service districts: CCSD#1, SWMACC and TCSD.</p>
Stream Health Index	<p>Stream Health is measured using a set of multi-metric indices based on water quality and biological variables measured in district streams. The indices were developed regionally to correlate to a rough score-card of overall health, which can be adversely impacted by polluted storm runoff, development activities, and agricultural practices. Stream health can also be improved through pollution prevention and restoration activities.</p>
Stormwater	<p>Storm runoff from impervious surfaces that may contribute to surface water pollution since storm drains, ditches, and culverts lead to the nearest river, stream or wetland.</p>
Surface Water	<p>Streams, wetlands, rivers and springs that can be impacted by activities in the watershed.</p>
SWMACC	<p>Surface Water Management Agency of Clackamas County is a largely rural area with a small urban component in the City of Rivergrove. Some urbanized, unincorporated lands are also within SWMACC.</p>
System Backup	<p>A blockage in the conveyance system which prohibits or restricts flow</p>
Time Loss Accident	<p>An accident occurring at work which results in at least one full day of lost time.</p>
TCSD	<p>Tri-City Service District. The Tri-City Service District provides wholesale wastewater treatment services for the cities of Gladstone, Oregon City, and West Linn, as well as services to a small retail population outside of these three cities.</p>
Violation	<p>An infringement on a law, regulation or rule.</p>
Wastewater	<p>Water-carried waste removed from a community, home, or business for treatment and resource recovery.</p>
Watershed	<p>A watershed is the area of land where all of the water that is above or below ground drains or flows into the same place.</p> <p>"...that area of land, a bounded hydrologic system, within which all living things are inextricably linked by their common water course and where, as humans settled, simple logic demanded that they become part of a community." (John Wesley Powell, Environmental Protection Agency Website)</p>
WES	<p>Water Environment Services, a department of Clackamas County.</p>

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