

**COSTA MESA SANITARY DISTRICT
OUTCOMES AND PERFORMANCE MEASUREMENT PROGRAM**

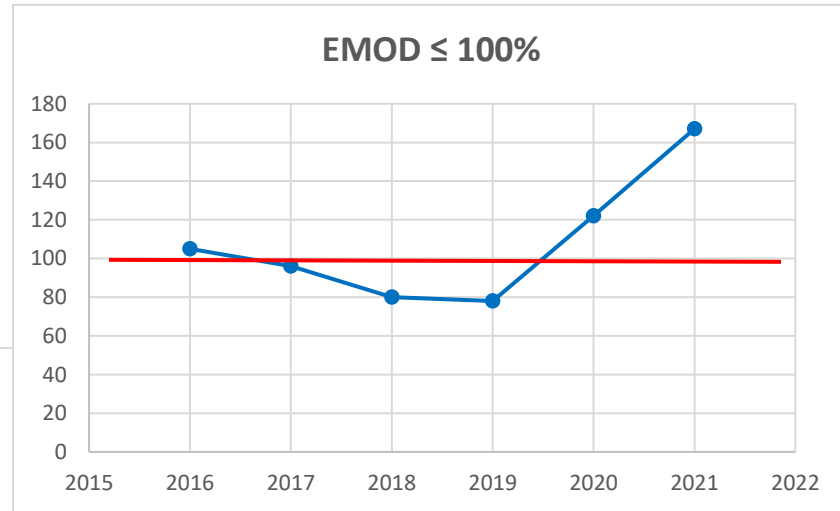
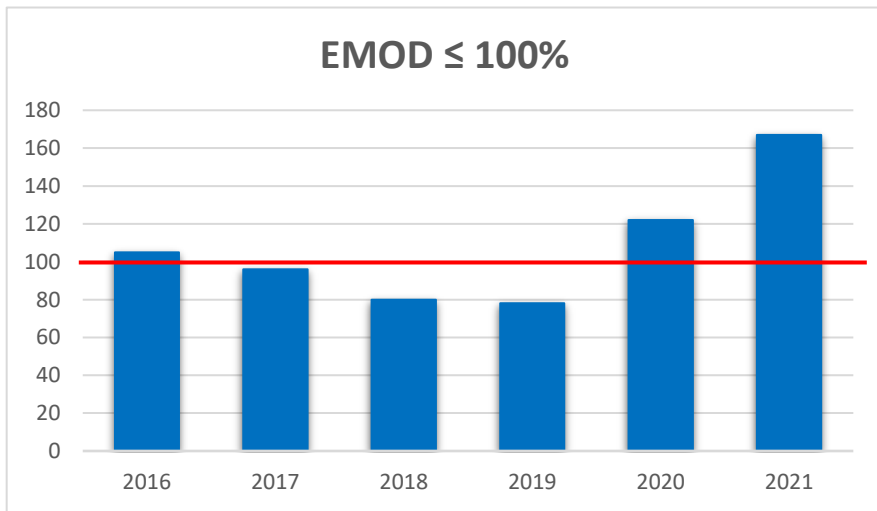


COSTA MESA SANITARY DISTRICT

OUTCOMES AND PERFORMANCE MEASUREMENT PROGRAM

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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|---|--------------|--|---------|---------|-------|--|
| Recruit and retain a highly engaged and effective workforce | | A high performing and engaged workforce will achieve desired results and move the organization forward to achieving its mission. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Number of days lost due to workplace related injuries | 0 | 0 | 0 | 0 | 👍 | |
| Experience Modification (EMOD) | ≤ 100% | 78% | 122% | 167% | 👎 | The EMOD rate is used by insurance companies to gauge both past cost of injuries and future chances of risk. The lower the EMOD the lower workers compensation insurance premiums will be. An EMOD greater than 100% means CMSD is riskier than average. An EMOD less than 100% means CMSD is safer than average. Injuries included punctured wound while picking up sharps, back injuries while opening manhole cover and lift station wet well hatch and exiting vector truck. |

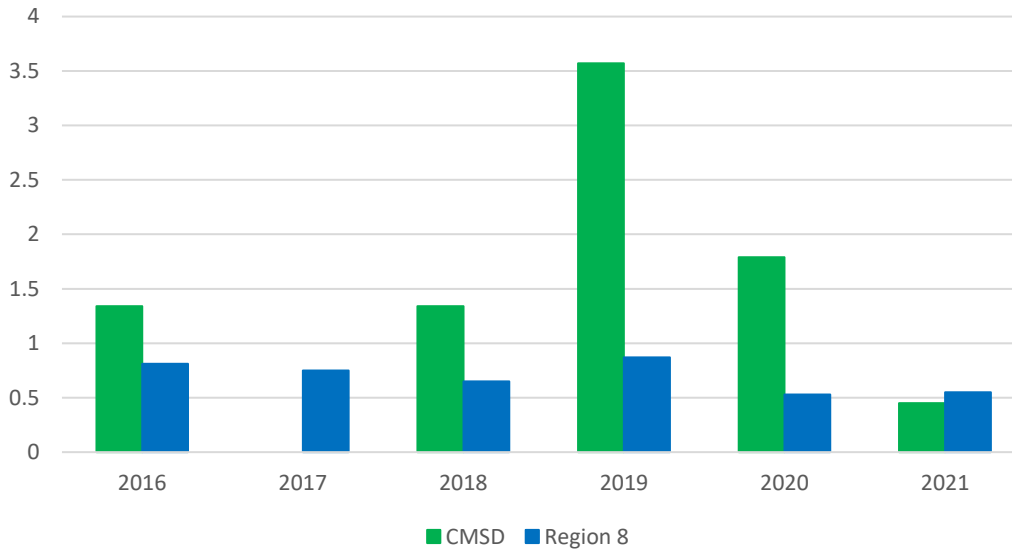


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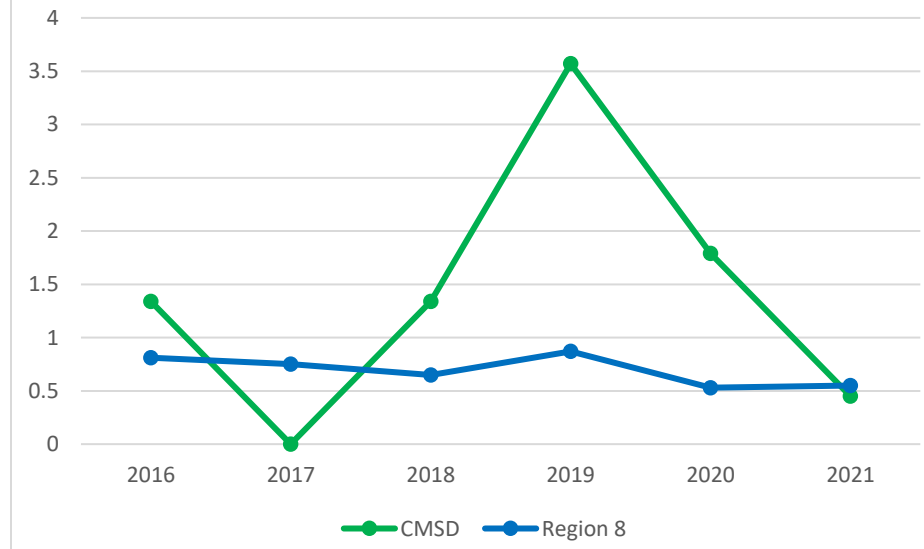
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| | | | | | | |
|--|--|------|------|------|---|---|
| Number of Sanitary Sewer Overflows (SSOs) per 100 miles of Sewer is less than or equal to the average SSOs per 100 miles of Sewer in CRWQCB Region 8 | 2019: ≤ 0.87 2020: ≤ 0.53 2021: ≤ 0.55 | 3.57 | 1.79 | 0.45 | 👍 | Current Goal is from Region 8 (Santa Ana) of the California Integrated Water Quality System (CIWQS) database, which is a computer system used by the State Water Control Board to track SSOs in California. The District had one SSO in 2021. |
|--|--|------|------|------|---|---|

of SSOs per 100 Miles of Sewer



of SSOs per 100 Miles of Sewer

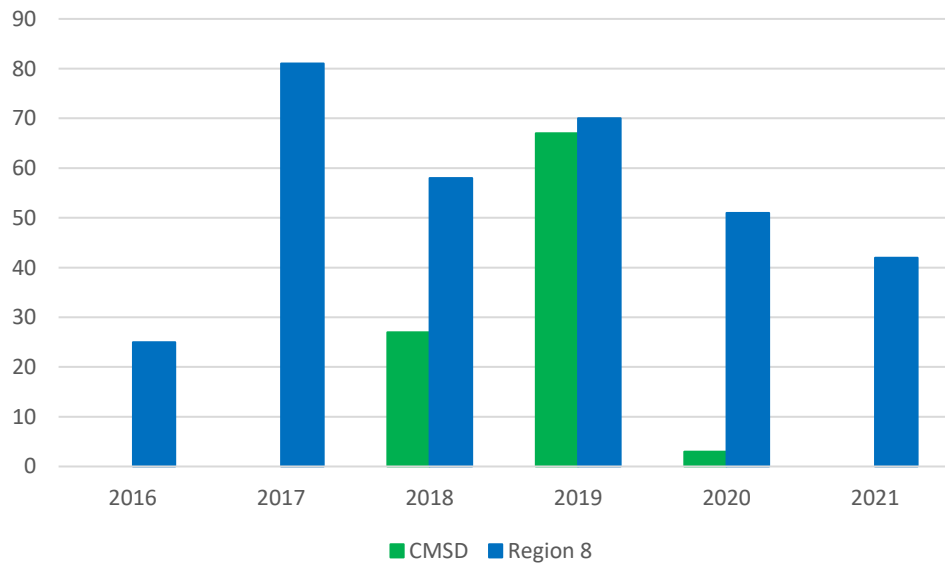


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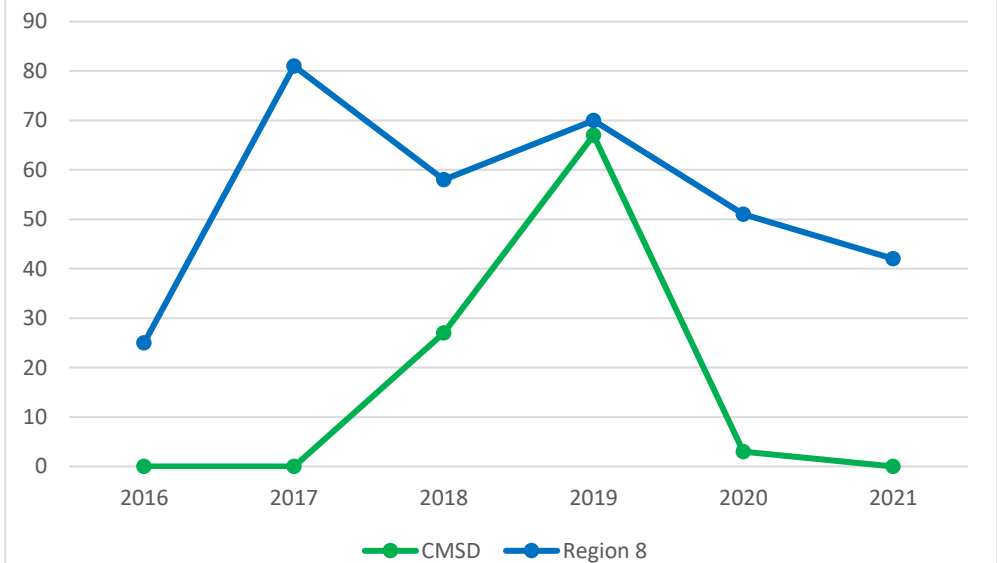
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| | | | | | | |
|---|---|-----|----|----|---|---|
| Percent of sewage gallons spilled reached surface water is less than or equal to the percent of sewage gallons reaching surface water in CRWQCB Region 8. | 2019: ≤ 70% 2020: ≤ 51% 2021: ≤ 42% | 67% | 3% | 0% | 👍 | Goal is from Region 8 (Santa Ana) of the California Integrated Water Quality System (CIWQS) database, which is a computer system used by the State Water Control Board to track SSOs in California. |
|---|---|-----|----|----|---|---|

% SSO Gallons Reached Surface Water

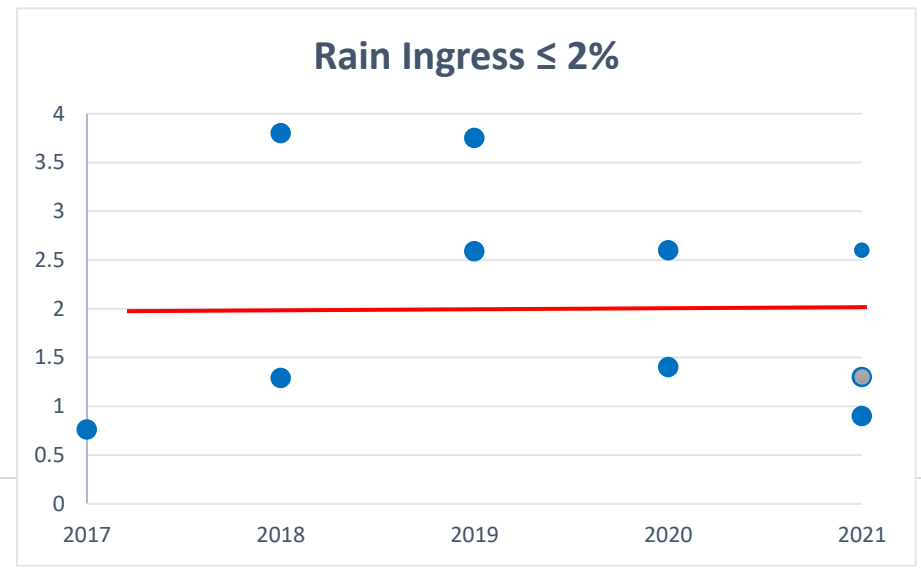
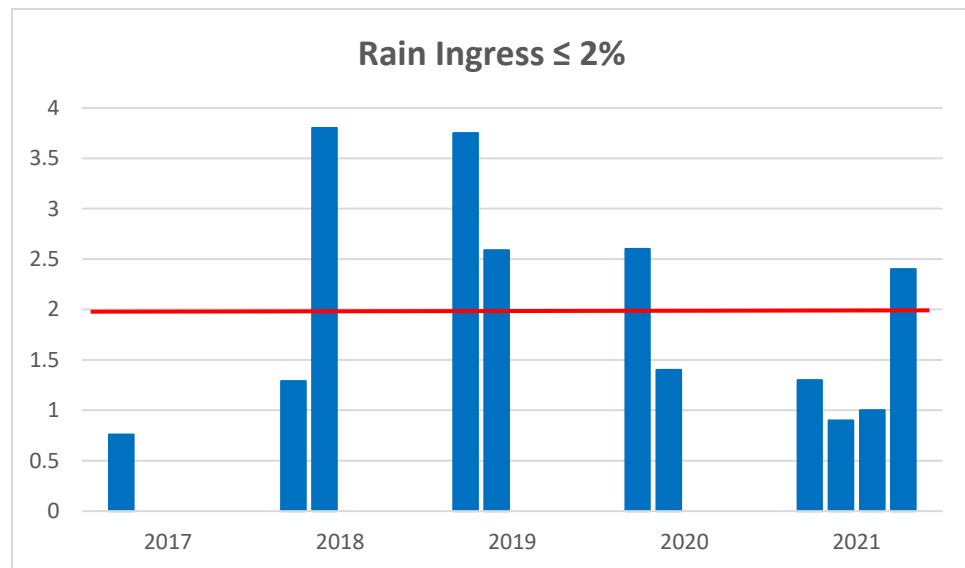


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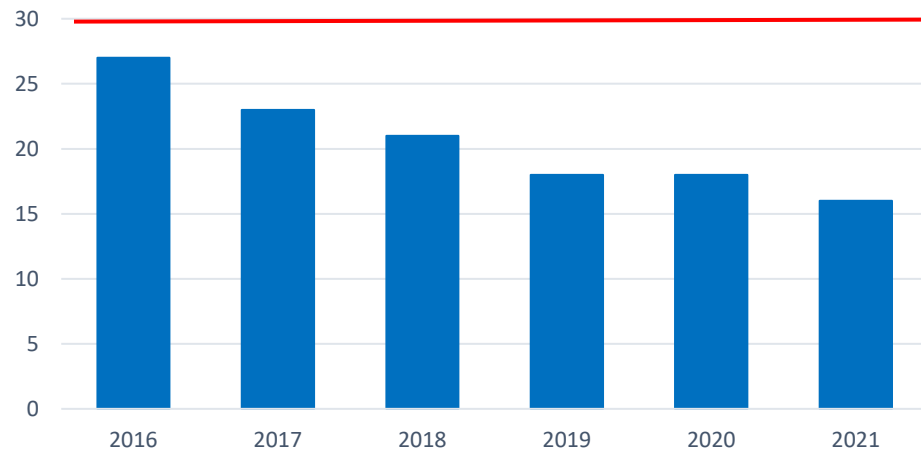
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| Dates Below are Rain Events | | | | | | | |
| Rain ingress entering wastewater system | ≤ 2% | 1/12: 3.75% | 3/13: 2.6% | 1/29: 1.3% 3/10: 09% | | 👍 | Inflow of rain water entering wastewater systems can cause SSOs. Orange County Sanitation District (OCSD) encourages rain ingress of less than 2%. Drainage improvements at OC Fairgrounds have successfully reduced inflow from entering the District’s sewer system. However, Dec 24 event did not meet the outcome. Staff will evaluate local connections to OCSD’s Fairview Road trunk, a trunk that historically receives high inflow. |
| | | 2/15: 2.59% | 12/28: 1.4% | 12-14: 1.0% | 12-24: 2.4% | 👍👎 | |



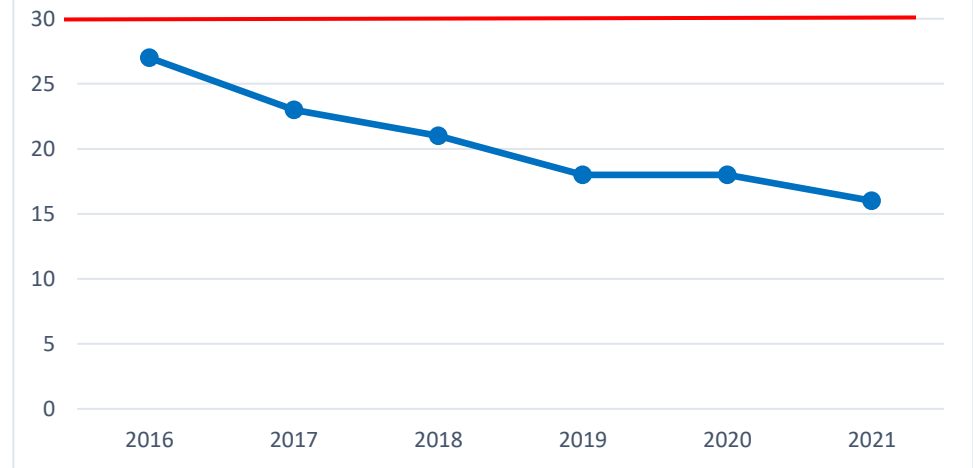
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| Enhanced Maintenance Area (EMA) locations | ≤ 30 | 18 | 18 | 16 | 👍 | Enhanced Maintenance Area, or hot spot, locations require higher frequency of cleaning (e.g. 2 to 3X per year). Reducing the number of EMA's allow CMSD to reallocate more staff hours dedicated to cleaning the entire system within 18 months. Project #328 (Ductile Iron Pipe Rehab Phase II) is complete, two EMA locations will be removed as EMA. |

Hot Spot Locations ≤ 30



Hot Spot Locations ≤ 30



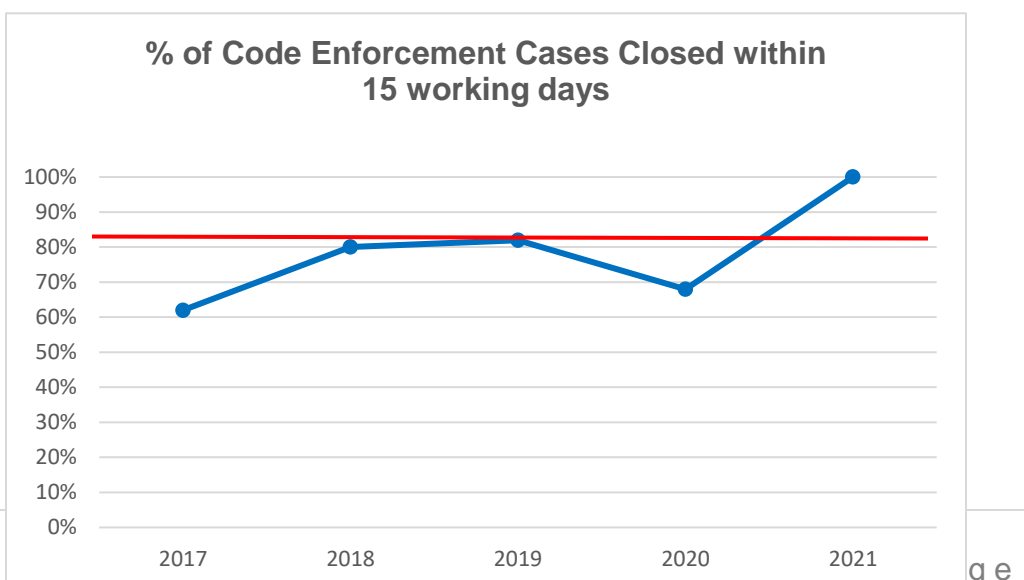
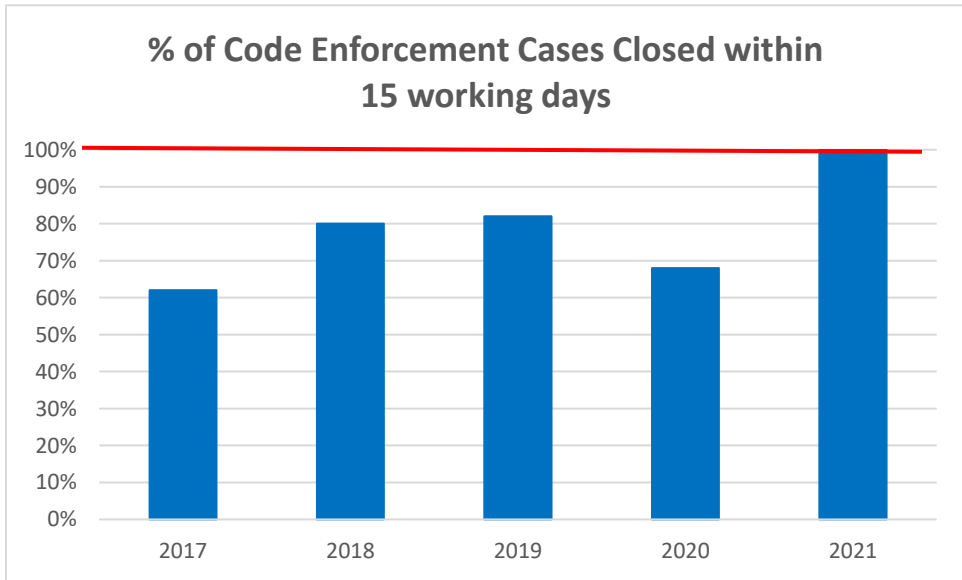
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| Result of performance audit for exclusive solid waste franchise hauler | Satisfactory | Satisfactory | Satisfactory | Satisfactory | 👍 | A satisfactory outcome means CR&R, the exclusive solid waste franchise hauler, is complying with all the terms and conditions outlined in the Agreement with CMSD. CR&R’s performances are evaluated on a fiscal year basis. Achieving “Excellent” demonstrates CR&R went over and beyond the required conditions stipulated in the Agreement. On March 9, 2021, CR&R’s performance was reviewed by the Board of Directors. The report can be downloaded here . |

| Rating | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------|------|------|------|------|------|------|------|
| Excellent | | | | | | | |
| Satisfactory | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Unsatisfactory | | | | | | | |

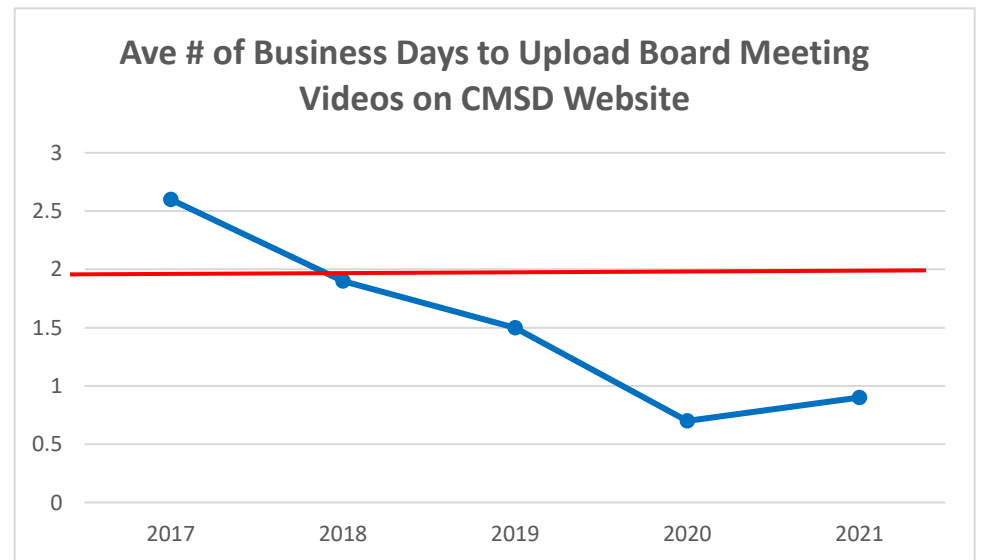
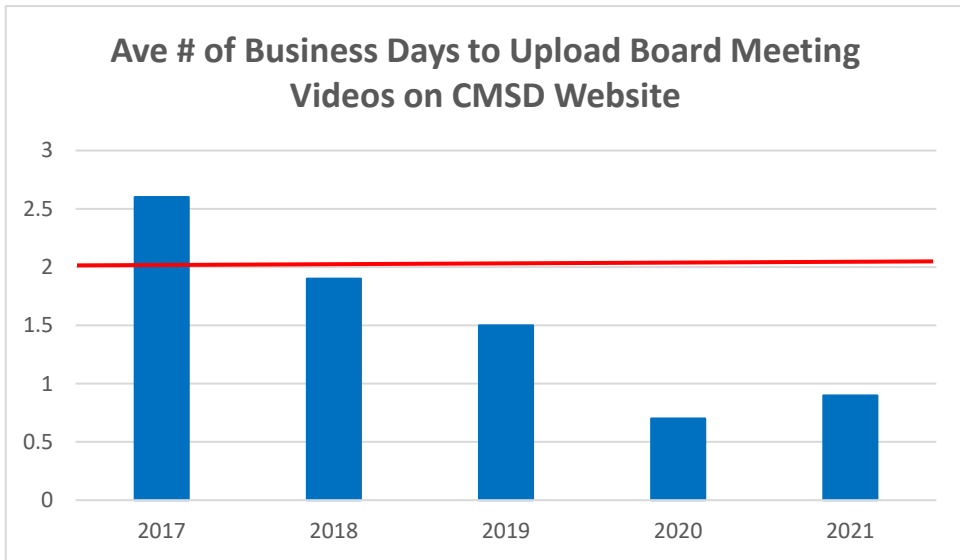
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| Percentage of code enforcement cases regarding trash carts stored in public view are closed within fifteen working days | 90% | 82% | 68% | 100% | 👍 | CMSD’s web and mobile application, GoCMSD, allows residents to report issues such as trash carts left in public view. The objective for code enforcement is achieving sustained compliance. At times, code enforcement will experience homeowners/renters complying with District code one week after receiving a violation warning notice, but the homeowner/renter will be found in noncompliance two weeks after receiving the notice. In addition, code enforcement will experience varying degree of compliance such as storing trash carts in front of the garage or visible in the side yard. |



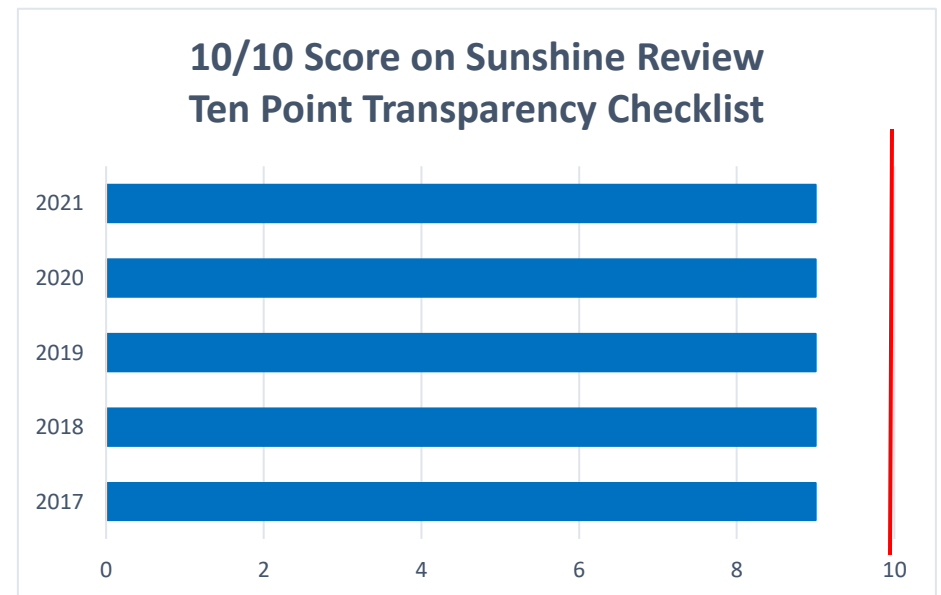
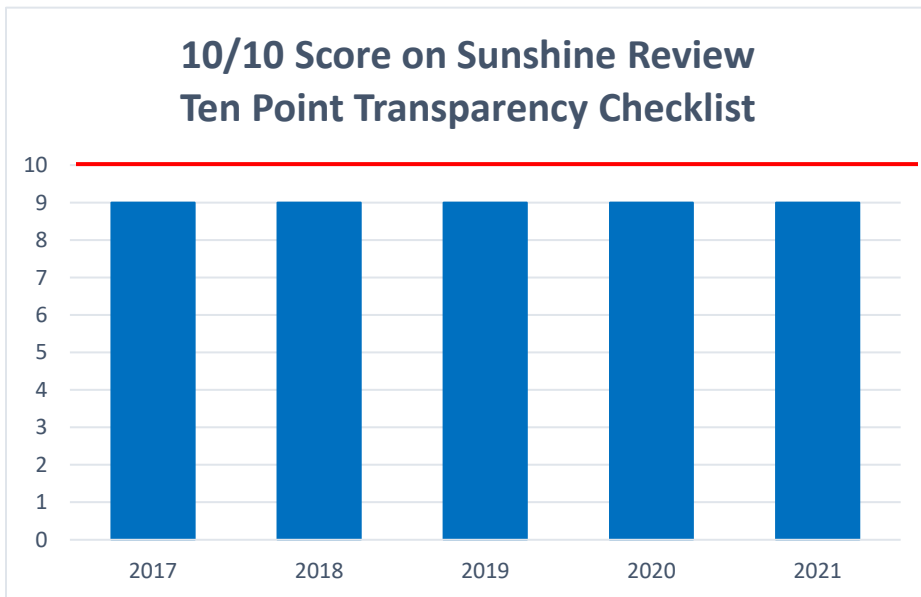
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|---|--------------|---------|---------|--|-------|--|
| Transparency: Demonstrating openness, accountability and honesty to our constituents | | | | In a free society, transparency is government’s obligation to share information with its citizens. Transparency allows for good and just governance. | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Average number of business days it takes to upload Board of Directors meeting videos on CMSD website. | ≤ 2 | 1.5 | 0.7 | 0.9 | 👍 | Public meetings are recorded and uploaded to the District’s website, YouTube, and its BoardDocs portal for the public to view. |



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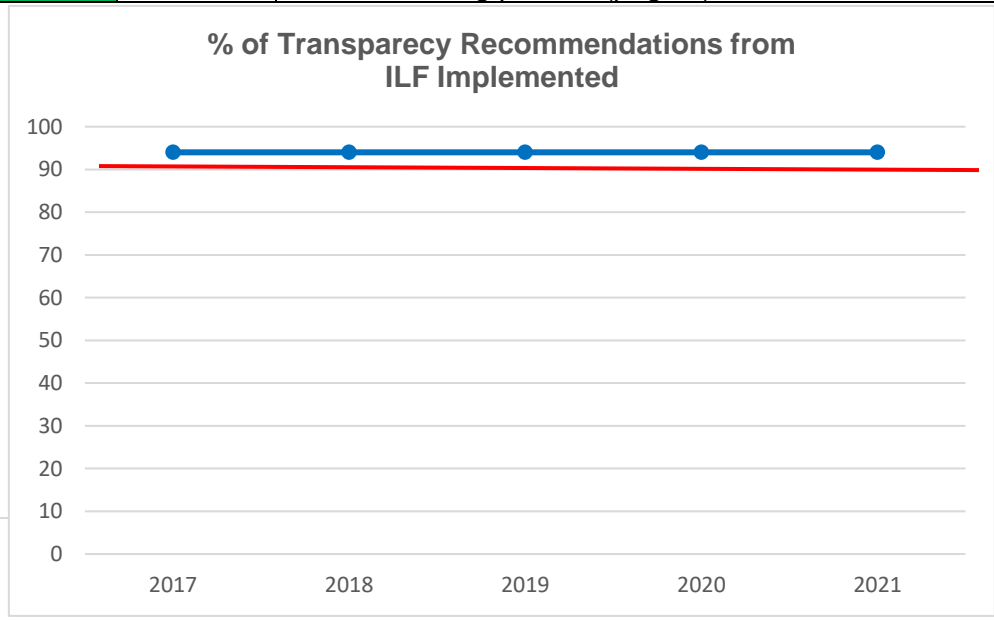
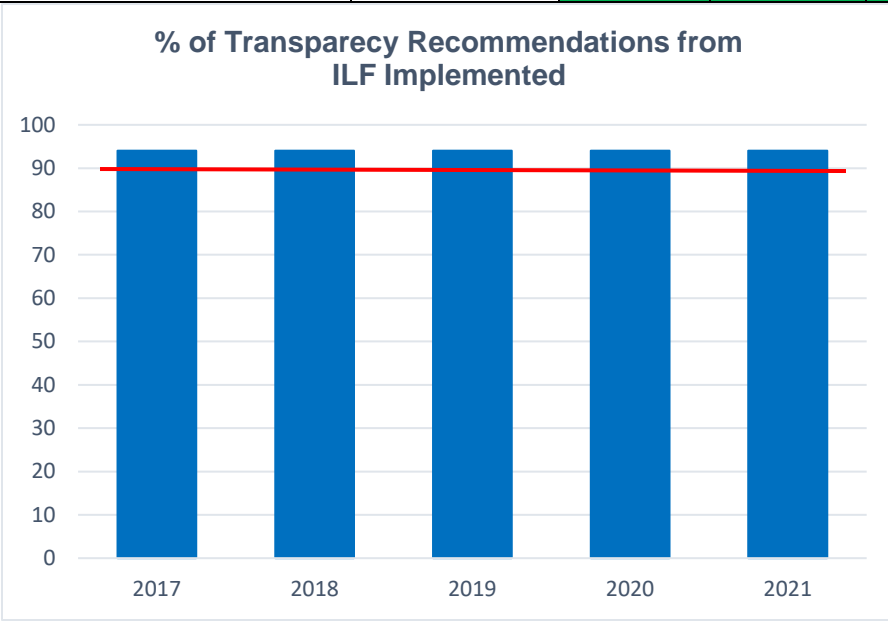
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| Transparency Score for Sunshine Review Ten Point Transparency Checklist | 10/10 | 9/10 | 9/10 | 9/10 | 👍 | Sunshine Review is a dissolved non-profit organization dedicated to state and local government transparency. Ballotpedia acquired the content from Sunshine Review to archive its 10 point Transparency Checklist . CMUSD received a score of 9 because members of the public cannot track plan check and/or permitting process online. Visit CMUSD’s website to download the checklist . |



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| Increase transparency efforts through website by implementing a percentage of recommendations from the Institute for Local Government (ILG) | 90% | 94% | 94% | 94% | 👍 | <p>ILG promotes good government at the local level. ILG has developed a list of 53 recommended website transparency opportunities designed to help agencies enhance their transparency efforts. Of those 53, 51 are applicable to the District. The District has implemented 48 out of the 51 applicable suggestions from ILG Website Transparency Opportunities Checklist. The two recommendations that don't apply to CMSD are:</p> <ul style="list-style-type: none"> • Land use permitting (page 4) • Building permits (page 5) |



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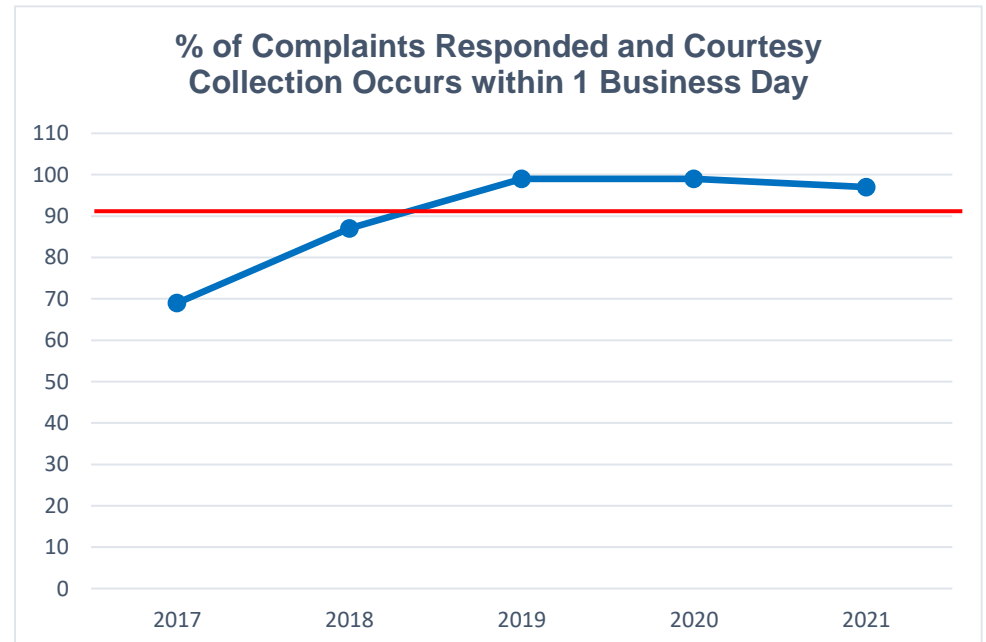
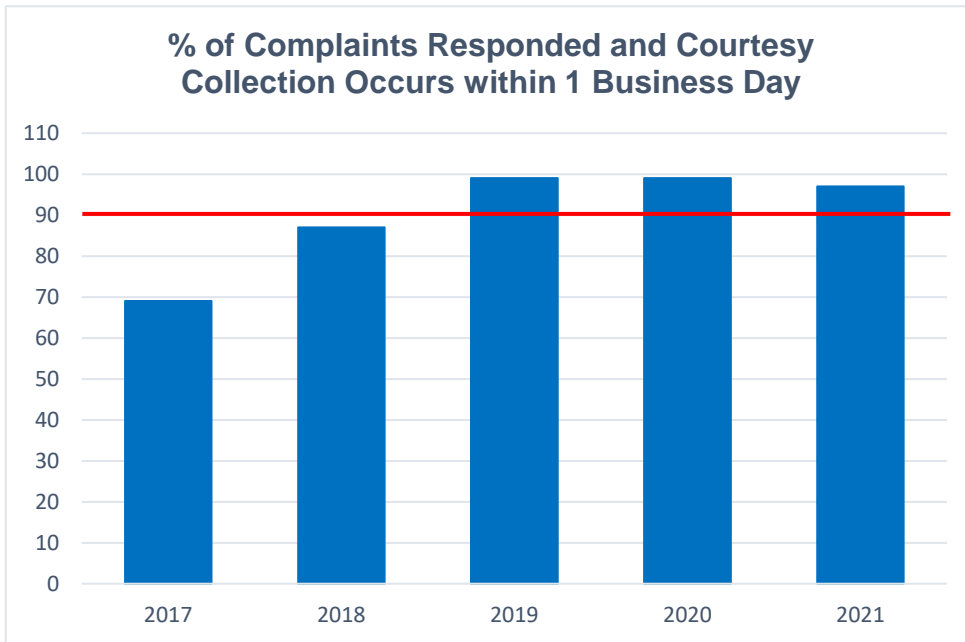
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| | | CY 2019 | CY 2020 | CY 2021 | | |
| Number of Citizens Environmental Protection Academy (CEPA) attendees | 30 | Spring: 42 Fall: 31 | NA | Spring: 140 | 👍 | No CEPA in 2020 due to COVID-19 pandemic. On April 22, 2021, the District held a virtual CEPA. Approximately 140 people watched CEPA on YouTube and Facebook. |
| Transparency Certificate of Excellence | Earn Certificate Yes or No | Yes | Yes | Yes | 👍 | Earning certificate from the Special District Leadership Foundation demonstrates a commitment to being open, accessible, engaging the public and creating greater awareness of CMSD activities. |

| Transparency Certificate of Excellence | | | | | | | | |
|--|------|------|------|------|------|------|------|--|
| Earn Certificate | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | |
| Yes | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| No | | | | | | | | |

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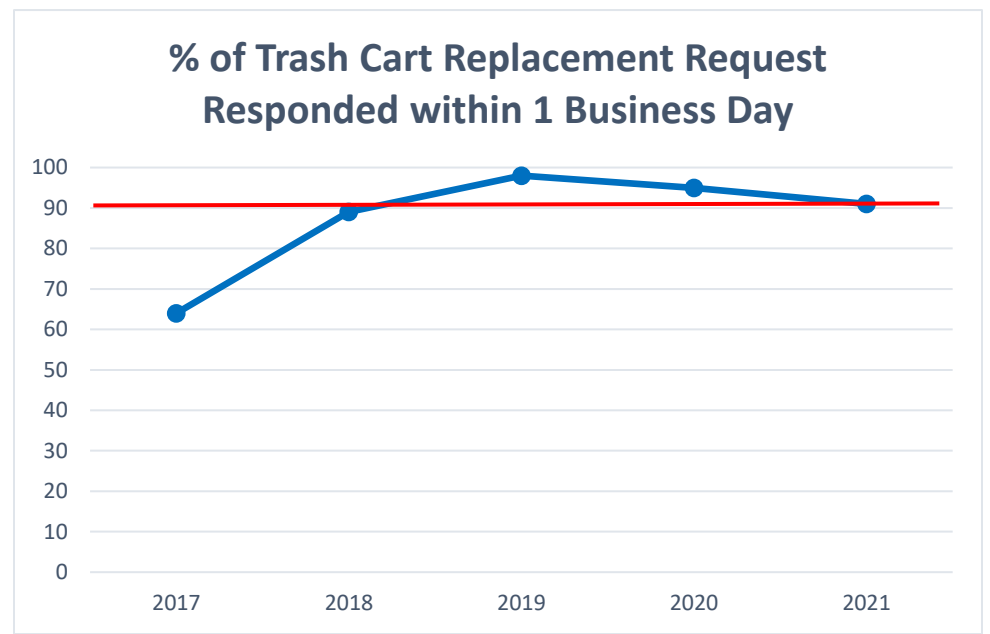
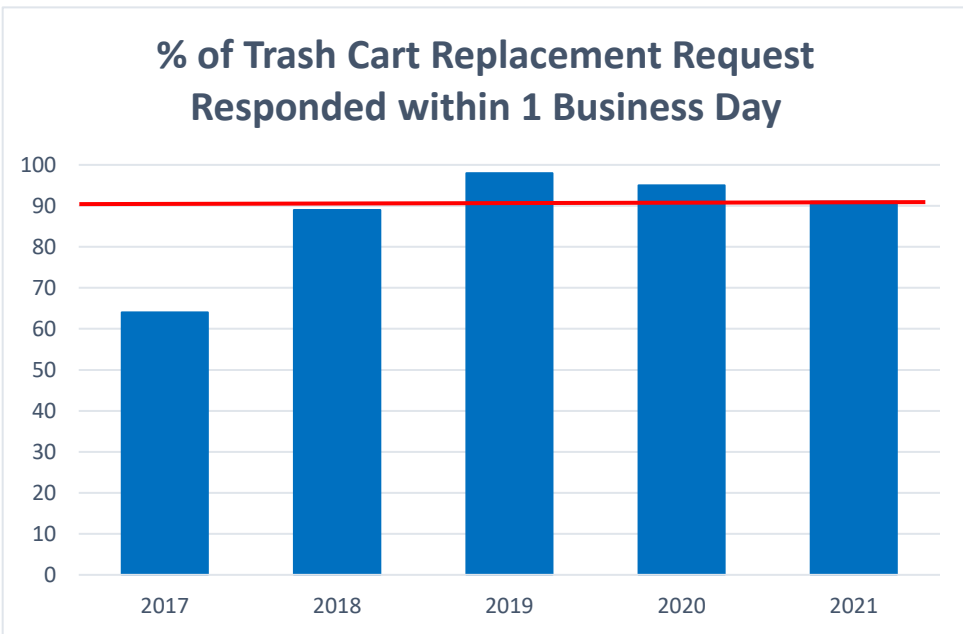
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| Efficiency: Performing to the best of our abilities with the least amount of lost time and effort | | Being efficient demonstrates how well CMSD is using its resources. It proves functions are completed in a timely manner and there is less bureaucracy within the organization. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Missed trash collection and rescheduling courtesy collection. 90% of complaints responded and courtesy collection occurs within: | 1 Business Day | 99% | 99% | 97% | 👍 | |



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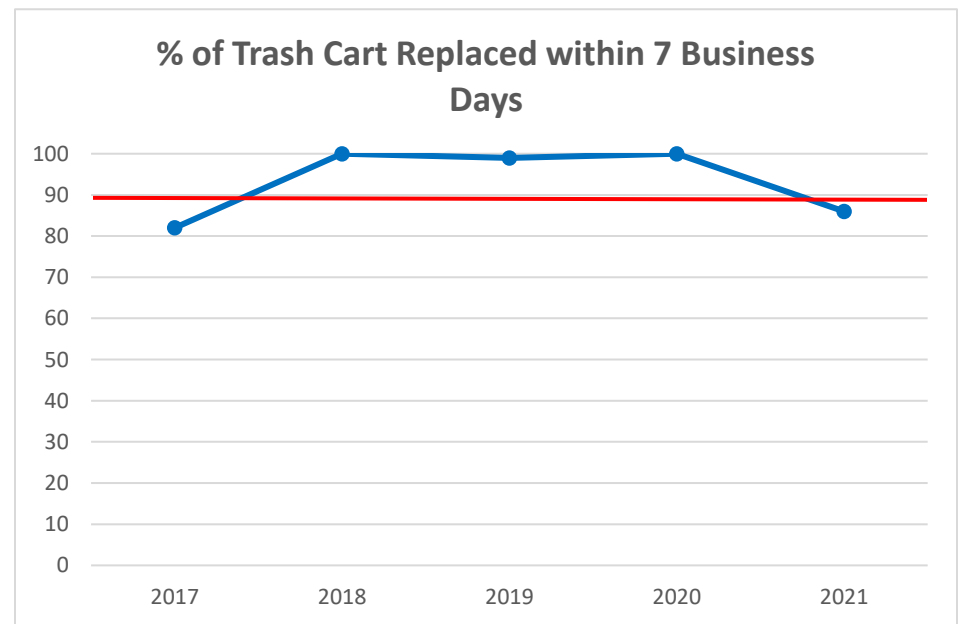
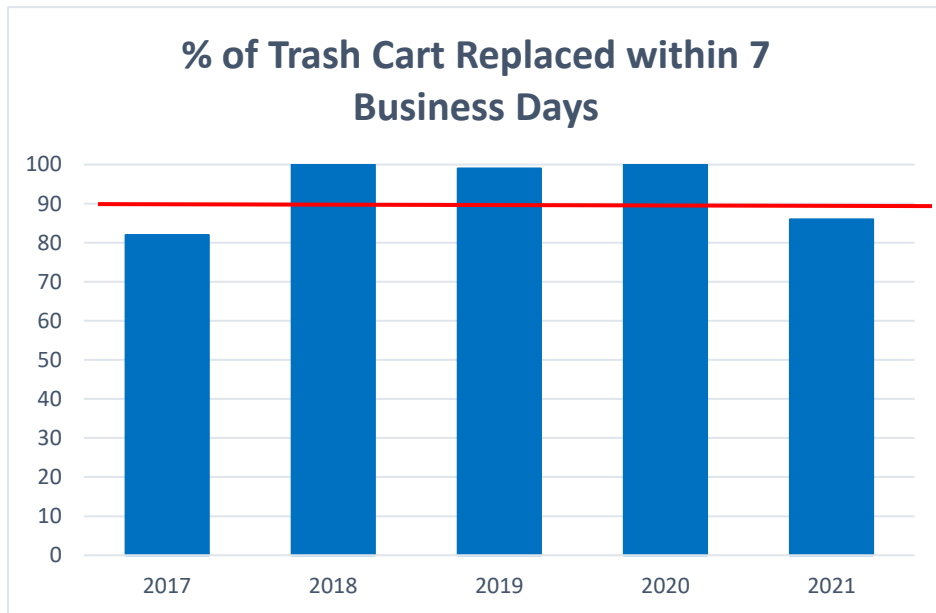
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| | | | | | | |
|--|----------------|-----|-----|-----|---|--|
| Trash Cart Replacement 90% of request responded within: | 1 Business Day | 98% | 95% | 91% | 👍 | Staff is actively closing request as soon as a confirmation email is received from hauler. |
|--|----------------|-----|-----|-----|---|--|



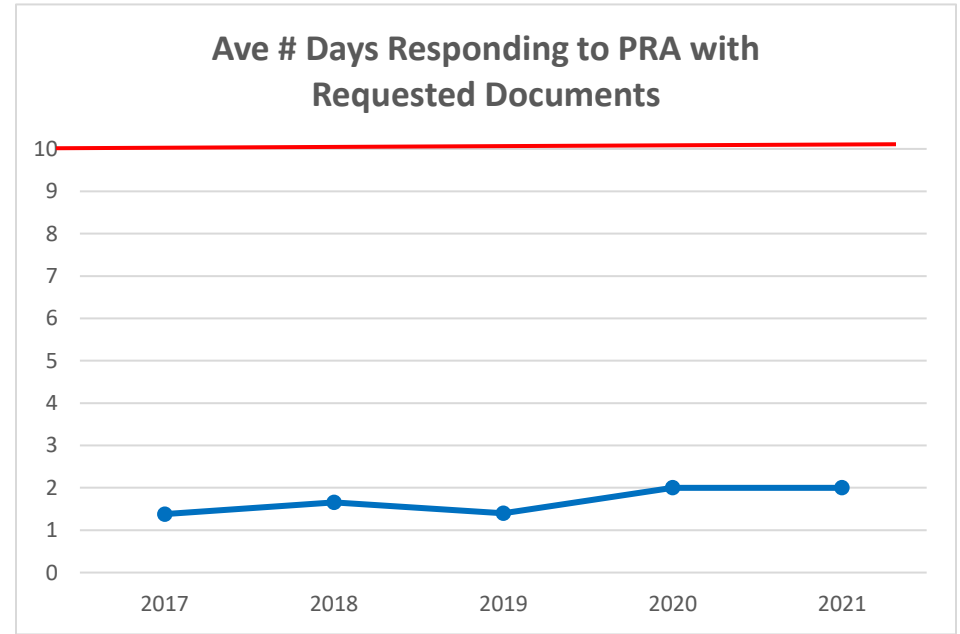
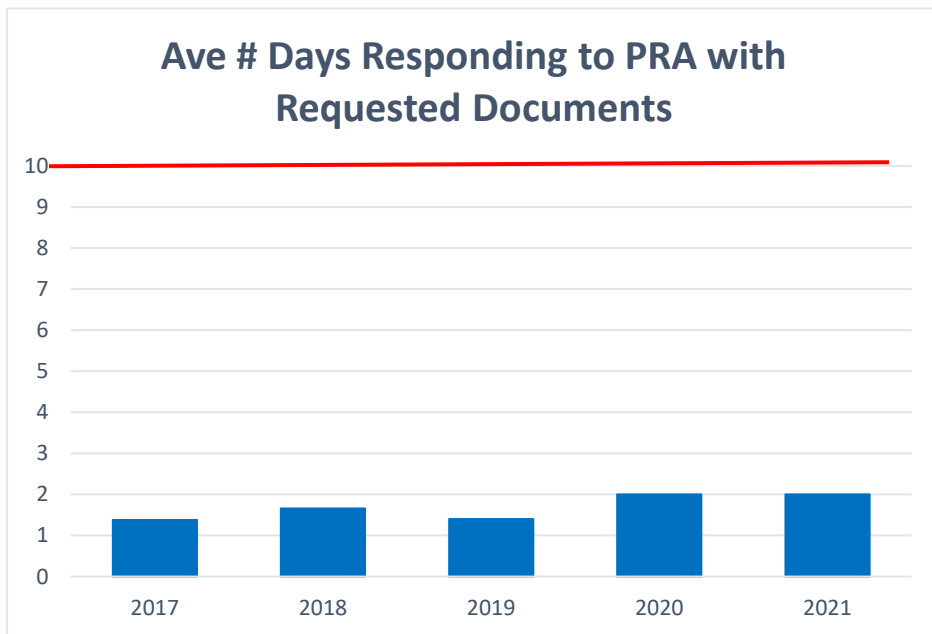
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| Trash Cart Replacement 90% of Trash Cart Replaced within: | 7 Business Days | 99% | 100% | 86% | 👍 | 27 requests had to wait two weeks for cart delivery due to CR&R staff/container shortages this year. |



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| Average number of business days it takes responding to Public Records Request (PRA) with requested documents | 10 Days | 1.40 | 2.00 | 2.00 | 👍 | Under the California Public Records Act, an agency must determine within 10 calendar days starting after the date of receipt of a request whether the request seeks copies of identifiable public records that may be disclosed and must promptly notify the requester of this determination. The District received 11 PRA's in 2021. |



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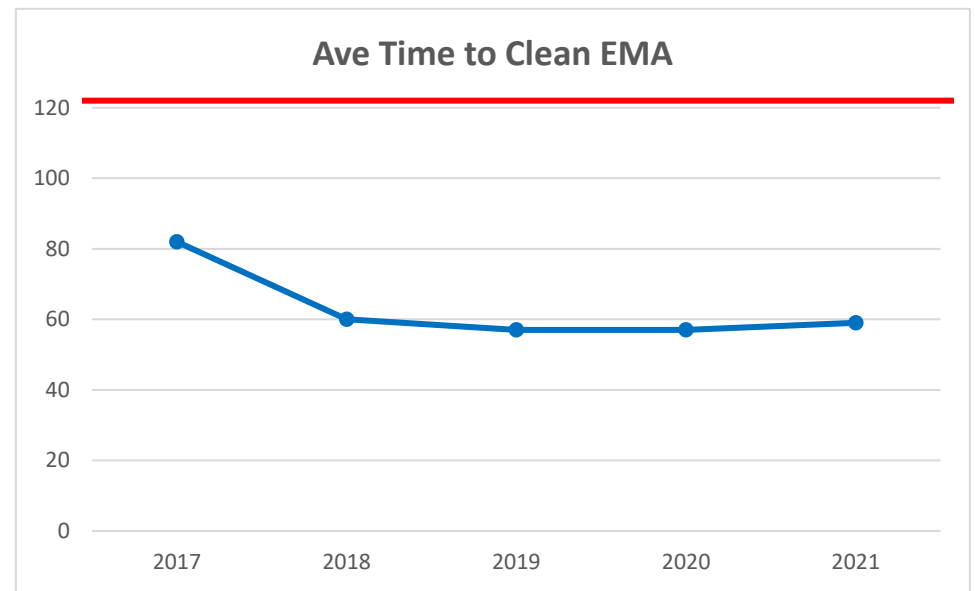
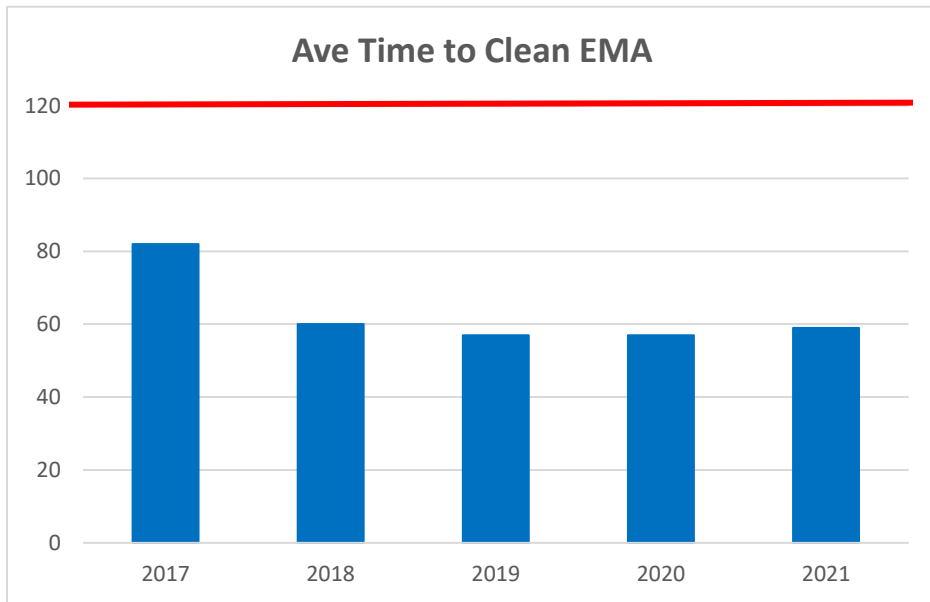
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| Issue emergency, urgent or over the counter repair permits within 24 hours, excluding weekends | 24 Hours | | | 45.6 Hours | 👎 | This measure was revised in the 3 rd Qtr to reflect the difference between repair and design permits and tracking actual performance for issuing repair permits. There were 6 permits that exceeded the 24 hour benchmark. Of the 6 permits, three of them were delayed because the contractor and/or homeowner took several days to submit insurance documents. The District does not issue permits without receiving and verifying insurance documents because the work was within the public right of way. If the applicant did not require insurance documents, the outcome would be 28.6 hours. |

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| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Conduct the first plan-check review and return comments within an average of 9 working days | 9 Days | | | 4.3 | 👍 | This measure was revised in the 3 rd Qtr to reflect actual work processes in the permits office. |

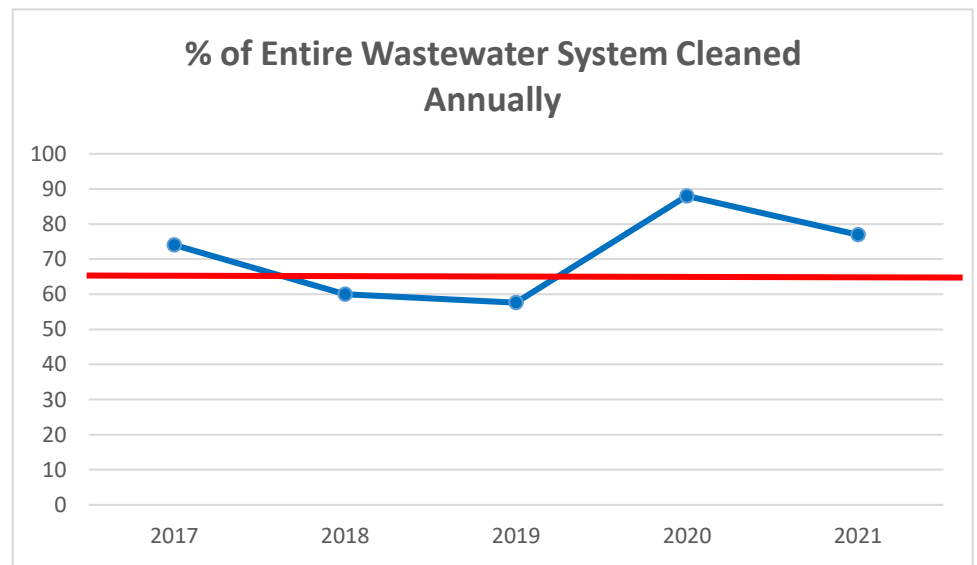
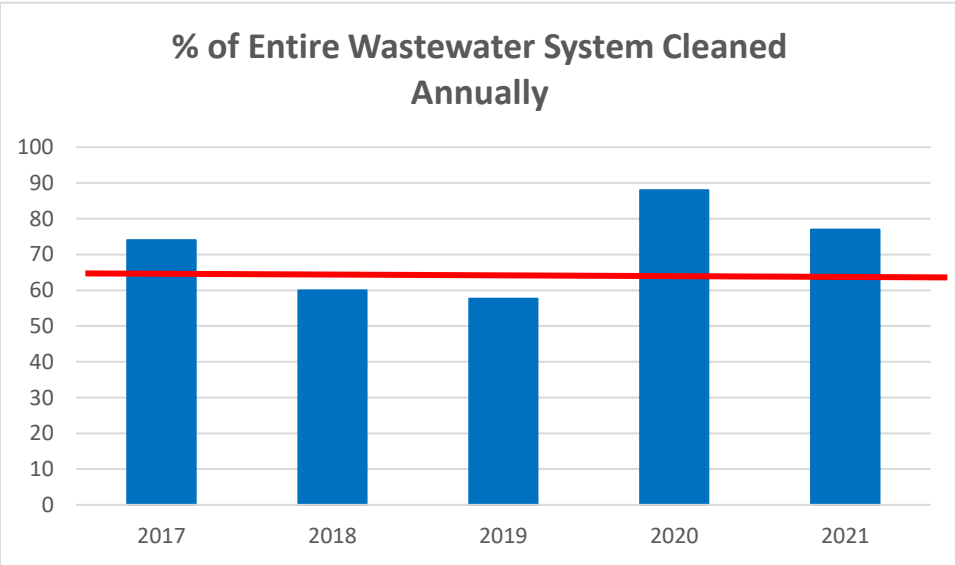
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| ATTRIBUTE | | | | | WHY IMPORTANT? | |
|--|-----------------------|---------|---------|---------|--|---|
| Efficiency: Performing to the best of our abilities with the least amount of lost time and effort | | | | | Being efficient demonstrates how well CMSD is using its resources. It proves functions are completed in a timely m and there is less bureaucracy within the organization. | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Average time to clean one Enhanced Maintenance Area (EMA) | 120 minutes or 2 Hour | 57 Min | 57 Min | 59 Min | 👍 | One crew designated to clean enhanced maintenance areas. In 2021, it took less than one hour to clean one EMA. Currently, CMSD has 16 EMA |



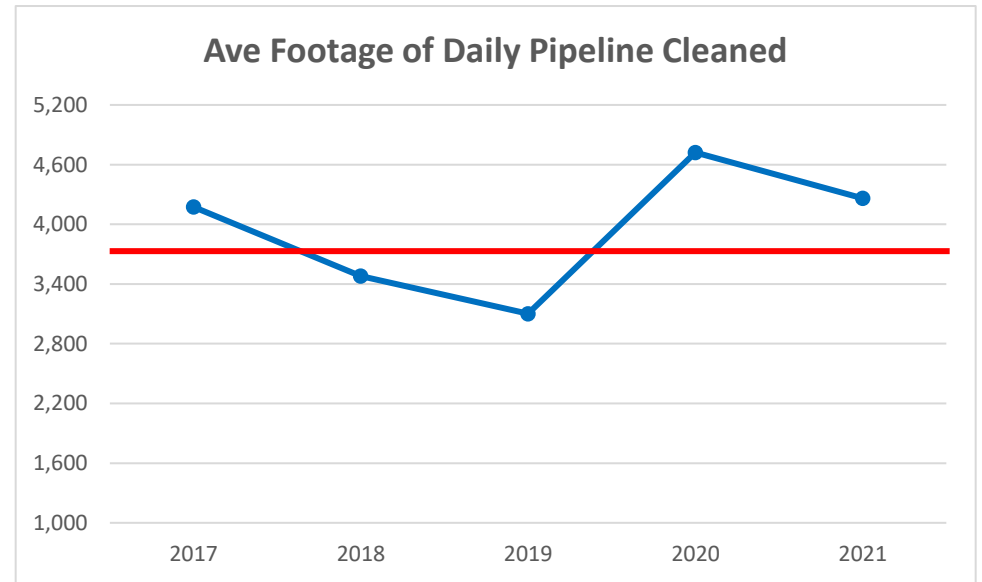
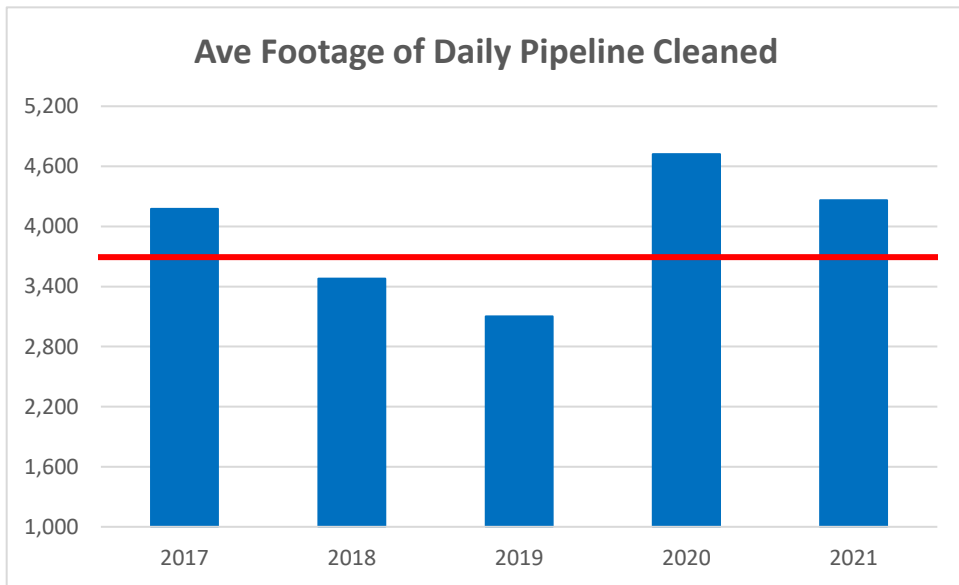
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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|---|--------------|--|---------|---------|-------|--|
| Efficiency: Performing to the best of our abilities with the least amount of lost time and effort | | Being efficient demonstrates how well CMSD is using its resources. It proves functions are completed in a timely manner and there is less bureaucracy within the organization. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Percentage of entire wastewater system cleaned annually | 67% | 57.6% | 88% | 77% | 👍 | CMSD goal is to clean the entire system within 18 months. The entire system has 1,184,813 feet of pipeline (224 miles). Private contractors were used to clean the system when cleaning crews were on unscheduled leave for long period of time. |



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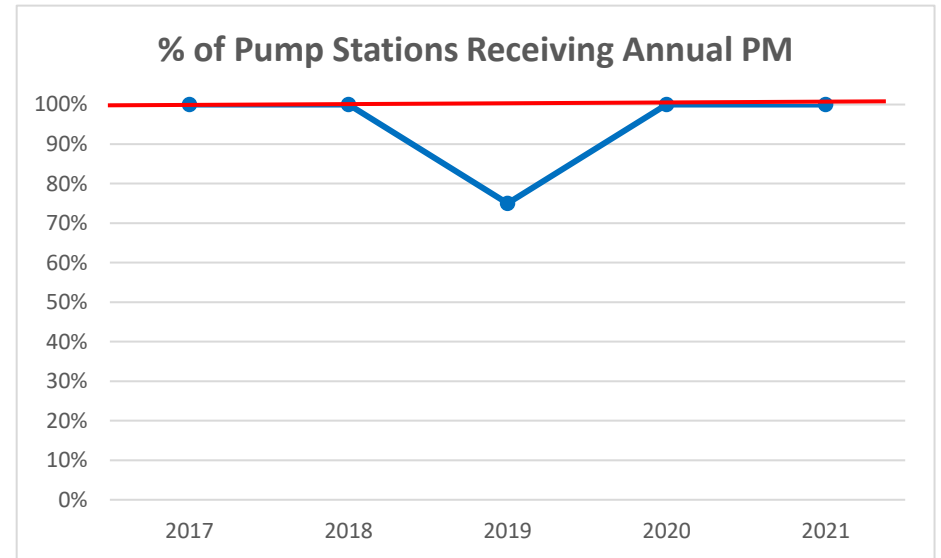
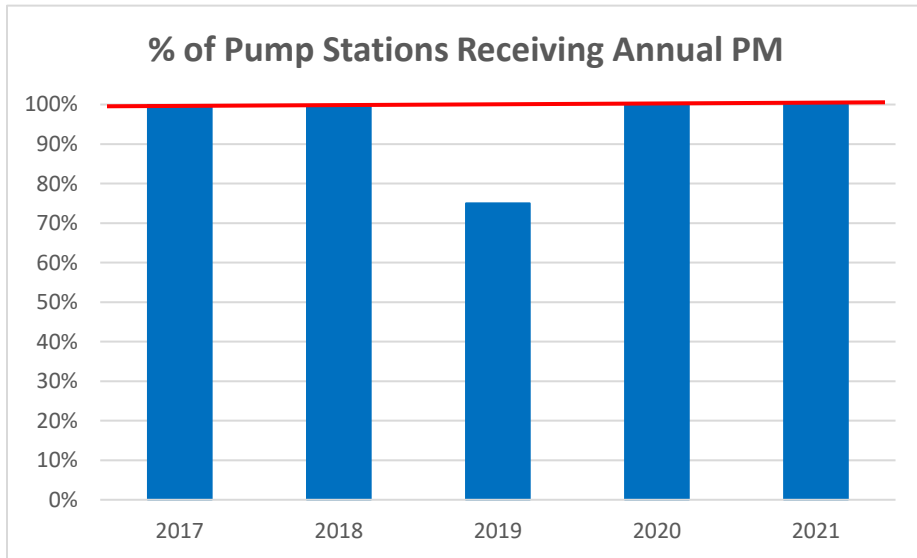
| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|---|--------------|--|---------|---------|-------|---|
| Efficiency: Performing to the best of our abilities with the least amount of lost time and effort | | Being efficient demonstrates how well CMSD is using its resources. It proves functions are completed in a timely manner and there is less bureaucracy within the organization. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Average footage of daily pipeline cleaned. | 3,602 | 3,102 | 4,722 | 4,262 | 👍 | Cleaning 220 days in a year. Days excluded from cleaning include weekends, holidays, vacation, sick leave and training. Staff estimates there were 188 working days during this reporting period (excluding holidays, weekends, vacation, sick leave and training). Contractors were used to clean while staff was on sick leave. |



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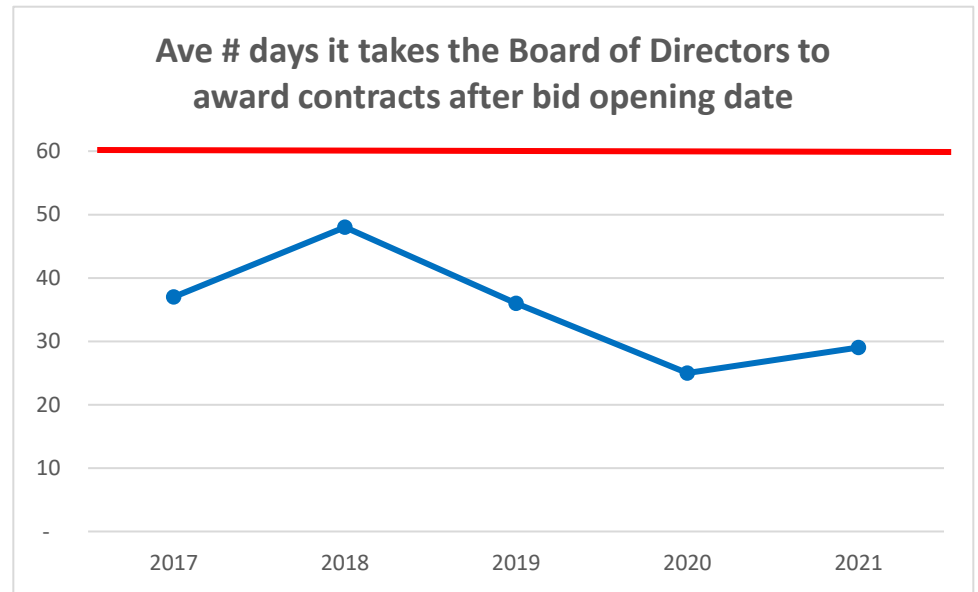
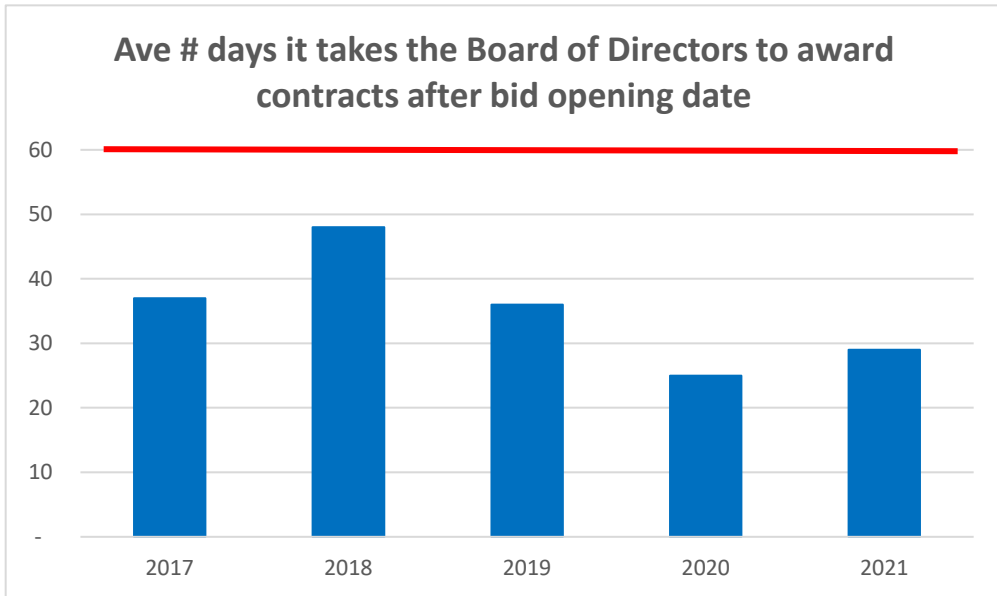
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| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |

| | | | | | | |
|---|------|-----|------|------|---|---|
| Percentage of wastewater pump stations that received their annual preventive maintenance (PM) | 100% | 75% | 100% | 100% | 👍 | There are 20 wastewater pump stations. Annual PMs prevents SSOs. PM includes checking cord connections, circuit breakers, fuses, amps, volts, wet well coating, changing oil and coolant, clean and exercise all valves, observe pump in use and record pump down times |
|---|------|-----|------|------|---|---|



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| ATTRIBUTE | | | WHY IMPORTANT? | | | |
|---|--------------|---------|--|---------|-------|--|
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| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Average number of days it takes the Board of Directors to award contracts after bid opening date. | 60 | 36 | 25 | 29 | 👍 | Bids are valid for 60 days. After 60 days the project has to be re-bid, which cost money and additional staff time. Awarding a contract within 60 days ensures the project is completed in a timely manner for the benefit of the community. Three projects valued over \$125k were awarded by the Board (Projects No. 322 Iowa Force Main Replacement, Project No. 326 19 th Street Force Main Replacement and Project No. 328 Ductile Iron Pipe Rehabilitation Phase II). |



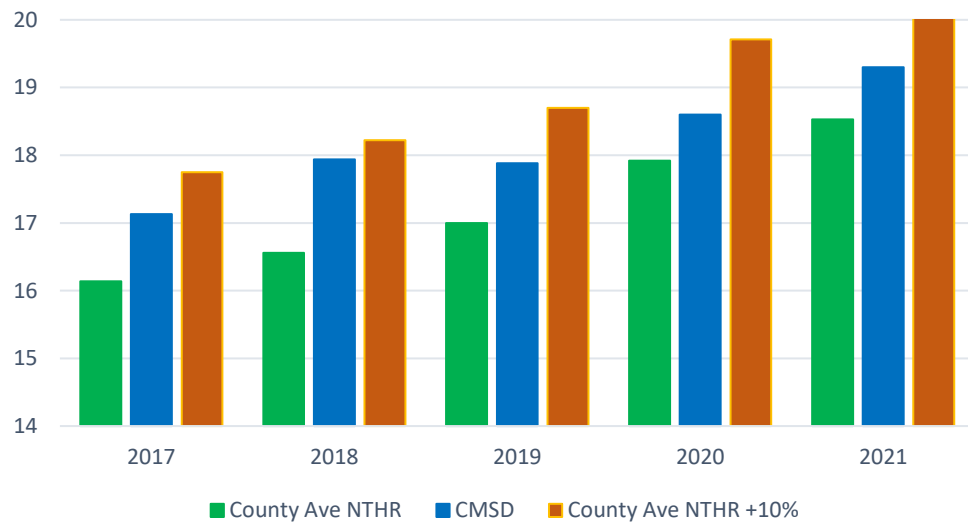
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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|---|--------------|--|---------|---------|-------|--|
| Efficiency: Performing to the best of our abilities with the least amount of lost time and effort | | Being efficient demonstrates how well CMSD is using its resources. It proves functions are completed in a timely manner and there is less bureaucracy within the organization. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Percent of e-commerce transactions placed with the District | 50% | NA | 55% | 68% | 👍 | Having an online payment system to pay for sewer permit fees, invoices, or starting new trash and sewer services is convenient for members of the public because they can make the transaction from home. It can also reduce the number of bank runs for depositing cash and checks. The staff time saved on bank runs can be shifted to other procurement priorities. E-commerce reduces paperwork such printing receipts and there is less chance for human error because it has an automated tracking system. |

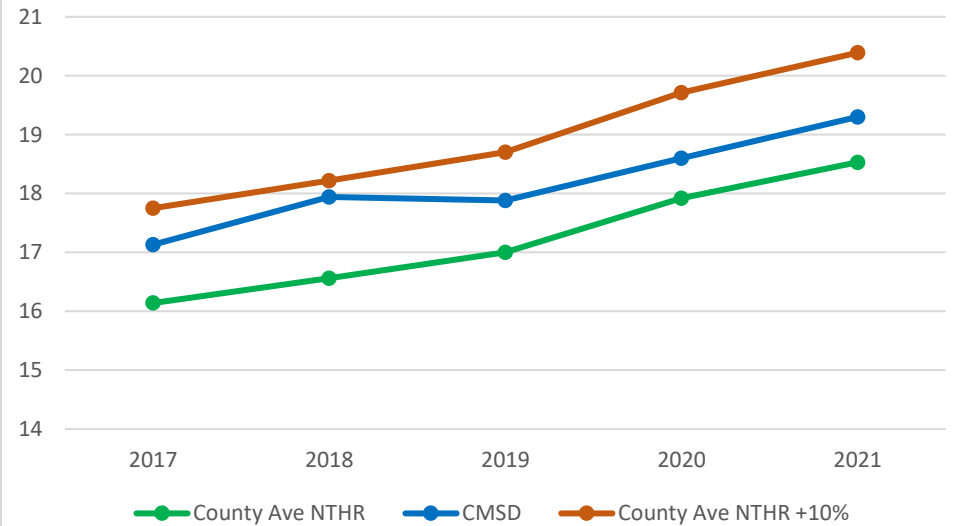
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| ATTRIBUTE | | | WHY IMPORTANT? | | | |
|---|--------------|---------|---|---------|-------|--|
| Cost Effectiveness: Comparing monetary costs to quantifiable benefits | | | Demonstrates tax funded programs and services are getting the biggest bang for its buck. Proves CMSD is spending tax payer dollars wisely. No feverous spending. | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Net hauler solid waste rate is within 10% of the average net to hauler rate when compared to the rest of Orange County agencies | ≤ 10% | 3.79% | 4.16% | 5.35% | 👍 | Net to hauler rate excludes CMSD overhead and anaerobic digestion costs. It is the true cost to providing residential trash collection services. |

County Ave Net-to-Hauler vs CMSD Rate



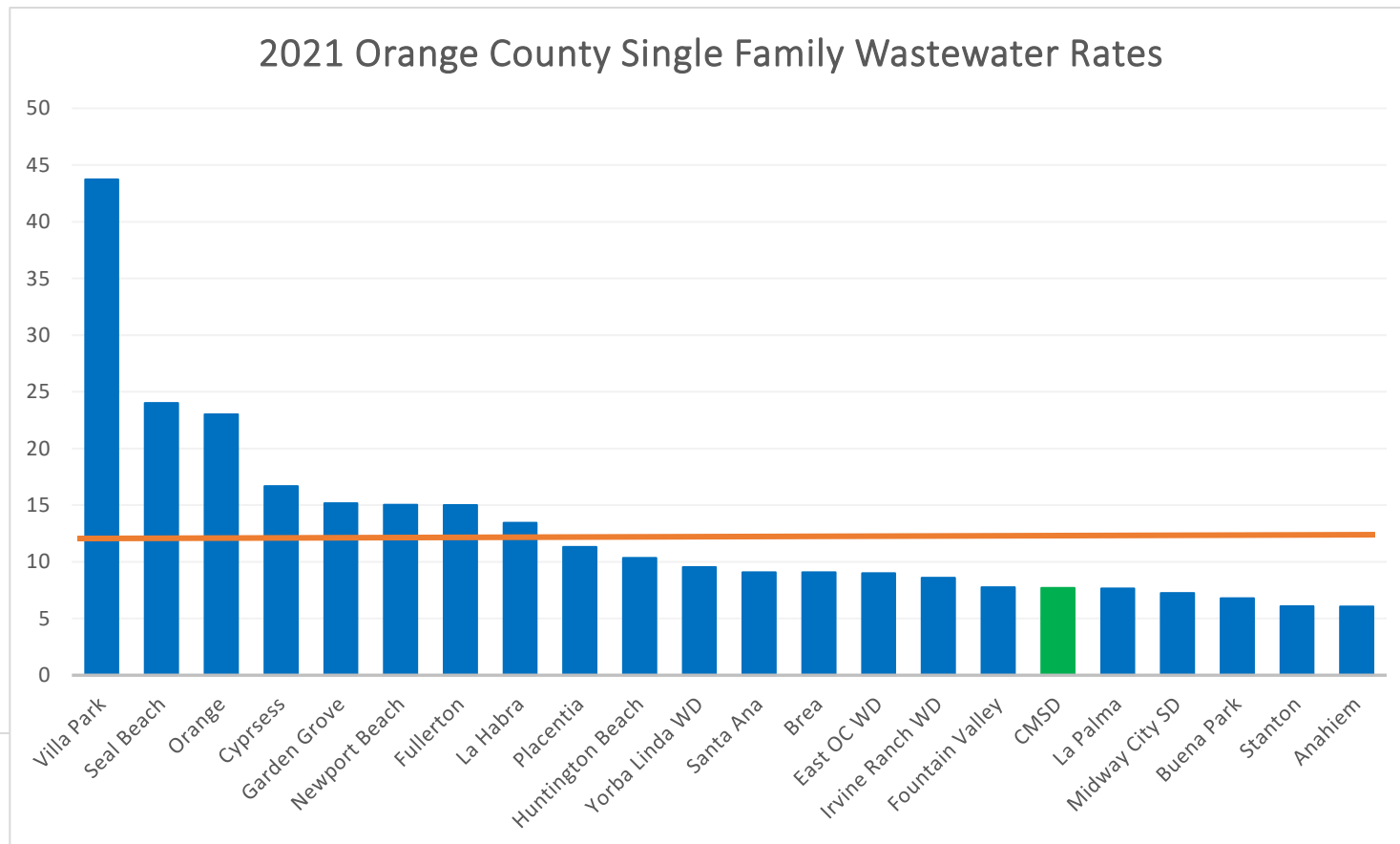
County Ave Net-to-Hauler vs CMSD Rate



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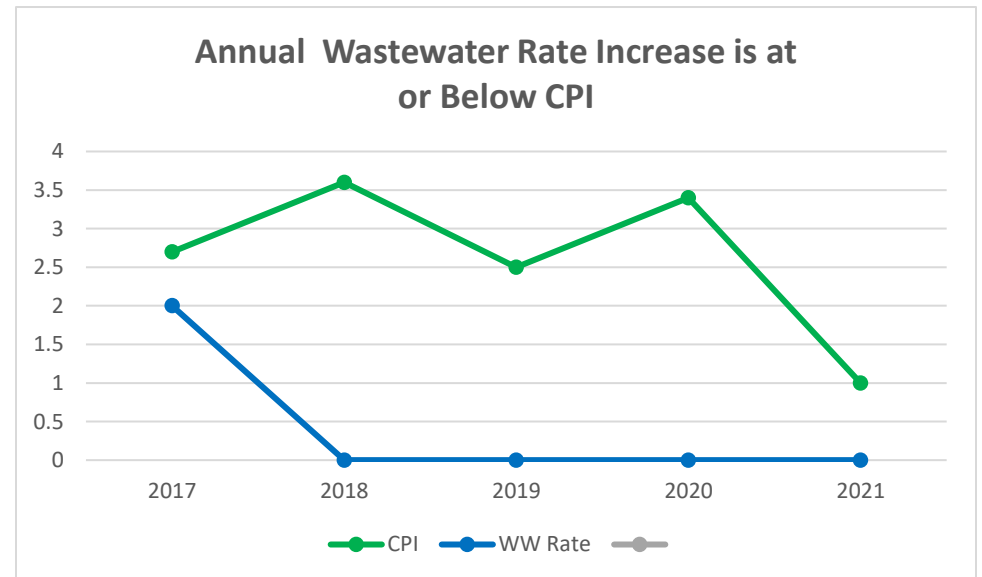
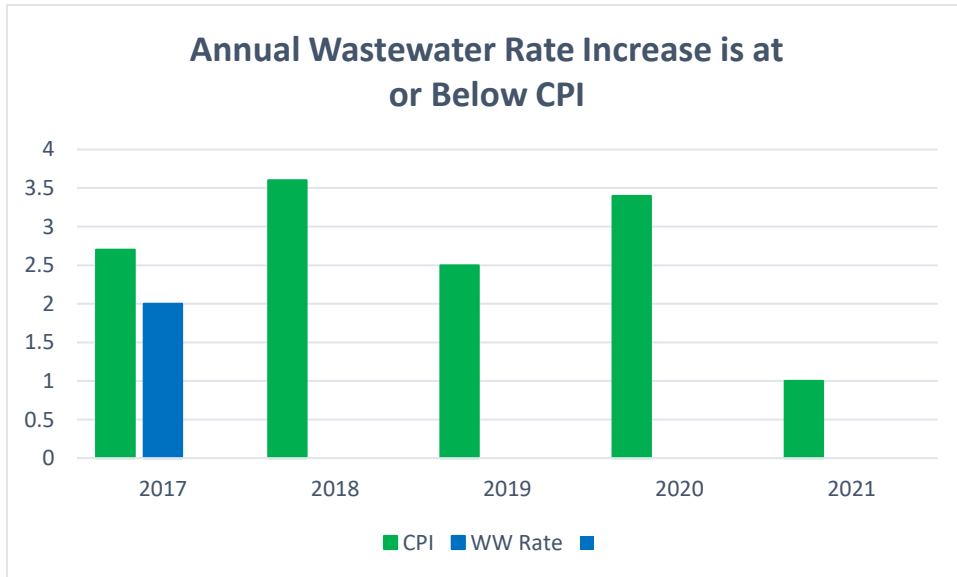
| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|--|--------------|--|---------|---------|-------|----------------------|
| Cost Effectiveness: Comparing monetary costs to quantifiable benefits | | Demonstrates tax funded programs and services are getting the biggest bang for its buck. Proves CMSD is spending tax payer dollars wisely. No feverous spending. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |

| | | | | | | |
|--|-------|------|------|------|---|--|
| Monthly residential wastewater rate is below the average wastewater rate when compared to the rest of Orange County agencies | 12.83 | 7.70 | 7.70 | 7.70 | 👍 | Surveyed rates do not include wastewater treatment costs. Some OC agencies include treatment costs in their monthly rates. Orange County Sanitation Districts charges CMSD residents separately for treatment costs. |
|--|-------|------|------|------|---|--|



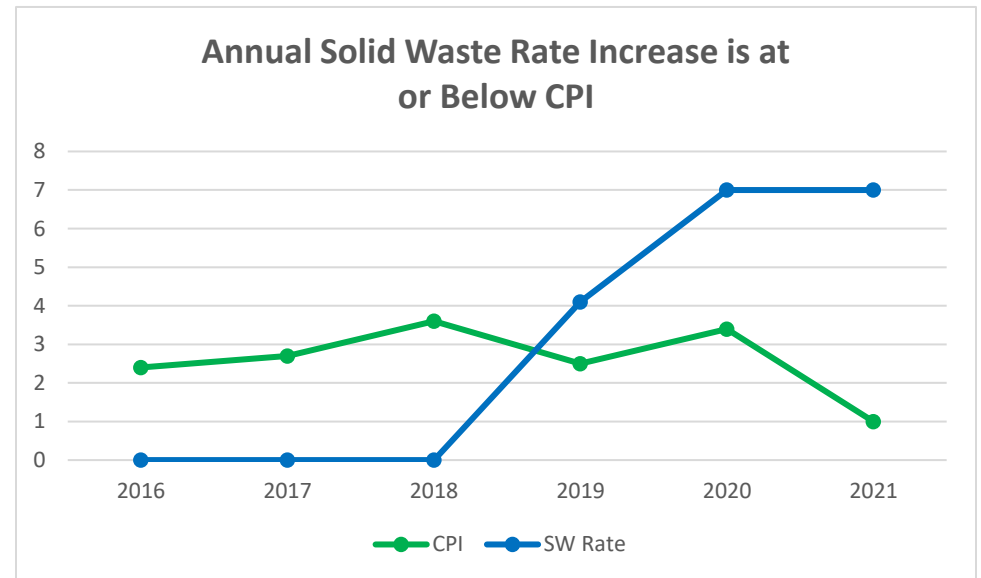
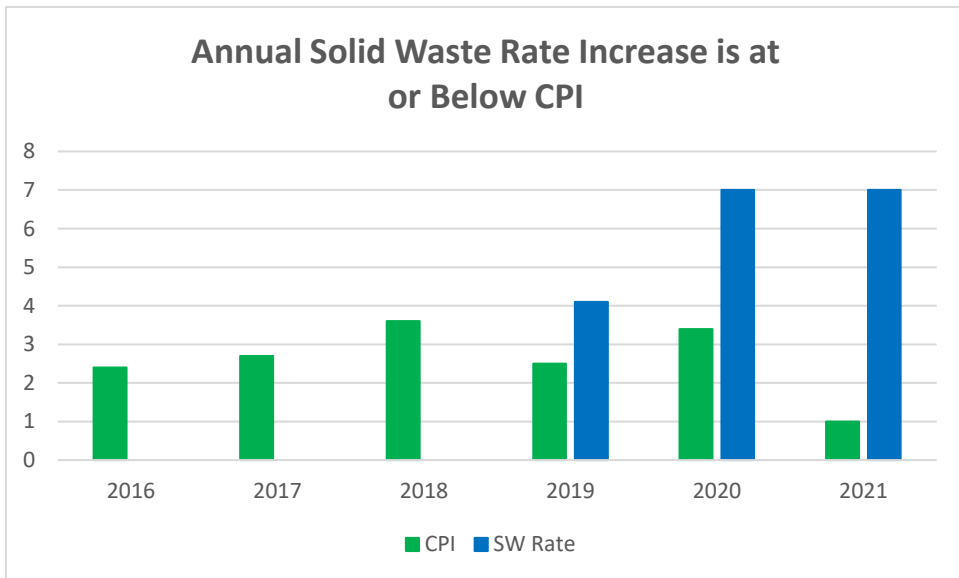
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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|--|--|--|---------|---------|-------|--|
| Cost Effectiveness: Comparing monetary costs to quantifiable benefits | | Demonstrates tax funded programs and services are getting the biggest bang for its buck. Proves CMUSD is spending tax payer dollars wisely. No feverous spending. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | FY 2019 | FY 2020 | FY 2021 | | |
| Annual residential wastewater rate increase is at or below the Consumer Price Index (CPI) yearly change in Los Angeles-Long Beach-Anaheim area | 2019: ≤ 2.5% 2020: ≤ 3.4% 2021: ≤ 1.0% | 0% | 0% | 0% | 👍 | Rate increases are applied on a fiscal year basis. The last rate increase occurred in FY17 covering the period July 1, 2017 to June 30, 2018. CPI is from February to February. CMUSD had a five year rate increase (2013-2017) for wastewater collection services. Wastewater rate will remain stable in 2021 |



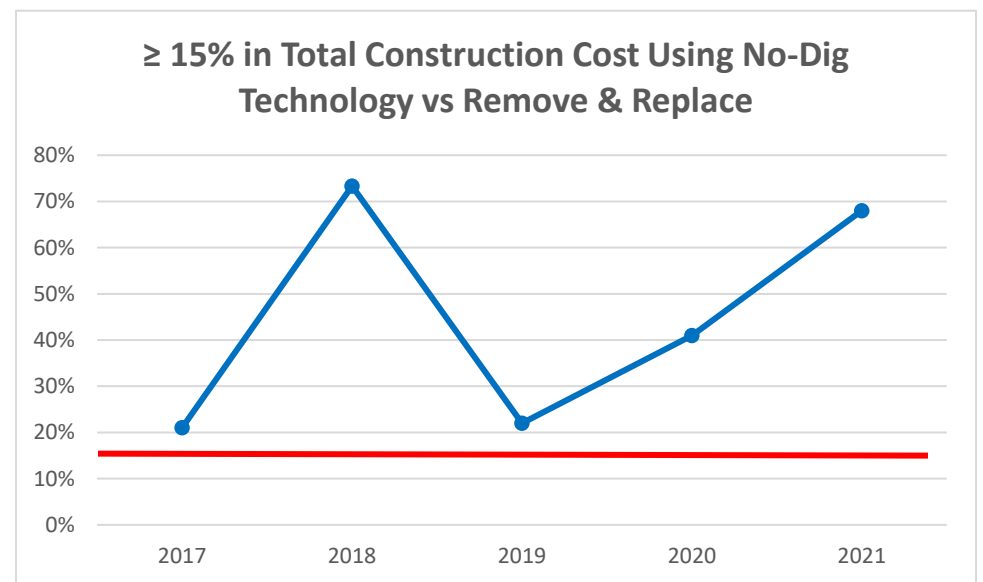
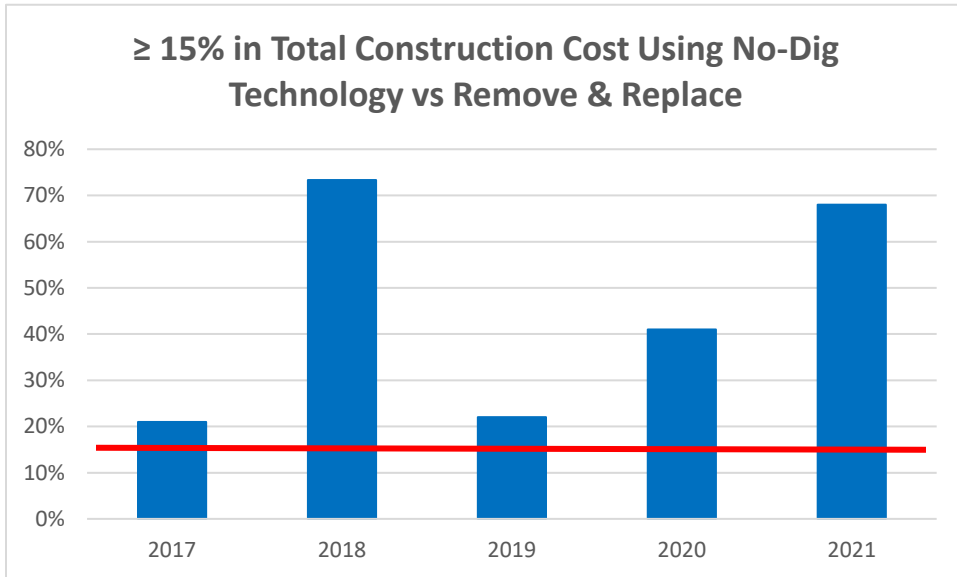
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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|---|--|---|---------|---------|-------|---|
| Cost Effectiveness: Comparing monetary costs to quantifiable benefits | | Demonstrates tax funded programs and services are getting the biggest bang for its buck. Proves CMSD is spending tax payer dollars wisely. No feverous spending. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | FY 2019 | FY 2020 | FY 2021 | | |
| Annual solid waste rate increase is at or below the Consumer Price Index (CPI) yearly change in Los Angeles-Long Beach-Anaheim area | 2019: ≤ 2.5% 2020: ≤ 3.4% 2021: ≤ 1.0% | 4.1% | 7.00% | 7.00% | 👎 | The district is currently utilizing reserves to balance the budget. Once reserves have reached their minimum level, a rate increase will be necessary. Rates were reduced in 2014. Last solid waste rate increase was in 2004. On May 23, 2019, the Board of Directors approved the first rate increase in 15 years. The new rate went into effect on July 1, 2019, 2020.and 2021 |



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| ATTRIBUTE | | | WHY IMPORTANT? | | | |
|--|--------------|---------|---|---------|-------|--|
| Cost Effectiveness: Comparing monetary costs to quantifiable benefits | | | Demonstrates tax funded programs and services are getting the biggest bang for its buck. Proves CMSD is spending tax payer dollars wisely. No feverous spending. | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Save an average of 15% in total construction cost of all capital improvement projects by using no-dig technology methods for replacing infrastructure. | ≥ 15% | 22% | 41% | 68% | 👍 | It cost approximately \$625 per linear foot to remove and replace sewer pipeline. Project #328 rehabilitated 600 linear feet of ductile iron pipeline. At the traditional remove and replace cost of \$625 per LF, the cost would have been \$375,000. However, Project #328 used liners to rehabilitate the ductile iron pipeline at a cost of \$120,000. Project # 322, Iowa Force Main Replacement, did not use no-dig technology because of the close proximity to a gas line. |



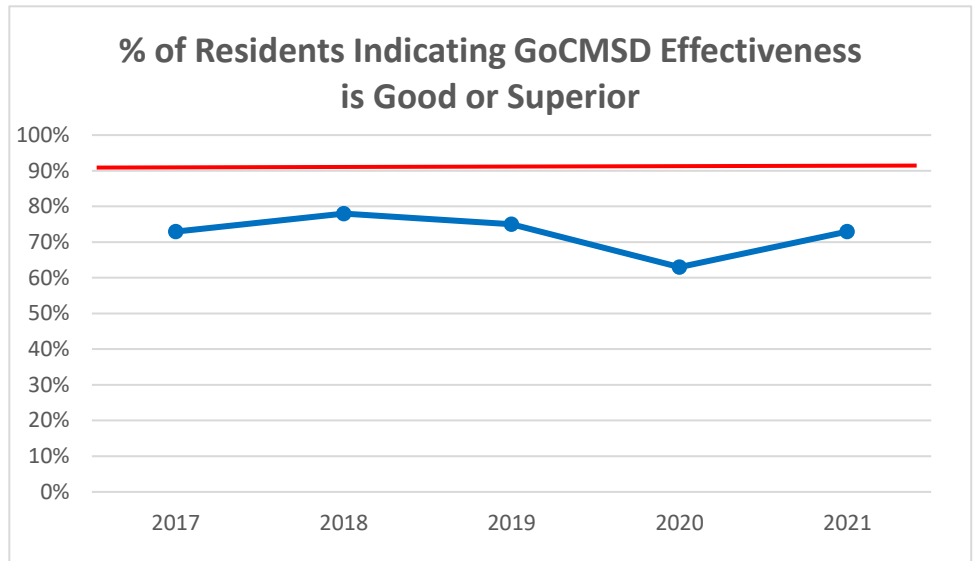
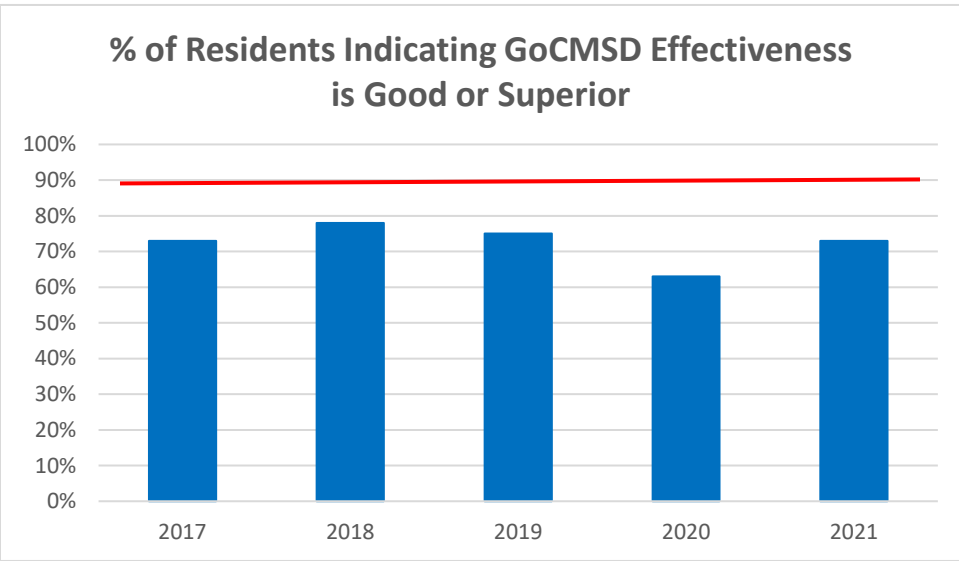
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| | |
|--|---|
| ATTRIBUTE | WHY IMPORTANT? |
| Customer Satisfaction: We will strive to achieve high customer satisfaction | Achieving high customer satisfaction builds trust among constituents and the belief their government is improving the quality of life in the community. Internal high customer satisfaction builds trust and cooperation among employees |

| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
|---|--------------|---------|---------|---------|-------|--|
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Percentage of residents in a community wide survey indicated they approve the job CMSD is doing | 90% | 79% | NA | 79% | 👍 | In the 2021 survey, 4% reported being dissatisfied on CMSD performance and 17% were unsure or preferred to not answer the question. All citizen surveys can be found on CMSD's website . |
| Average rating of residents attending the Citizens Environmental Protection Academy (CEPA) indicated the program is Satisfactory. | 8 | 9.27 | NA | NA | 👍 | CEPA was cancelled in 2020 due to the COVID-19 pandemic. The District did not inquire level of satisfaction among residents who viewed the virtual Spring CEPA on April 22, 2021 |

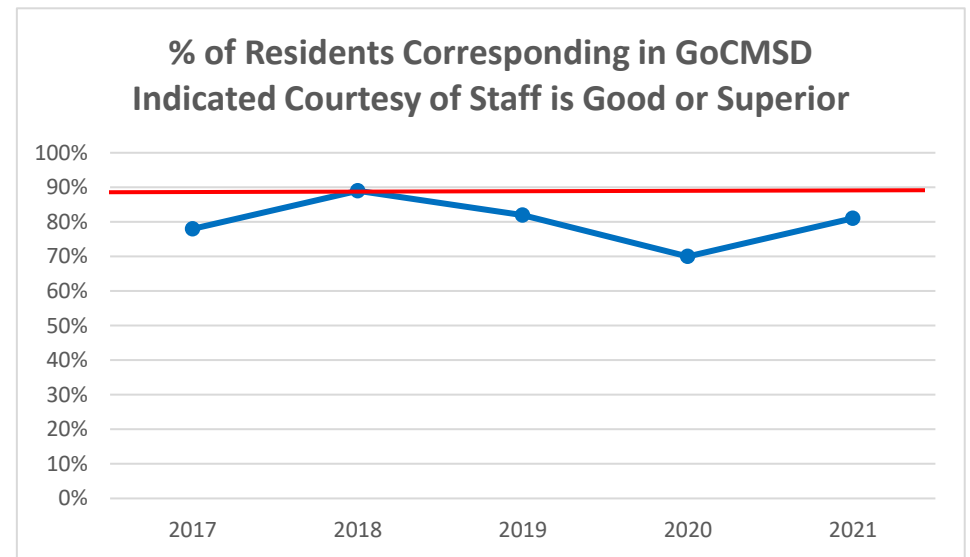
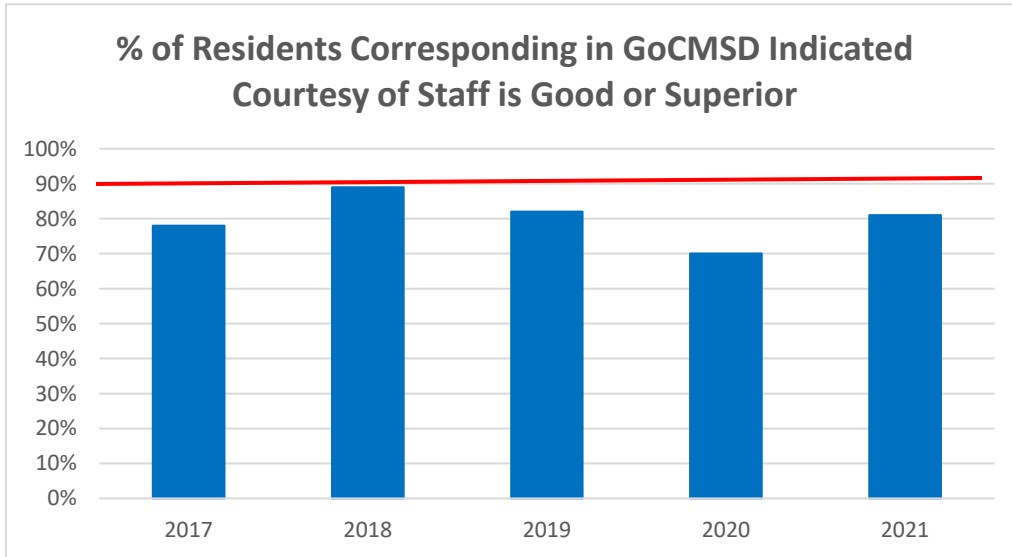
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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|--|--------------|---|---------|---------|-------|---|
| Customer Satisfaction: We will strive to achieve high customer satisfaction | | Achieving high customer satisfaction builds trust among constituents and the belief their government is improving the quality of life in the community. Internal high customer satisfaction builds trust and cooperation among employees | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Percentage of residents corresponding in GoCMSD indicated the effectiveness of CMMSD staff is Good or Superior | 90% | 75% | 63% | 73% | 👍 | GoCMSD users are given surveys to gauge their satisfaction with handling of the issue that was reported. Users can rate the services as Poor, Average, Good, or Superior. Residents were upset with missed trash collections by CR&R. |



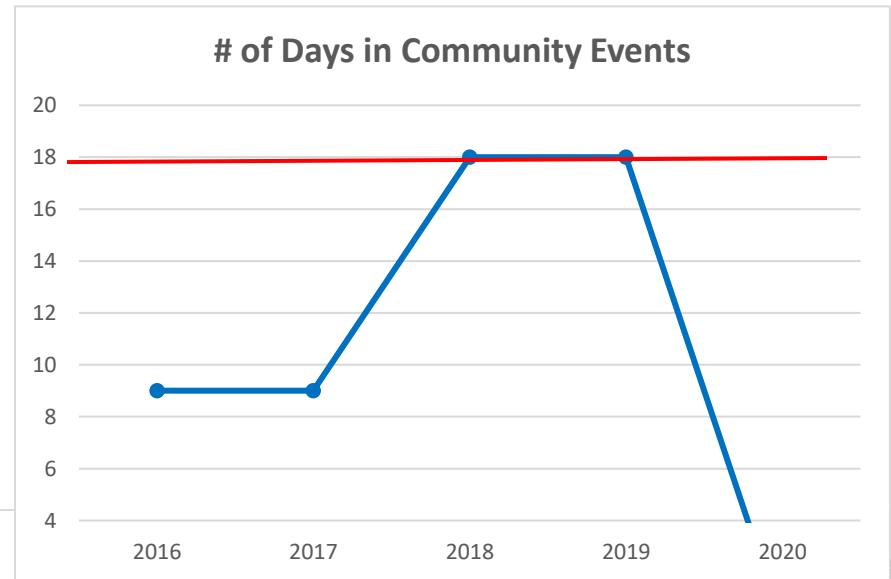
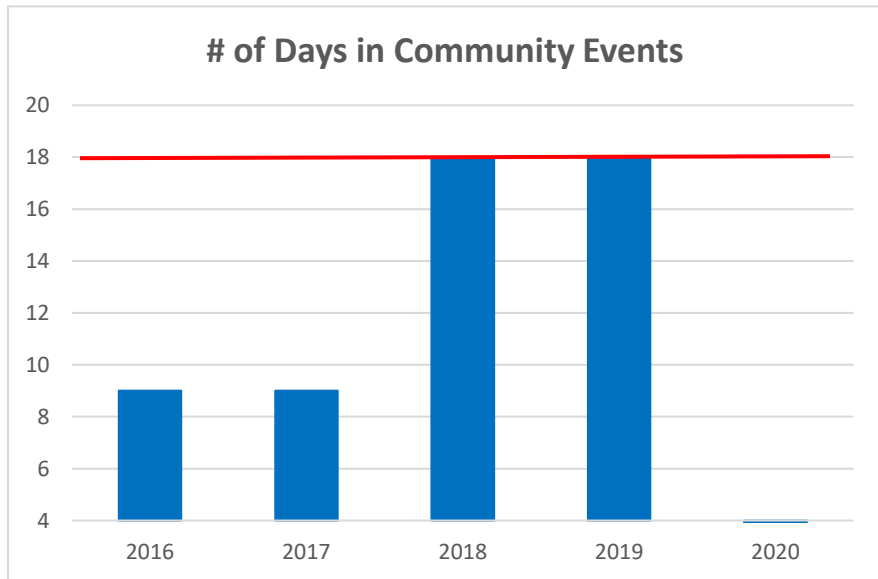
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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|--|--------------|--|---------|---------|-------|--|
| Citizen Engagement: We will actively engage with our citizens in the decision-making process and to ensure CMSSD is transparent and accountable | | Citizen engagement promotes democracy and community building. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Percentage of employees indicated the District is a better organization than it was compared to one year ago | 90% | 86% | 87.5% | 41% | 👎 | The low percentage is attributed to restrictions caused by the COVID-19 pandemic. An action plan is being implemented to address staff concerns. |
| Percentage of residents corresponding in GoCMSSD indicated the courtesy of CMSSD staff is Good or Superior | 90% | 82% | 70% | 80% | 👍 | |



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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|---|--------------|--|---------|---------|-------|---|
| Citizen Engagement: We will actively engage with our citizens in the decision-making process and to ensure CMSD is transparent and accountable | | Citizen engagement promotes democracy and community building. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Number of followers/subscribers and page likes for: | | | | | | Goal was amended in 2021. Number of followers for Twitter and Instagram are achieving the goal. |
| Twitter: | 250 | 218 | 237 | 257 | 👍 | |
| Facebook: | 1,000 | 395 | 581 | 746 | | |
| Instagram: | 1,000 | 512 | 804 | 1004 | | |
| LinkedIn: | 250 | NA | 66 | 87 | | |
| Youtube | 100 | NA | 14 | 25 | | |
| Number of days CMSD participated in community events and hosted District events | 12 | 18 | 0 | NA | 👎 | Community and hosted events were canceled due to COVID-19 |



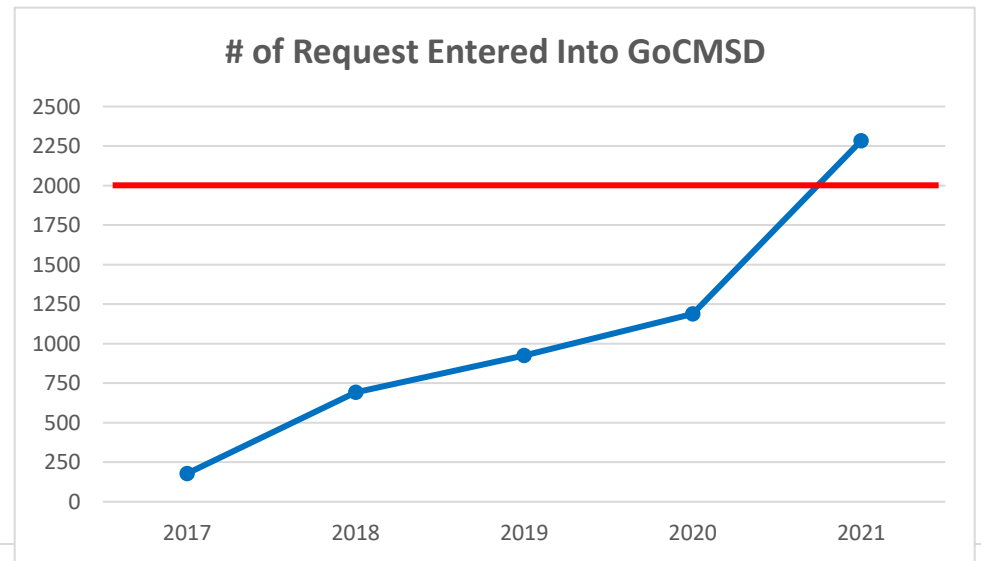
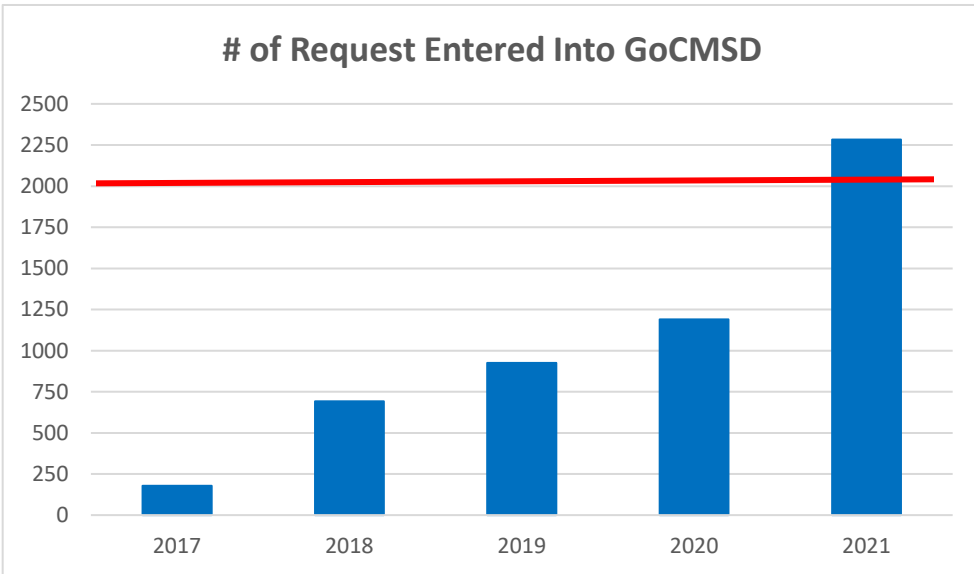
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| ATTRIBUTE | WHY IMPORTANT? |
|---|--|
| Citizen Engagement: We will actively engage with our citizens in the decision-making process and to ensure CMSD is transparent and accountable | Citizen engagement promotes democracy and community building. |

| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
|----------------------------------|--------------|---------|---------|---------|-------|--|
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Number of engagements/Views for: | | | | | | Goal was amended in 2021. Engagements for Facebook, LinkedIn and Youtube are achieving the goal. |
| Twitter: | 750 | 750 | 1,041 | 426 | 👍 | |
| Facebook: | 20,000 | 3,912 | 16,593 | 26,368 | | |
| Instagram: | 3,000 | 2,292 | 2,933 | 2,572 | | |
| LinkedIn: | 200 | NA | 144 | 504 | | |
| Youtube: | 3,000 | 1,467 | 1,640 | 68,218 | | |

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| ATTRIBUTE | | WHY IMPORTANT? | | | | |
|---|--------------|--|---------|---------|-------|--|
| Citizen Engagement: We will actively engage with our citizens in the decision-making process and to ensure CMSD is transparent and accountable | | Citizen engagement promotes democracy and community building. | | | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Number of subscribers to Government Outreach (GORquest Mobile) | 2,500 | 2,086 | 3,355 | 3,618 | 👍 | GoCMSD is a citizen engagement tool that allows residents to submit a request via the web and mobile app. Issues go directly into the GoCMSD customer service system and are automatically delivered to the right staff person at CMSD. Additionally, subscribers receive e-mail notifications about District announcements, job openings, Board agendas, program news, and CMSD’s quarterly newsletter. Goal was amended in 2021 from 1,000 to 2,500 subscribers. |
| Number of requests entered into GoCMSD | 2,000 | 925 | 1,189 | 2,283 | 👍 | Goal was amended in 2021 from 200 to 2,000 requests entered into GoCMSD |



White: No outcome; **Green:** Outcome fully met the goal; **Yellow:** Outcome missed the goal, but close OR making progress to achieving the goal; **Red:** Clearly missed the goal OR a very bad trend; 👍 **up= trend better;** 👎 **down= trend worse;** ≤ is “less than or equal”; ≥ means “greater or equal”

| ATTRIBUTE | | | | WHY IMPORTANT? | | |
|---|--------------|-----------------------|---------|--|-------|---|
| Citizen Engagement: We will actively engage with our citizens in the decision-making process and to ensure CMSD is transparent and accountable | | | | Citizen engagement promotes democracy and community building. | | |
| Performance Measures | Current Goal | Outcome | | | Trend | Comments or Analysis |
| | | CY 2019 | CY 2020 | CY 2021 | | |
| Number of attendees at CMSD State of the District event | 50 | 88 | NA | NA | 👍 | 2020 State of the District address was virtual due to the COVID-19 pandemic. 2021 State of the District was canceled due to the pandemic. |
| Number of attendees at Citizen Environmental Protection Academy | 60 | Spring:42 Fall: 31 | NA | Spring:140 | 👍 | The CEPA gives residents an up close and personal experience on how CMSD's refuse and wastewater is processed and recycled with free tours of CMSD Corporate Yard, OCSD wastewater treatment plants, OCWD groundwater replenishment system, Orange Coast College Recycling Center and CR&R's Material Recovery Facility and Anaerobic Digestion Facility. CEPA was cancelled in 2020 due to COVID-19. Virtual CEPA was on April 22, 2021. Goal was amended in 2021. |

