COSTA MESA SANITARY DISTRICT
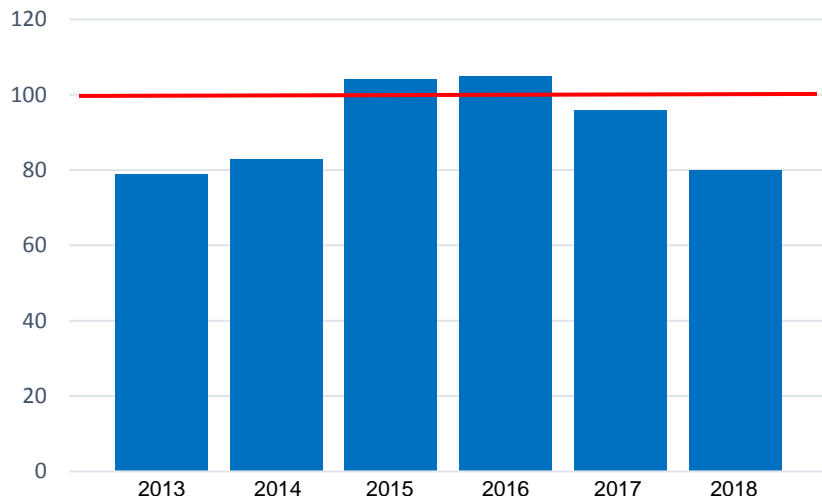# OUTCOMES AND PERFORMANCE MEASUREMENT PROGRAM

COSTA MESA SANITARY DISTRICT
OUTCOMES AND PERFORMANCE MEASUREMENT PROGRAM

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"**
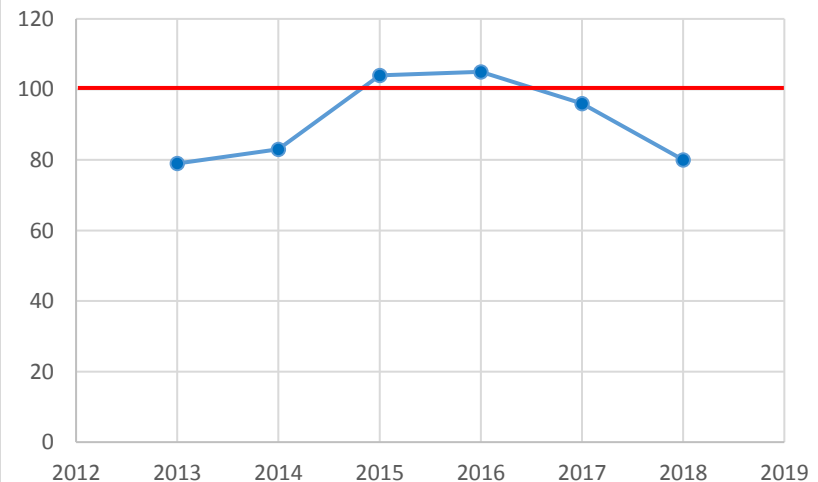
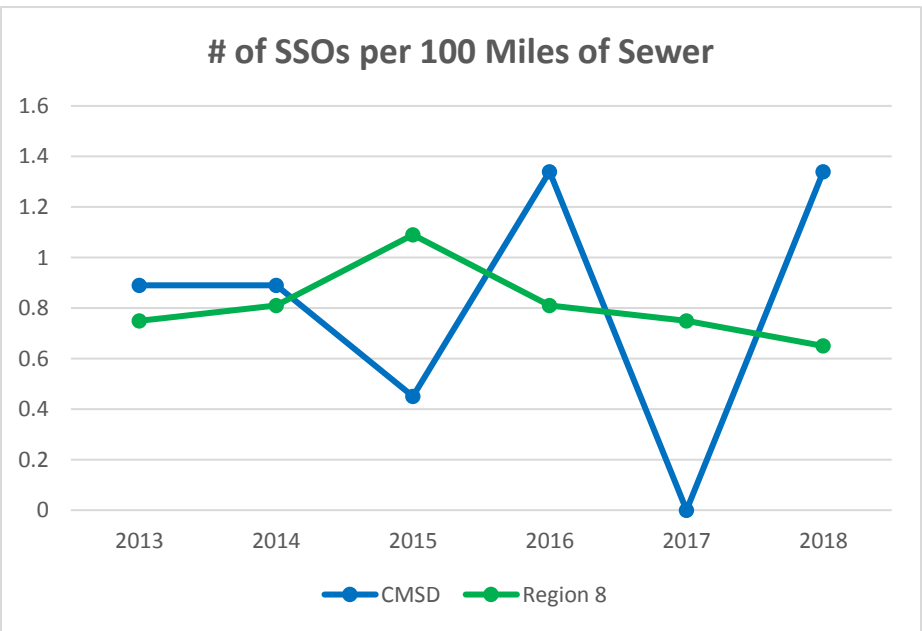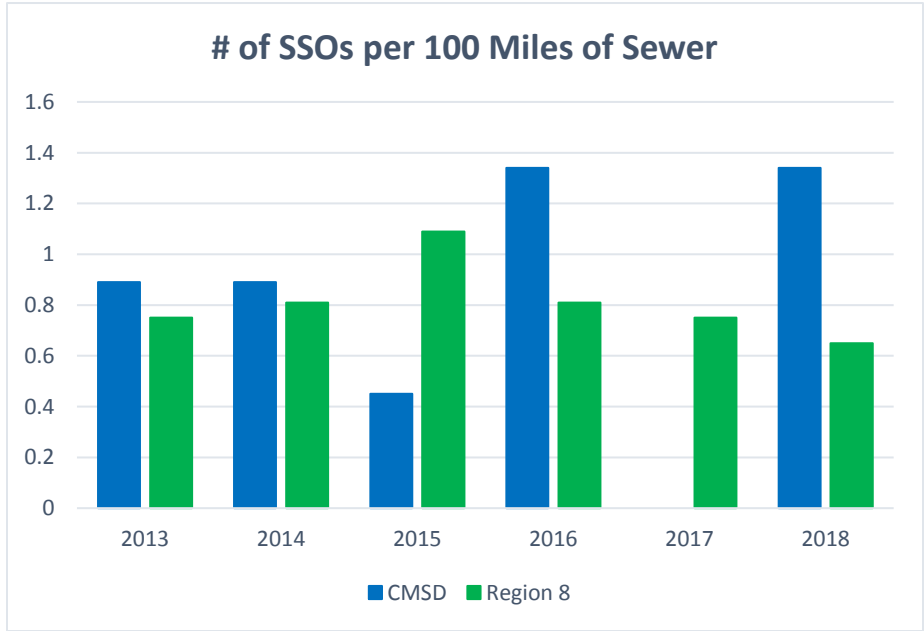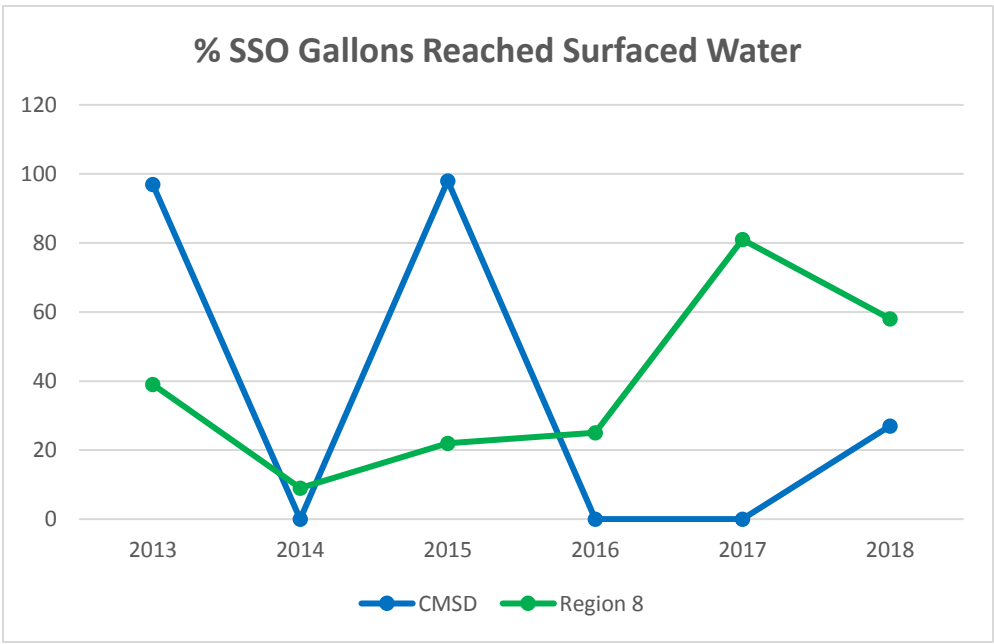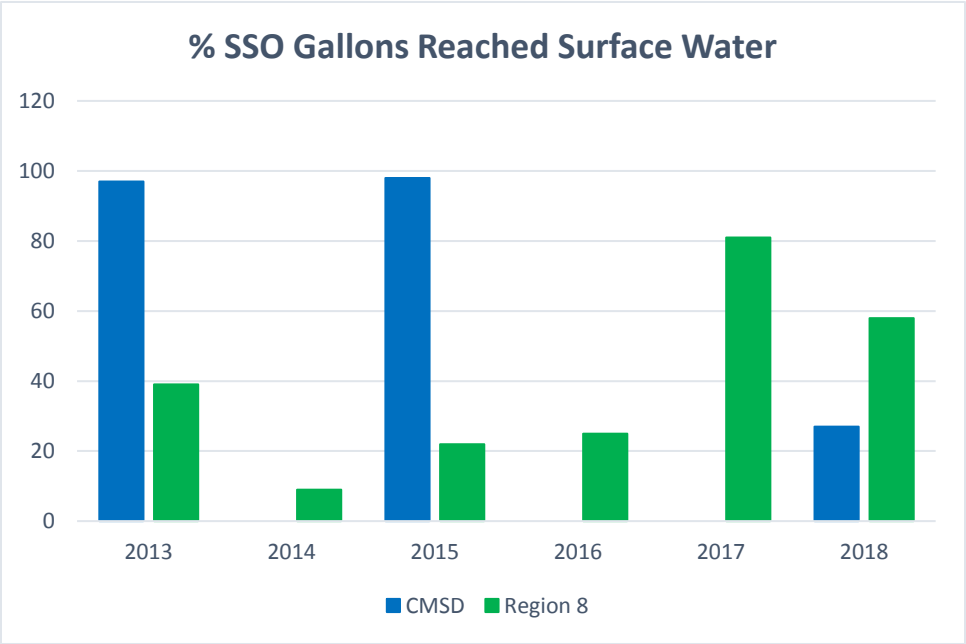| ATTRIBUTE					WHY IMPORTANT?	
Recruit and retain a highly engaged and effective workforce					**A high performing and engaged workforce will achieve desired results and move the organization forward to achieving its mission.**	
Performance Measures	**Current Goal**	**Outcome**			**Trend**	**Comments or Analysis**
		CY 2016	**CY 2017**	**CY 2018**		
Number of days lost due to workplace related injuries	0	0	0	0	👆	
Experience Modification (EMOD)	≤ 100%	105%	96%	80%	👆	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. 2018 EMOD is lowest in past five years.

EMOD ≤ 100%

EMOD ≤ 100%

		Outcome				

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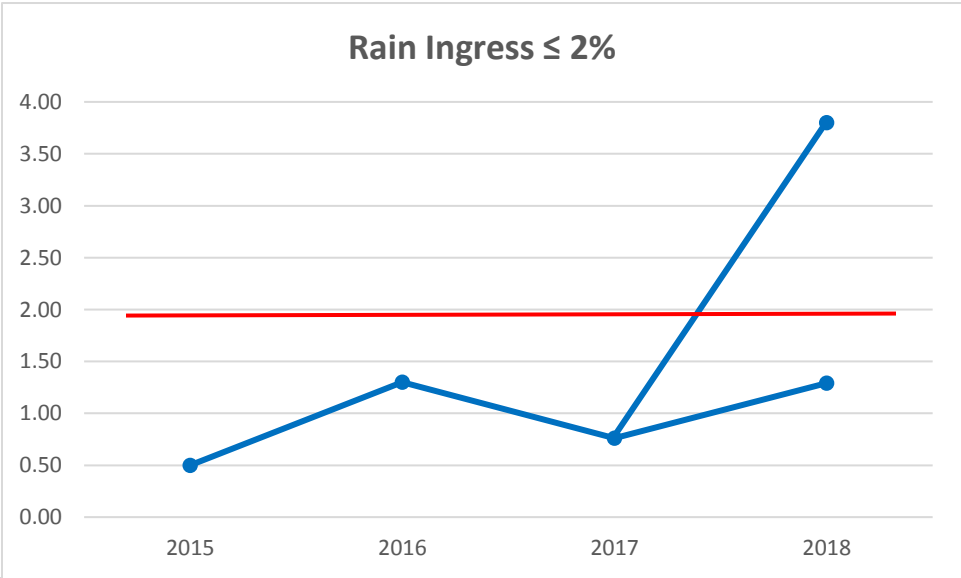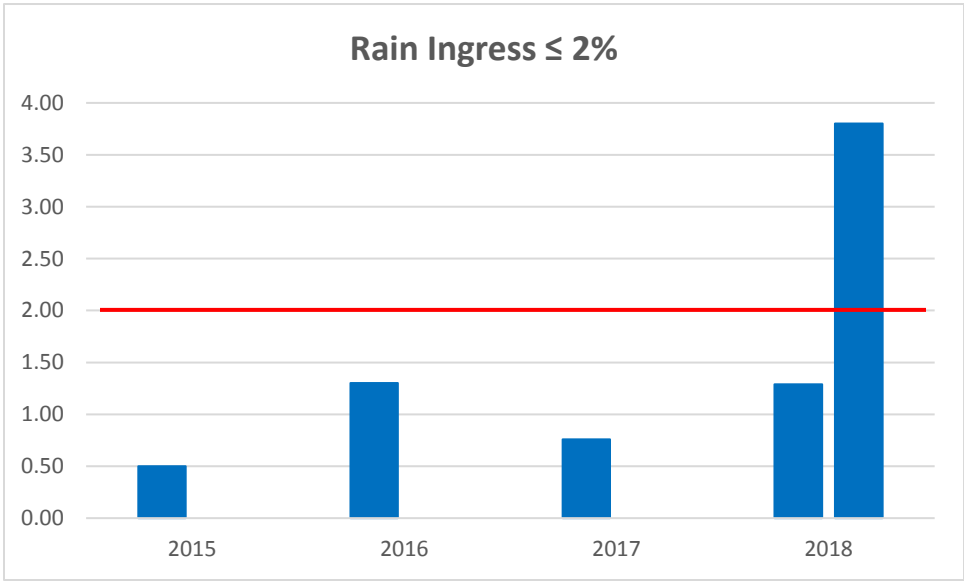| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	**CY 2017**	**CY 2018**		
Number of Sanitary Sewer Overflows (SSOs) per 100 miles of Sewer	2016: ≤ 0.81 2017: ≤ 0.75 2018: ≤ 0.65	**1.34**	**0**	**1.34**	👎	Current Goal is from Region 8 (Santa Ana) of the California Integrated Water Quality System (CIWQS) database, which is a computer system used by the State Water Control Board to track SSOs in California. The first SSO in 2018 was caused by contractor boring storm drain pipe into wastewater pipe. Rags got lodged between the storm drain pipe and the wastewater pipe. Contractor has removed storm drain pipe and repaired the wastewater pipe. The second SSO was caused by a rupture in the Elden Force Main air release valve. The third SSO was caused by someone disposing a tapestry/banner into the system.

# of SSOs per 100 Miles of Sewer

# of SSOs per 100 Miles of Sewer

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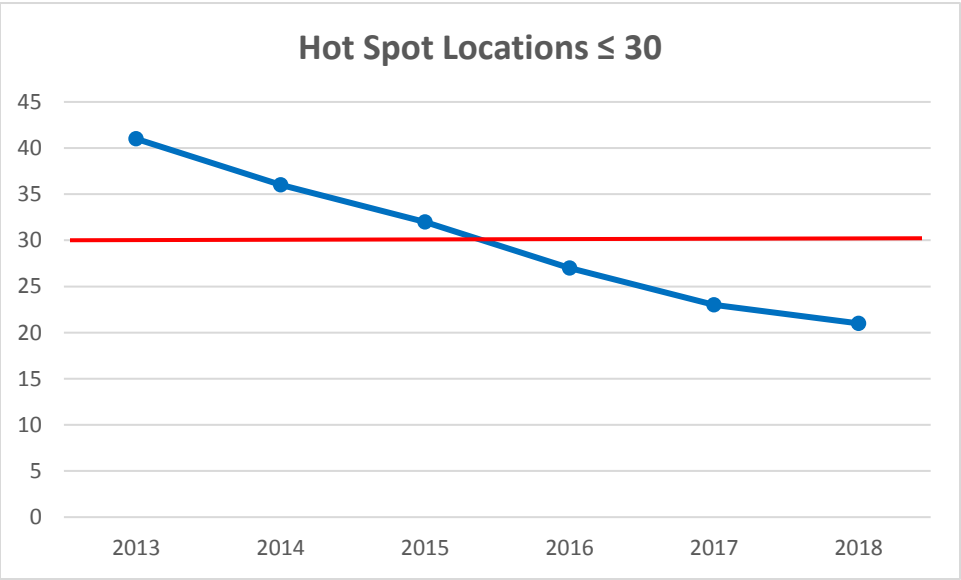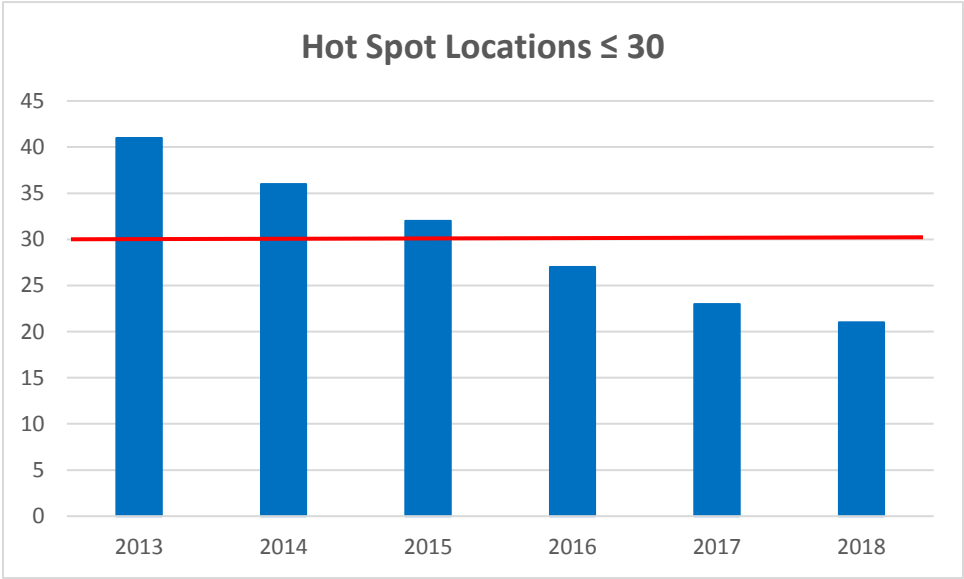| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Percent of sewage gallons spilled reached surface water	2016: ≤ 25% 2017: ≤ 81% 2018: ≤ 58%	0%	0%	27%	👆	Goal is from Region 8 (Santa Ana) of the California Integrated Water Quality System (CIWQS) database, which is a computer system used by the State Water Control Board to track SSOs in California. In 2018, the total volume of wastewater from the 3 SSOs was 28,769 gallons. Of the 28,769 gallons, 7,639 gallons reached surface water, which is nearly 27% of the total volume.

% SSO Gallons Reached Surface Water

% SSO Gallons Reached Surfaced Water

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Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Rain ingress entering wastewater system	≤ 2%	1.30%	0.76%	**1/9: 1.29%**	👍	Inflow of rain water entering wastewater systems can cause SSOs. Orange County Sanitation District (OCSD) encourages rain ingress of less than 2%. CMSD sealed and plugged manholes at locations that are prone to flooding. Costa Mesa experienced two significant storms in 2018. On January 9th, 0.95 inches of rain fell in Costa Mesa resulting in 1.29% rain ingress. On December 7th, 2.80 inches of rain fell in Costa Mesa resulting in 3.8% rain ingress.
				12/7: 3.8%	👎	

Rain Ingress ≤ 2%

Rain Ingress ≤ 2%
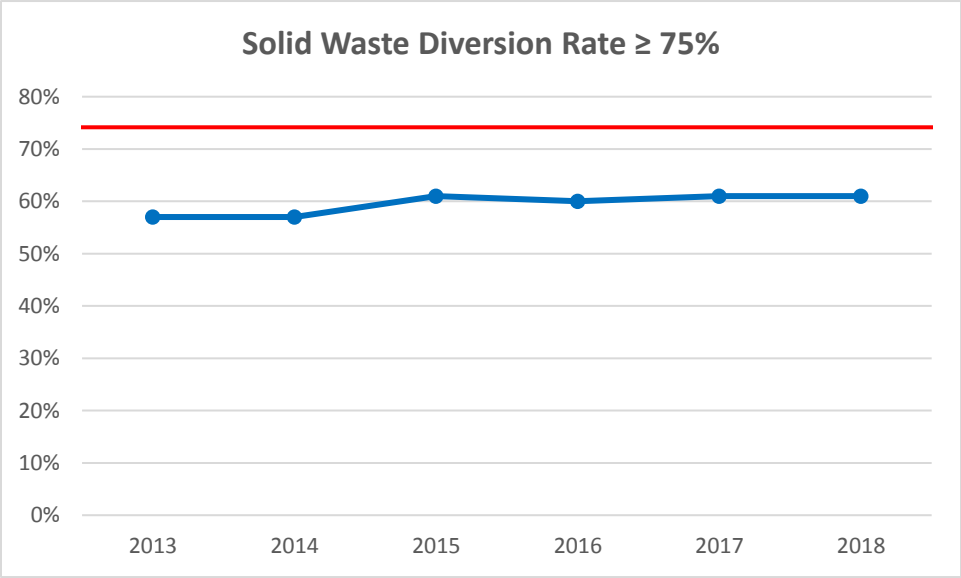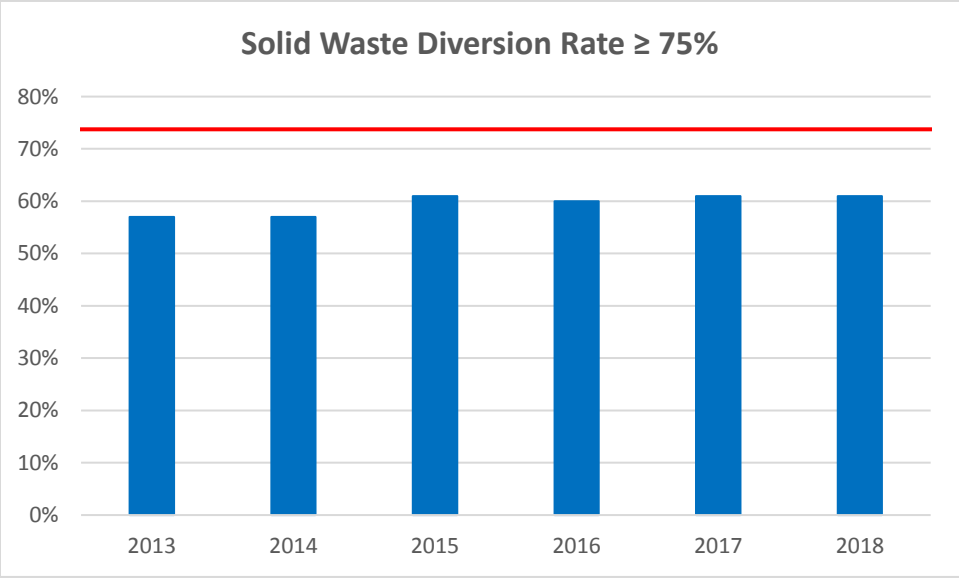
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Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	**CY 2017**	**CY 2018**		
Hot spot locations	≤ 30	**27**	**23**	**21**	👍	Hot spot locations require higher frequency of cleaning (e.g. 2 to 3X per year). Reducing the number of hot spots allow CMSD to reallocate more staff hours dedicated to cleaning the entire system within 18 months.

Hot Spot Locations ≤ 30

Hot Spot Locations ≤ 30

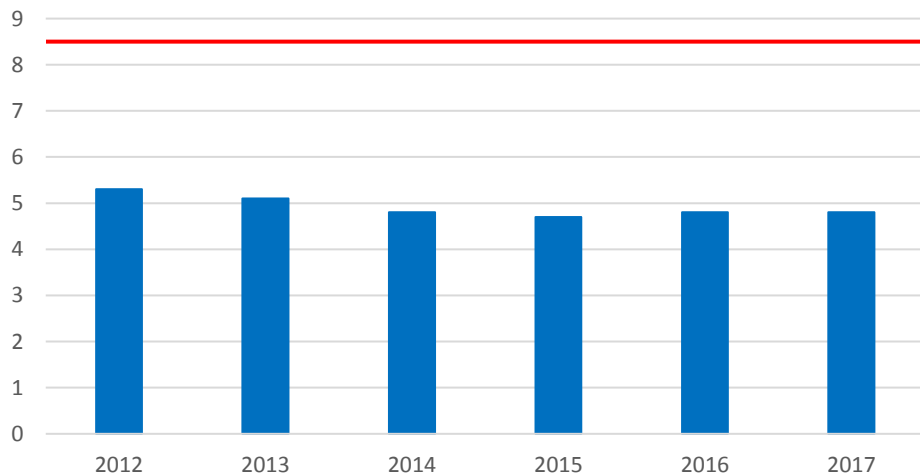|	White: No outcome; Green: Outcome fully met the goal; Yellow: Outcome missed the goal, but close OR making progress to achieving the goal; Red: Clearly missed the goal OR a very bad trend; 👍 up= trend better; 👎 down= trend worse; ≤ is "less than or equal"; ≥ means "greater or equal"

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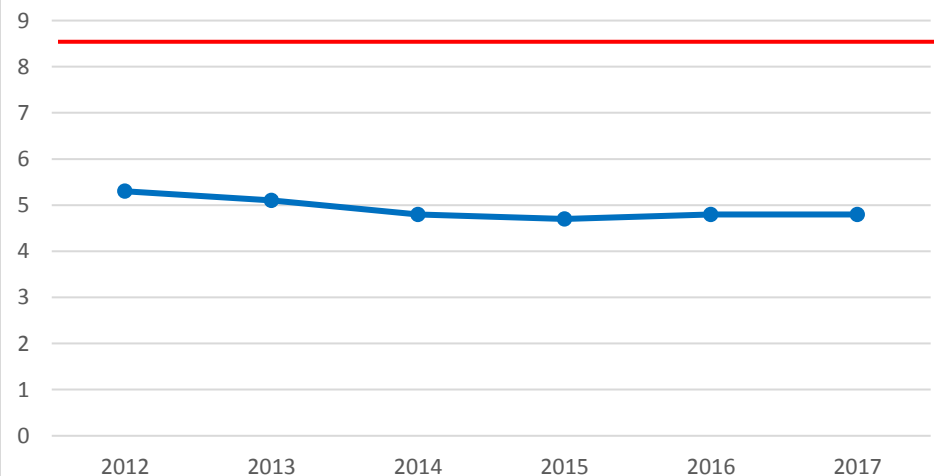| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Solid Waste Diversion Rate	75%	**60%**	**61%**	**61%**	👎	CMSD Board of Directors established the goal of diverting 75% of CMSD solid waste stream away from landfills. New programs that could increase diversion rate include clothing donation event, CR&R dedicating 20 hours a week promoting solid waste diversion programs, etc.

Solid Waste Diversion Rate ≥ 75%

Solid Waste Diversion Rate ≥ 75%

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Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Solid Waste Disposal Rate per person in Costa Mesa residential population is below State target (CalRecycle)	8.5	**4.8**	**4.8**	NA	👍	CalRecycle is the agency that enforces solid waste regulations in California. To conform to AB939 regulations, CalRecycle established a target that each resident residing in Costa Mesa must dispose 8.5 pounds of solid waste materials a day. As a result of the District's comprehensive recycling programs, Costa Mesa residents are disposing 4.8 pounds a day. 2018 data from CalRecycle is not available.

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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**
		FY 2016	**FY 2017**	**FY 2018**		

Performance Measures	Current Goal	FY 2016	FY 2017	FY 2018	Trend	Comments or Analysis
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. 2013 results are not available.

Rating	2014	2015	2016	2017	2018	
Excellent						
Satisfactory	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	
Unsatisfactory						

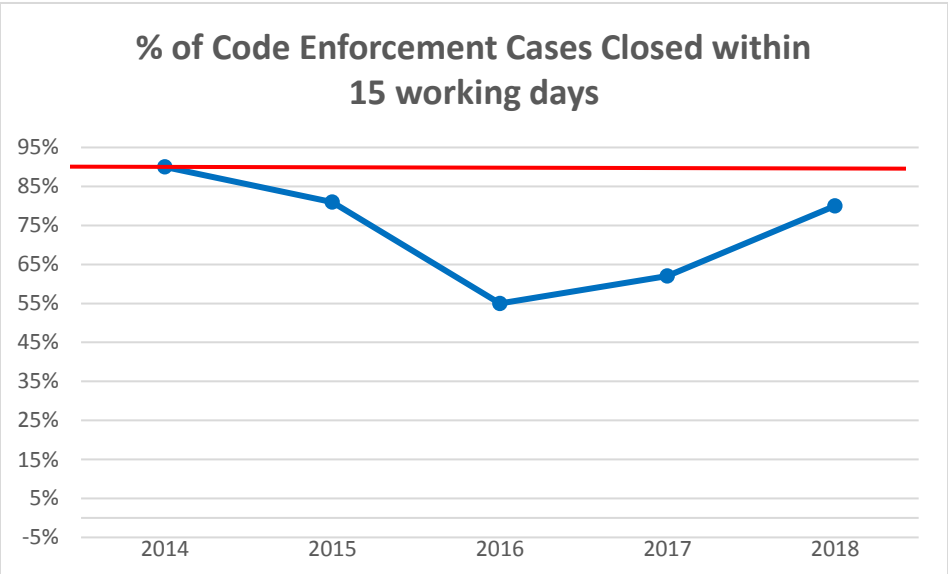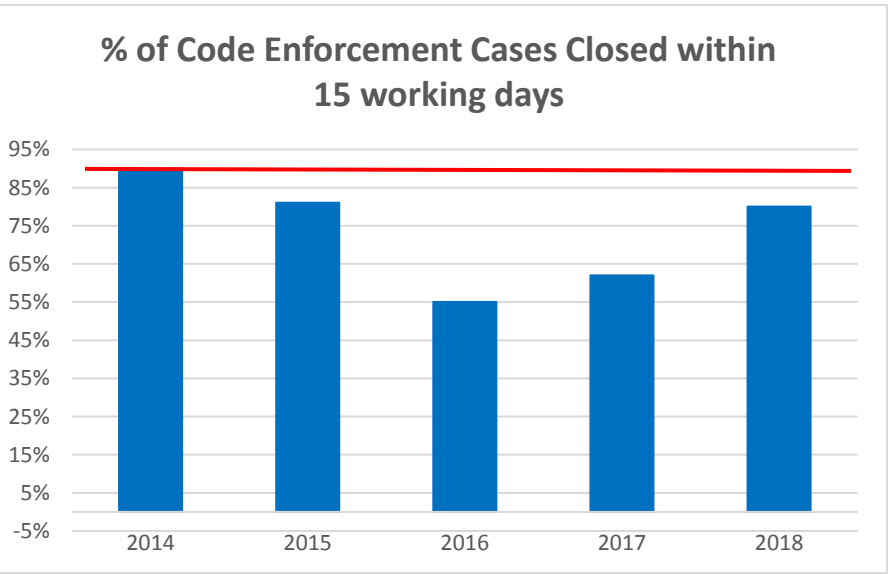|	
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Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	**CY 2017**	**CY 2018**		
Percentage of code enforcement cases regarding trash carts stored in public view are closed within fifteen working days	90%	**55%**	**62%**	**80%**	👍	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. Sometimes, 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, sometimes code enforcement will experience varying degree of compliance such as storing trash carts in front of the garage or visible in the side yard. 2013 data not available

% of Code Enforcement Cases Closed within 15 working days

(Bar chart: 2014 ≈ 90%, 2015 ≈ 81%, 2016 ≈ 55%, 2017 ≈ 62%, 2018 ≈ 80%; red goal line at 90%)

% of Code Enforcement Cases Closed within 15 working days

(Line chart: 2014 ≈ 90%, 2015 ≈ 81%, 2016 ≈ 55%, 2017 ≈ 62%, 2018 ≈ 80%; red goal line at 90%)

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ATTRIBUTE						WHY IMPORTANT?
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 2016	CY 2017	CY 2018		
Average number of business days it takes to upload Board of Directors meeting videos on CMSD website.	≤ 2	NA	2.6	1.9	👍	Public meetings are recorded and uploaded to the District's website, YouTube, and its BoardDocs portal for the public to view.
Special District Leadership Foundation (SDLF) District of Distinction tier levels.	Platinum	NA	NA	**Platinum**	👍	SDLF District of Distinction accreditation demonstrates an agency has proper fiscal management, good governance, excellent transparency, and a general manager that is certified as a Special District Administrator. Tier levels range from Silver to Platinum. Platinum is the highest level.
Transparency Score for Sunshine Review Ten Point Transparency Checklist	10/10	NA	9/10	9/10	👍	Sunshine Review is a non-profit organization dedicated to state and local government transparency. Constituents cannot track plan check and/or permitting process online. Cost prohibitive. Checklist is on CMSD's website at www.cmsdca.gov/images/transparency/transparency_checklist.pdf
Increase transparency efforts through website by implementing a percentage of recommendations from the Institute for Local Government (ILF)	90%	NA	94%	94%	👍	ILF promotes good government at the local level. ILF 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 ILF. www.ca.ilg.org/WebsiteTransparency The two recommendations that don't apply to CMSD are: • Land use permitting (page 4) • Building permits (page 5)

Number of Citizens Environmental Protection Academy (CEPA) attendees	30	NA	NA	**Spring: 35** **Fall: 25**	👍	An open government allows constituents to see firsthand how it operates. 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. In the fall session a tour of CR&R's Anaerobic Digestion Facility was added to CEPA
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	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	
Yes	✓	✓	✓	✓	✓	✓	
No							

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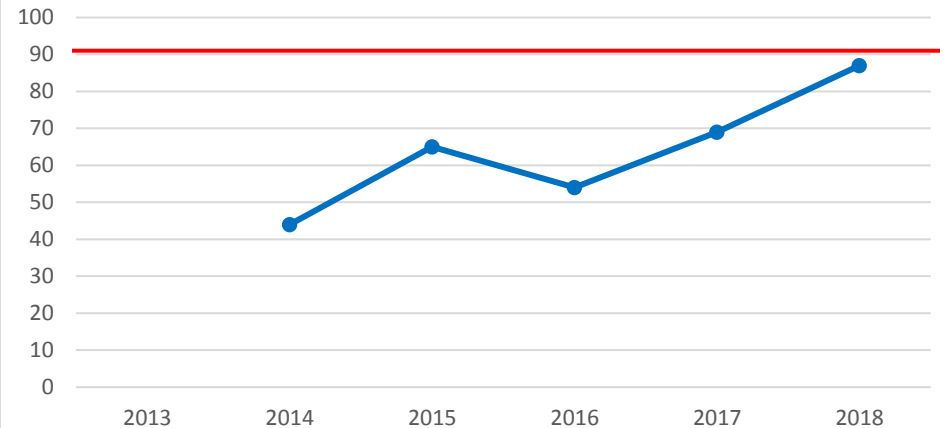| ATTRIBUTE	WHY IMPORTANT?
Efficiency: Performing to the best of our abilities with the least amount of lost time and effort	Being efficient demonstrates how well CMSD is using its resources. It proves functions are completed in a timely manner and there is less bureaucracy within the organization.

Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Missed trash collection and rescheduling courtesy collection 90% of complaints responded and courtesy collection occurs within:	1 Business Day	**54%**	**69%**	**87%**	👍	In 2017, courtesy pickups were scheduled within 1 business day but reports were not closed on time. Staff is now closing requests as soon as a confirmation email is received by hauler for the scheduled courtesy pickup. 2013 data not available.

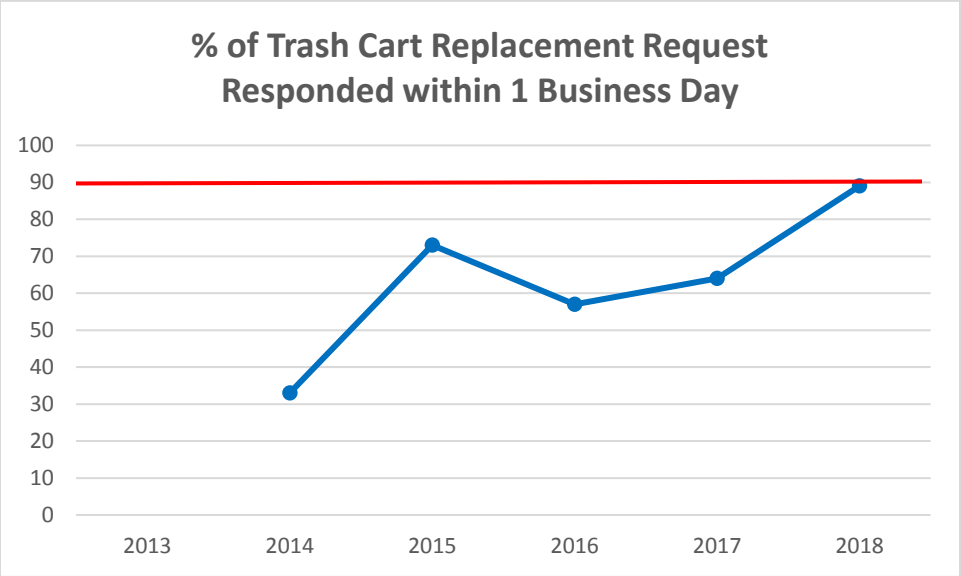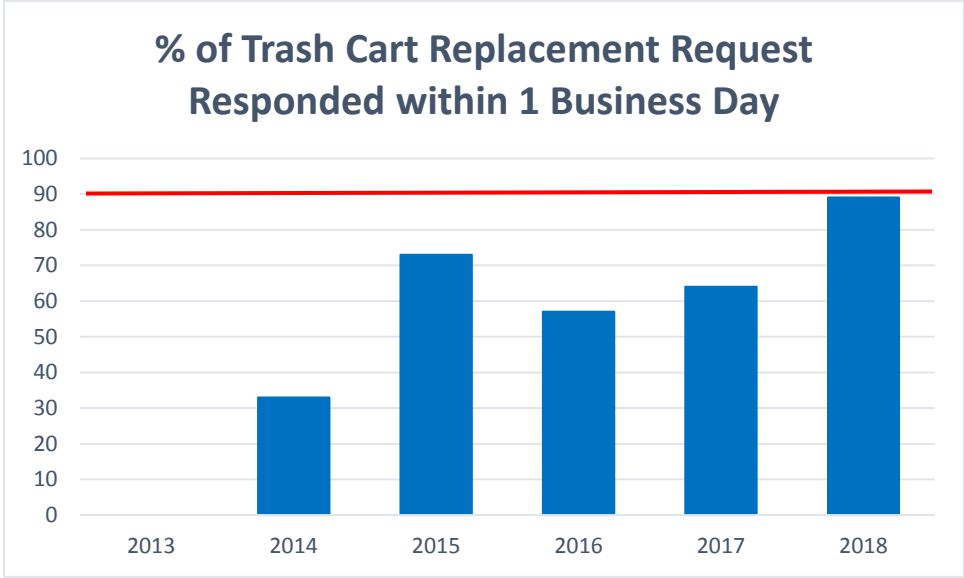% of Complaints Responded and Courtesy Collection Occurs within 1 Business Day
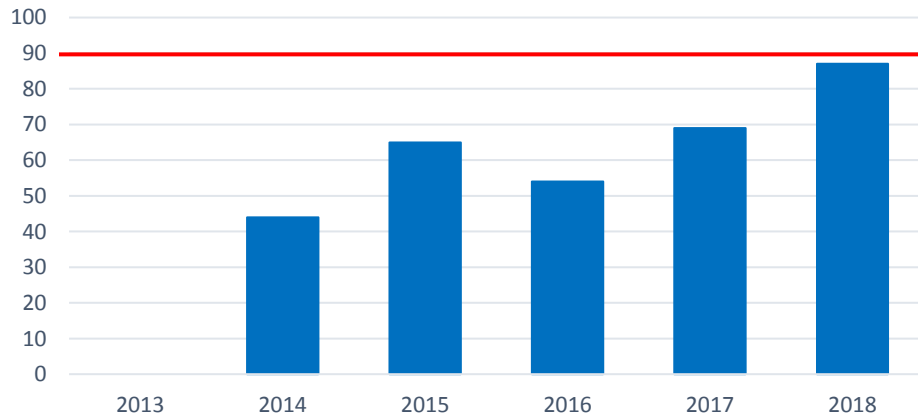
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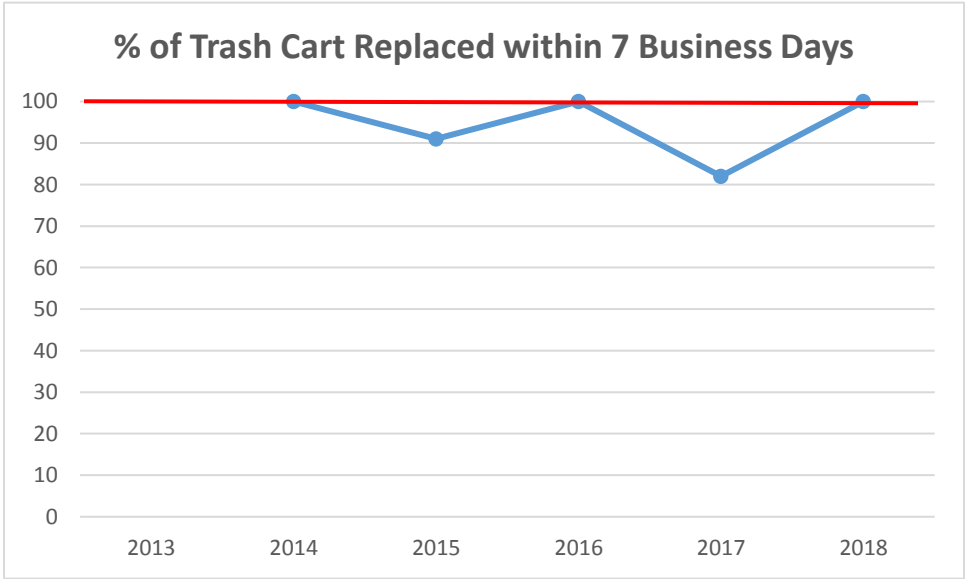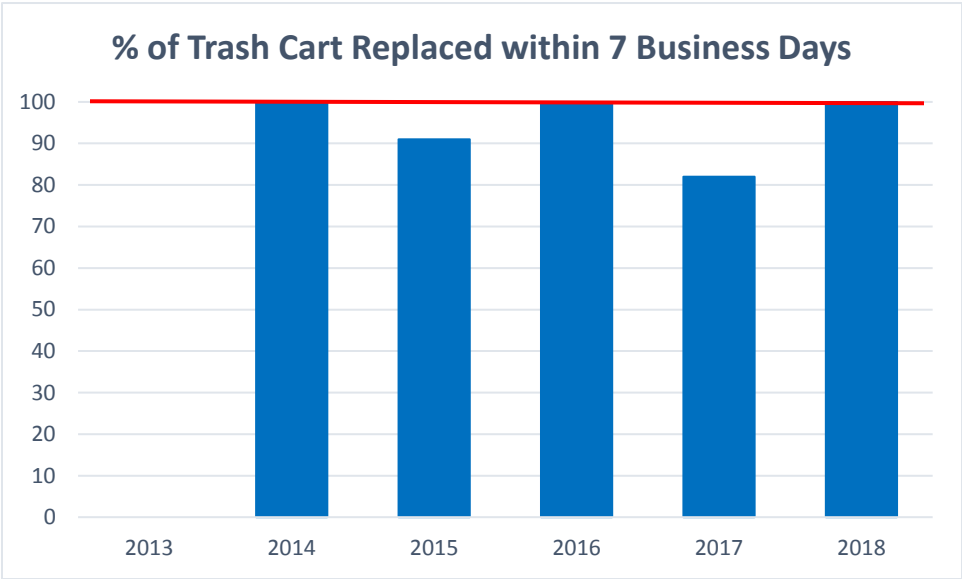
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ATTRIBUTE	**WHY IMPORTANT?**
Efficiency: Performing to the best of our abilities with the least amount of lost time and effort	**Being efficient demonstrates how well CMSD is using its resources. It proves functions are completed in a timely manner and there is less bureaucracy within the organization.**

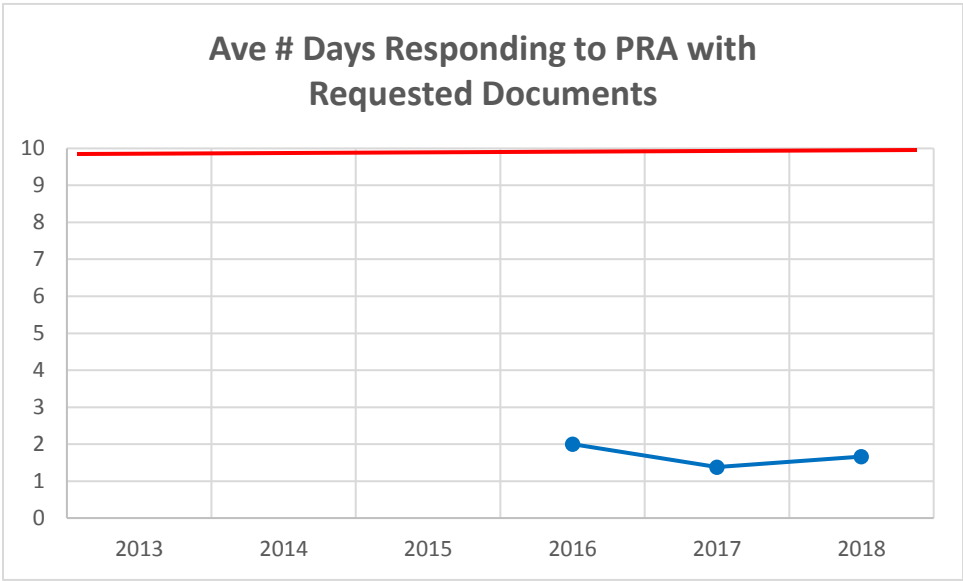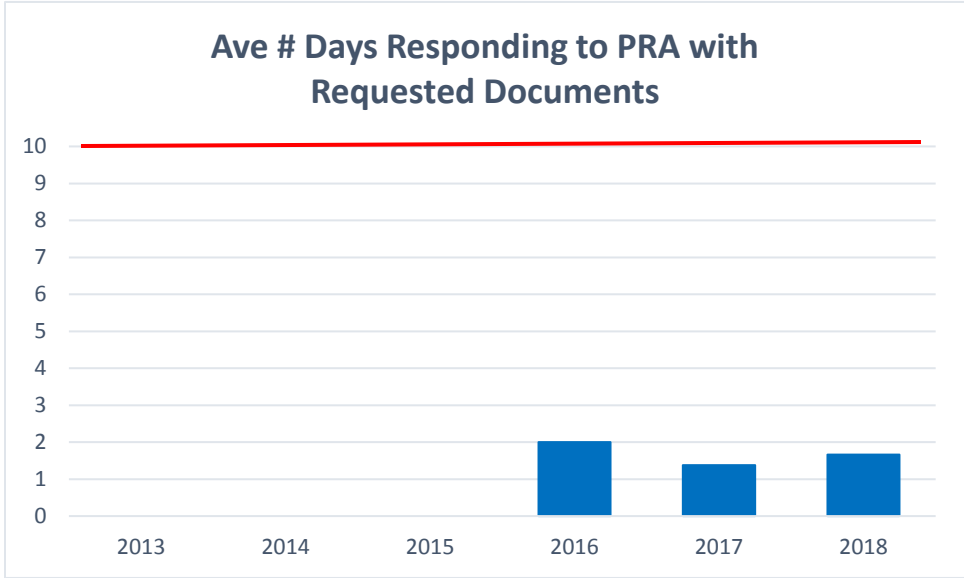| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	**CY 2017**	**CY 2018**		
Trash Cart Replacement 90% of request responded within:	1 Business Day	**57%**	**64%**	**89%**	👍	In 2017, trash cart replacement requests were not closed on time. Staff is now actively closing request as soon as a confirmation email is received from hauler. 2013 data not available

% of Trash Cart Replacement Request Responded within 1 Business Day

% of Trash Cart Replacement Request Responded within 1 Business Day

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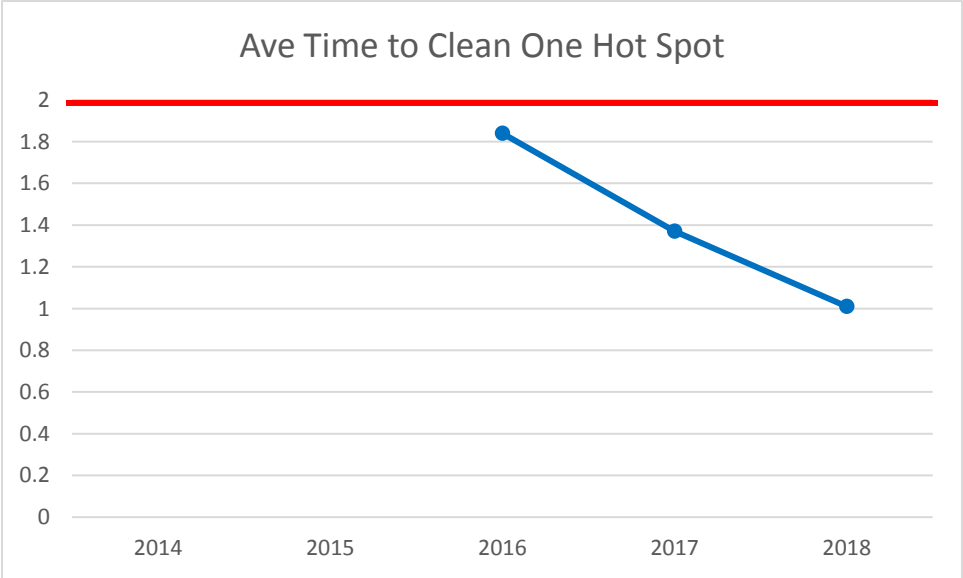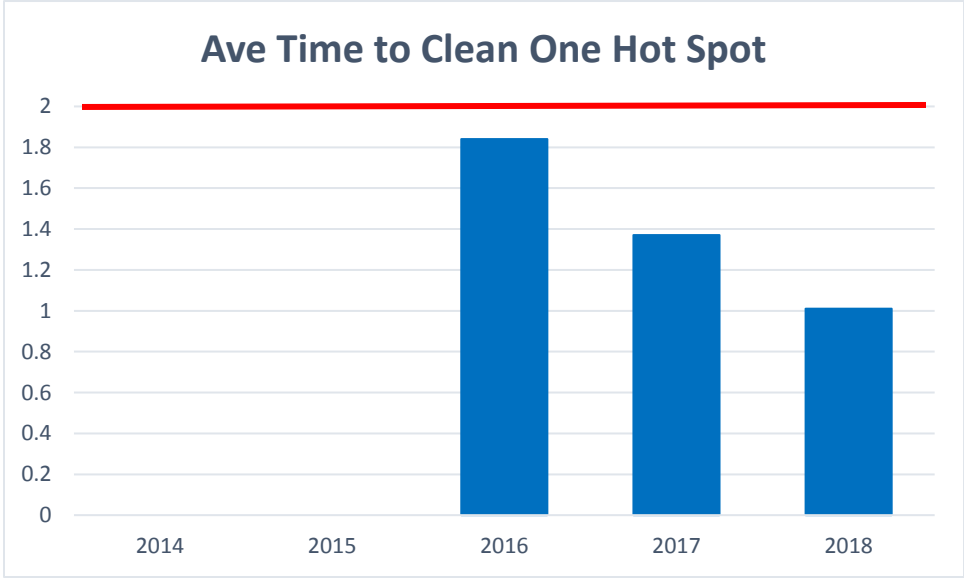| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Trash Cart Replacement 90% of Trash Cart Replaced within:	7 Business Days	**100%**	**82%**	**100%**	👍	In the Fall of 2017, the hauler experienced a shortage of trash containers so residents experienced longer than normal wait times to receive new and replacement carts. The carts were received within 2 weeks. 2013 data is not available.

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Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Average number of business days it takes responding to Public Records Request with requested documents	10 Days	2	1.38	1.66	👍	2013, 2014 and 2015 data not available.

Ave # Days Responding to PRA with Requested Documents

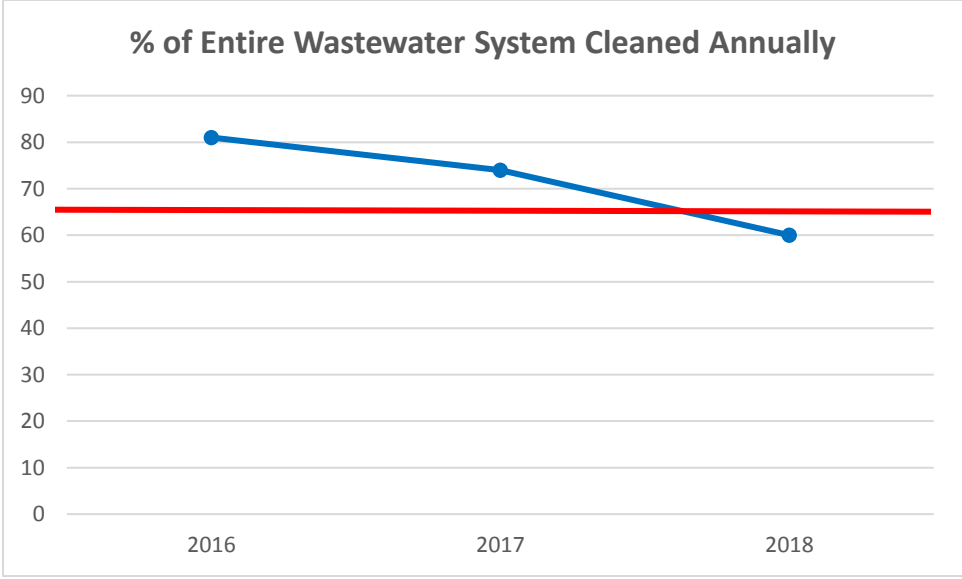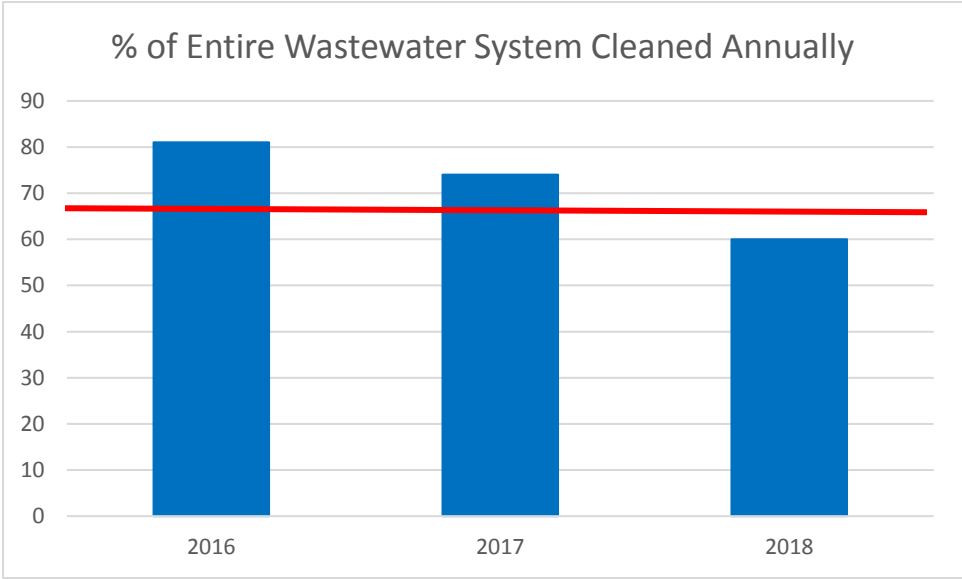**Ave # Days Responding to PRA with Requested Documents**

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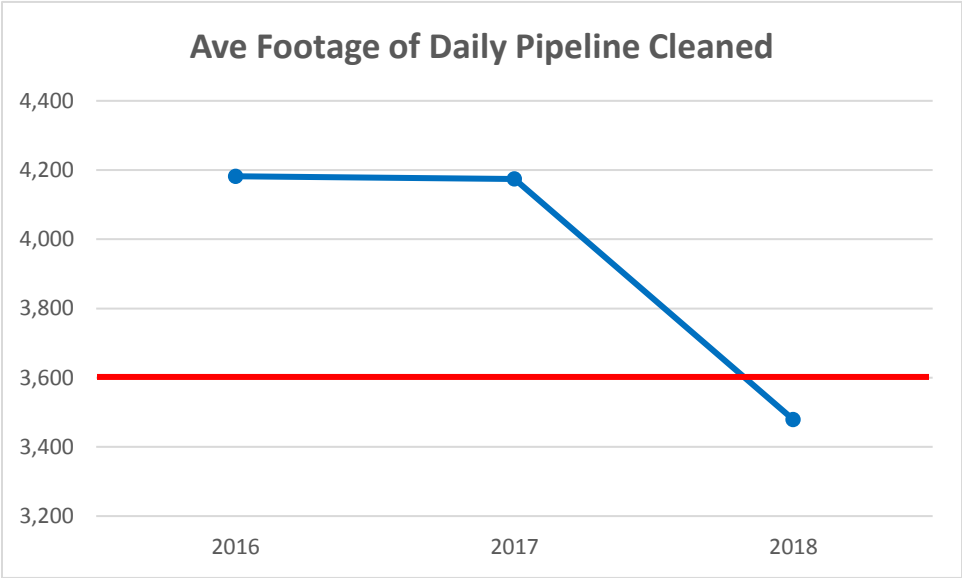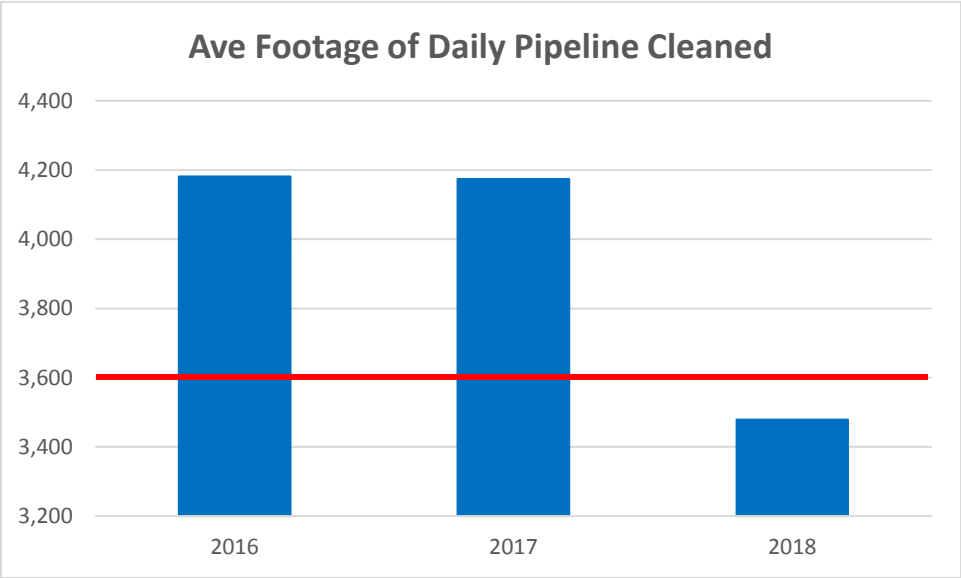| ATTRIBUTE						WHY IMPORTANT?	
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Performance Measures	**Current Goal**	**Outcome**			**Trend**	**Comments or Analysis**	
		CY 2016	**CY 2017**	**CY 2018**			
Average number of business days it takes issuing residential over-the-counter wastewater permits	1 Day	NA	**1**	**1**	👆	Over-the-counter permits are for walk-in customers whose project does not require a site inspection	
Average number of business days it takes to complete plan check review	9 Days	NA	**17**	**9**	👆	Plans are picked up from the City of Costa Mesa once a week. Plan Check staff was in a transitional period in 2017 which led to the delayed completion time.	
Average time to clean one hotspot	2 Hour	**1.84**	**1.37**	**1.01**	👆	One crew designated to clean hotspots. In 2018, the average time to clean one hotspot is a little over one hour. Currently, CMSD has 20 hotspots. 2013 and 2014 data not available.	

Ave Time to Clean One Hot Spot

Ave Time to Clean One Hot Spot

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Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Percentage of entire wastewater system cleaned annually	67%	77%	74%	60%	👇	CMSD goal is to clean the entire system within 18 months. The entire system has 1,182,720 feet of pipeline (224 miles). 2018 outcome did not meet goal because both CMSD's wastewater combination cleaning trucks experienced significant downtime due to unanticipated breakdowns. 2013, 2014 and 2015 data not available.

% of Entire Wastewater System Cleaned Annually

% of Entire Wastewater System Cleaned Annually

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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.

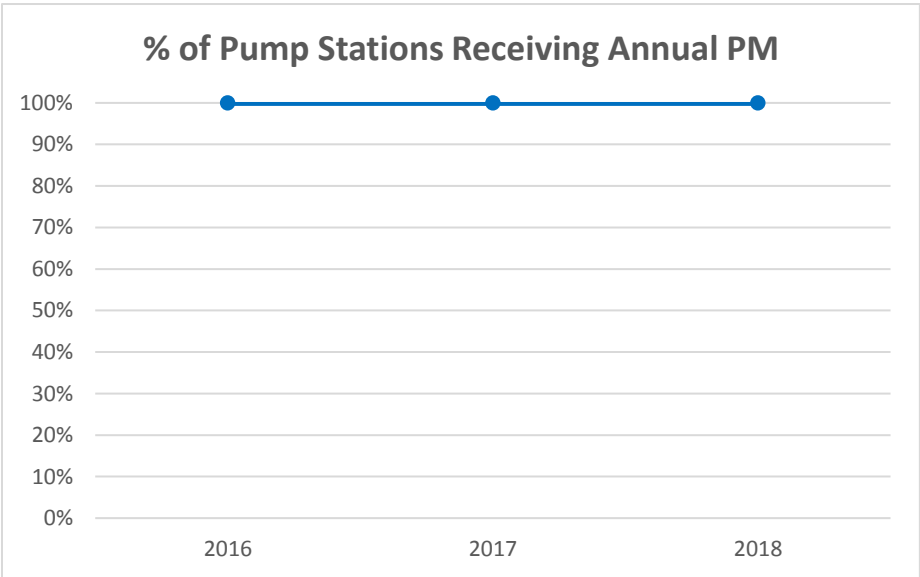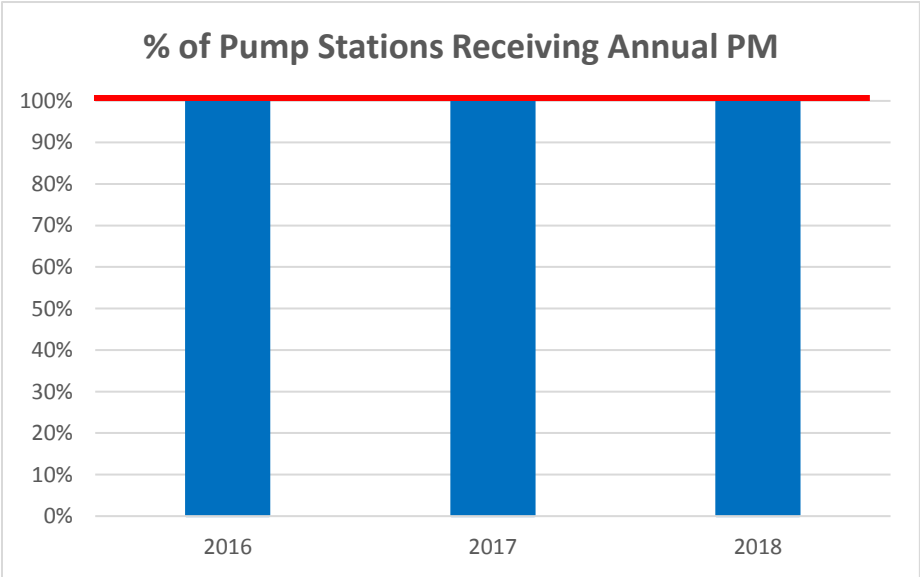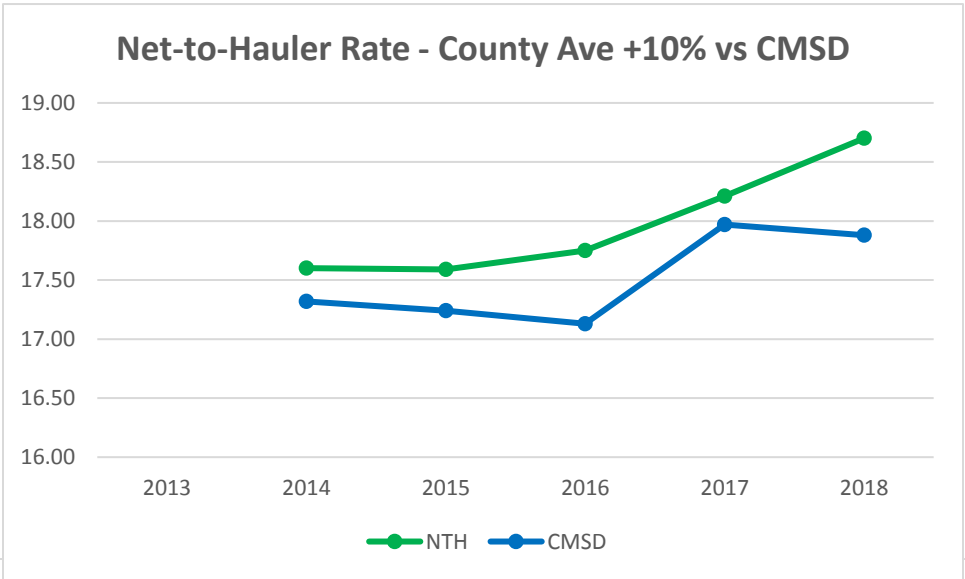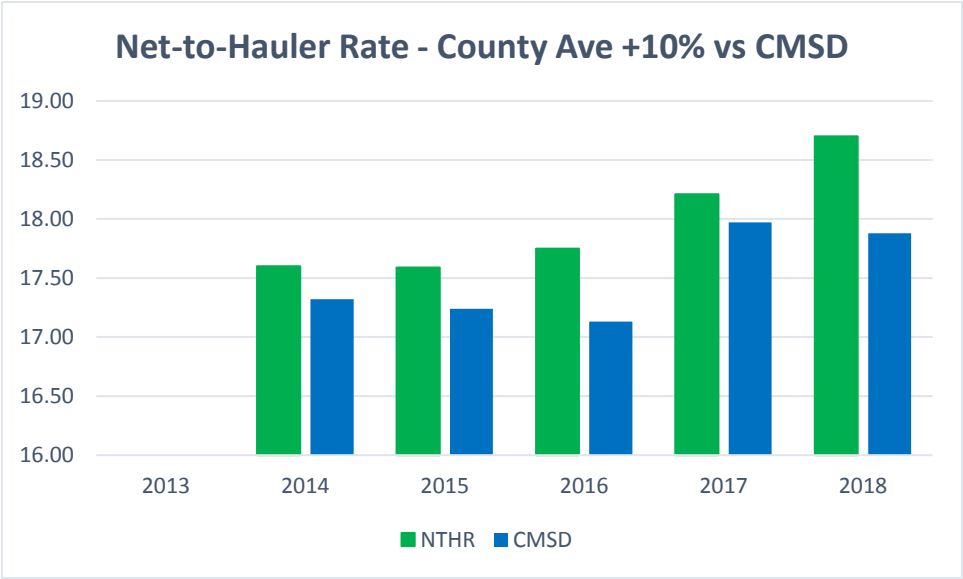| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Average footage of daily pipeline cleaned.	3,602	**4,182**	**4,174**	**3,479**	👍	Cleaning 220 days in a year. Days excluded from cleaning include weekends, holidays, vacation, sick leave and training. 2018 outcome did not meet goal because both CMSD's wastewater combination cleaning trucks experienced significant downtime due to unanticipated breakdowns. 2013, 2014 and 2015 data not available.

Ave Footage of Daily Pipeline Cleaned

Ave Footage of Daily Pipeline Cleaned

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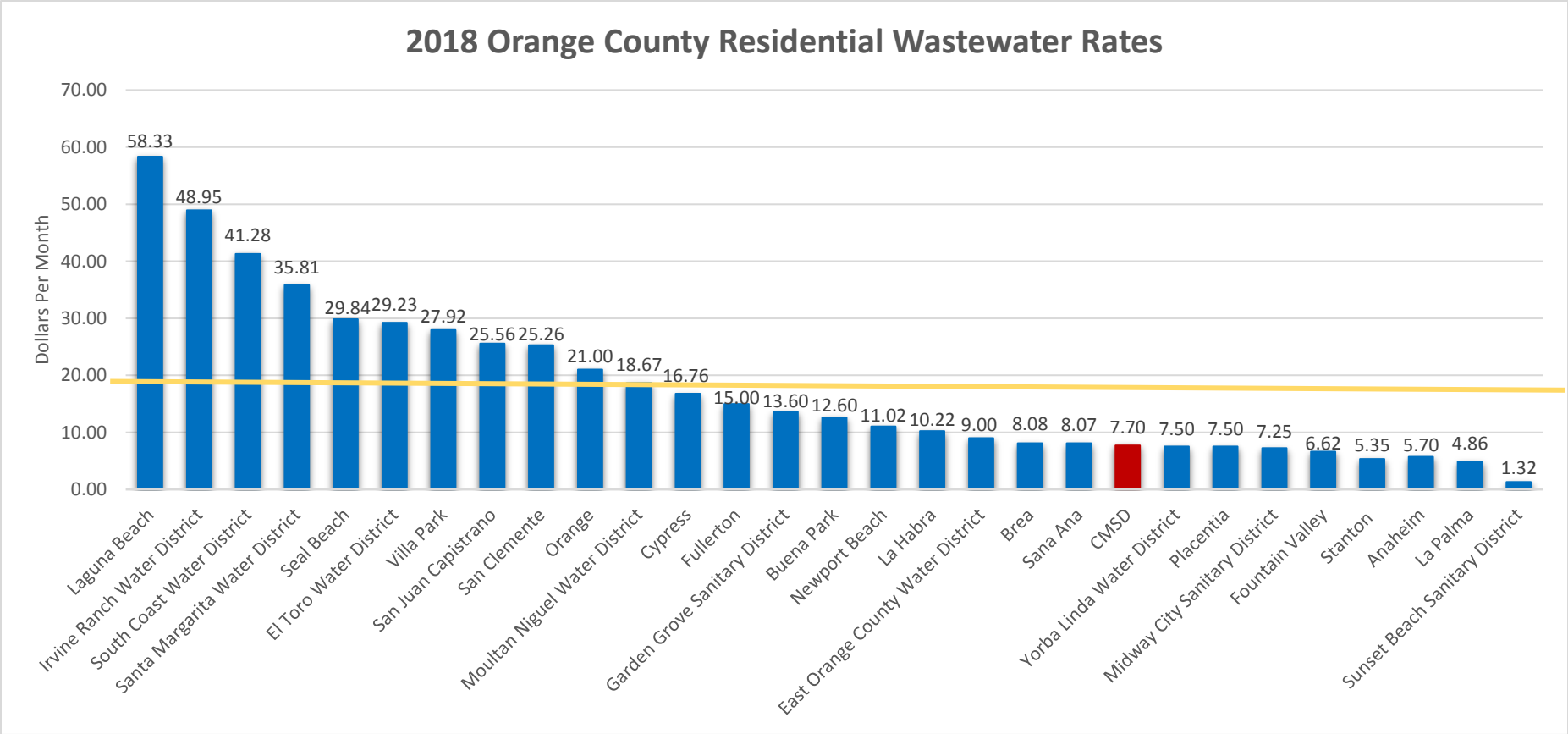| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Percentage of wastewater pump stations that received their annual preventive maintenance (PM)	100%	**100%**	**100%**	**100%**	👍	There are 20 wastewater pump stations. Annual PMs prevents SSOs. PM includes 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. The District successfully performed annual PMs to all 20 pump stations. 2013, 2014 and 2015 data not available.

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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.**

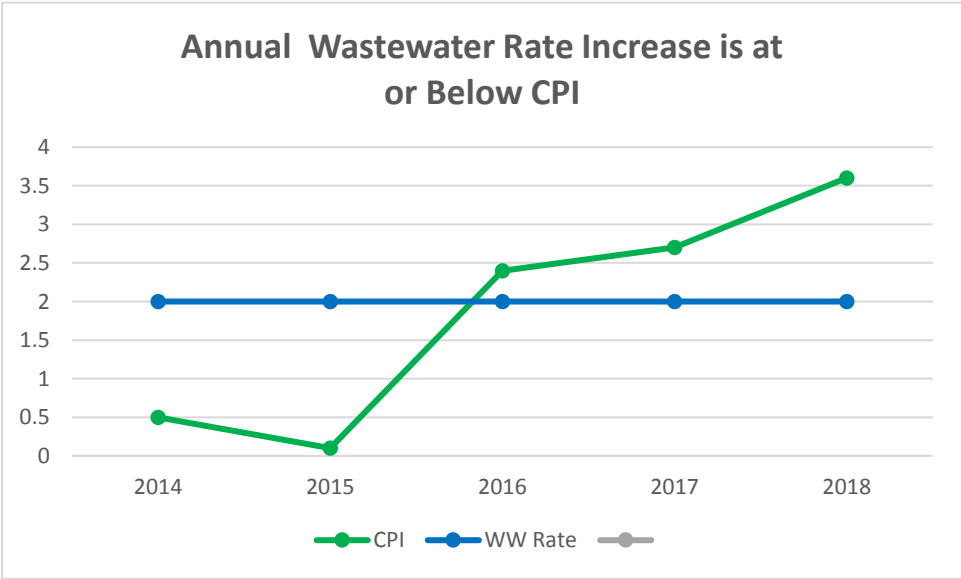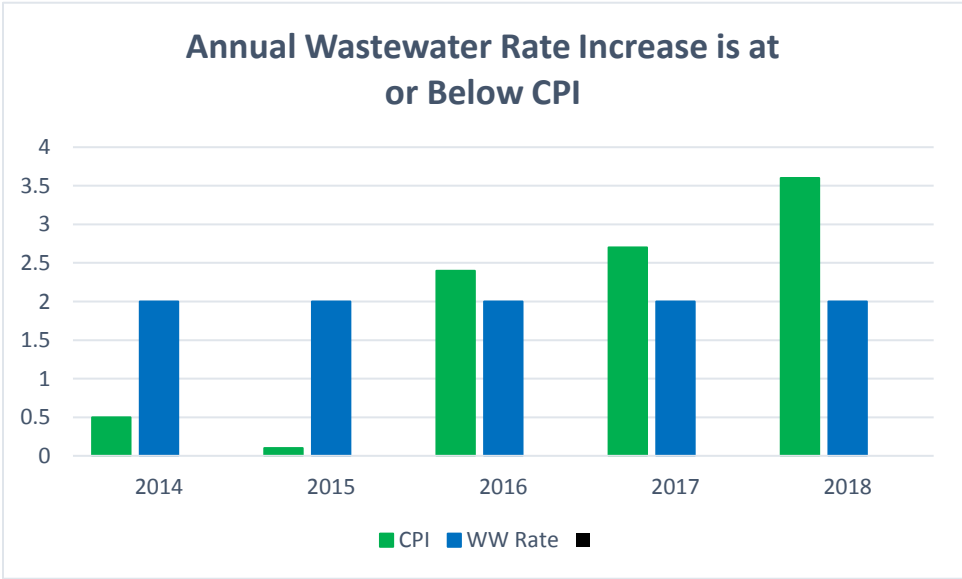| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Net hauler solid waste rate is within 10% of the average net to hauler rate when compared to the rest of Orange County agencies	≤ 10%	**6.51%**	**8.52%**	**5.62%**	👆	Net to hauler rate excludes CMSD overhead. It is the true cost to providing residential trash collection services. In 2018, CMSD net to hauler rate is $17.88 per month and exclude organics recycling to provide an "apples-to-apples" comparison to the rest of the County. In addition to curbside collection, residents receive large item collections, household hazardous waste collections, lockable trash carts and Christmas tree recycling. 2013 data not available.

Net-to-Hauler Rate - County Ave +10% vs CMSD

Net-to-Hauler Rate - County Ave +10% vs CMSD

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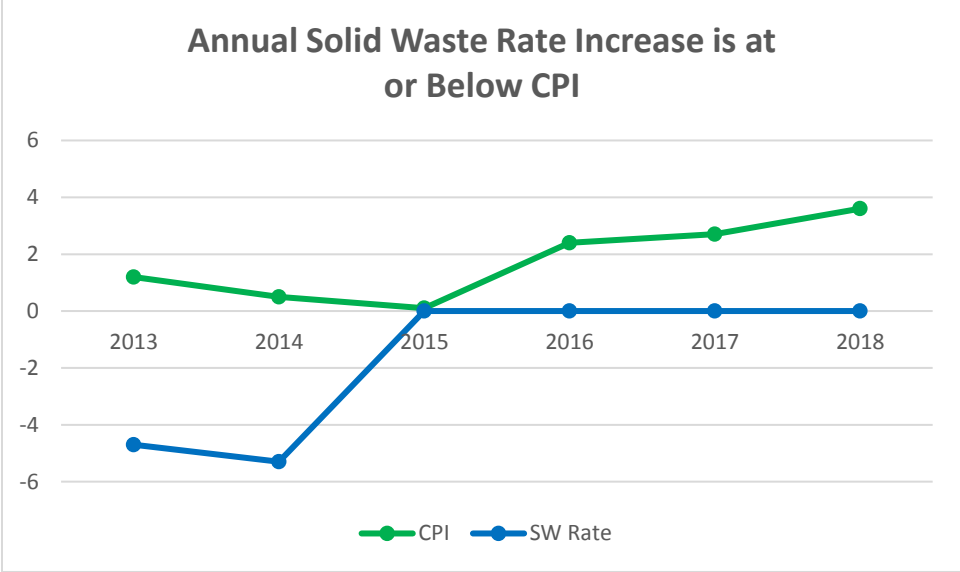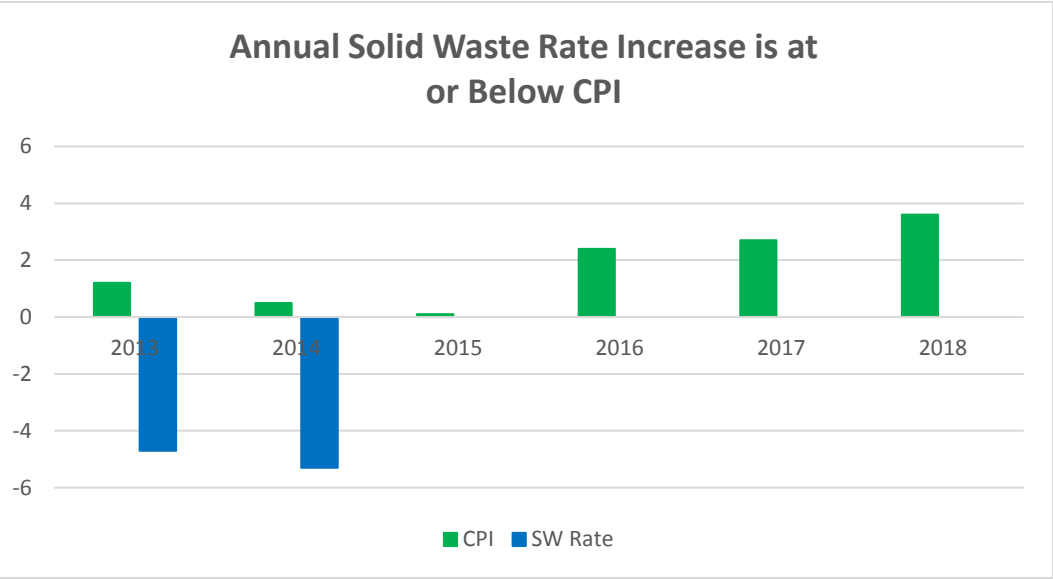| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Monthly residential wastewater rate is below the average wastewater rate when compared to the rest of Orange County agencies	17.93	NA	NA	7.70	👍	The average monthly wastewater rate among 30 agencies in Orange County is $17.86.

2018 Orange County Residential Wastewater Rates

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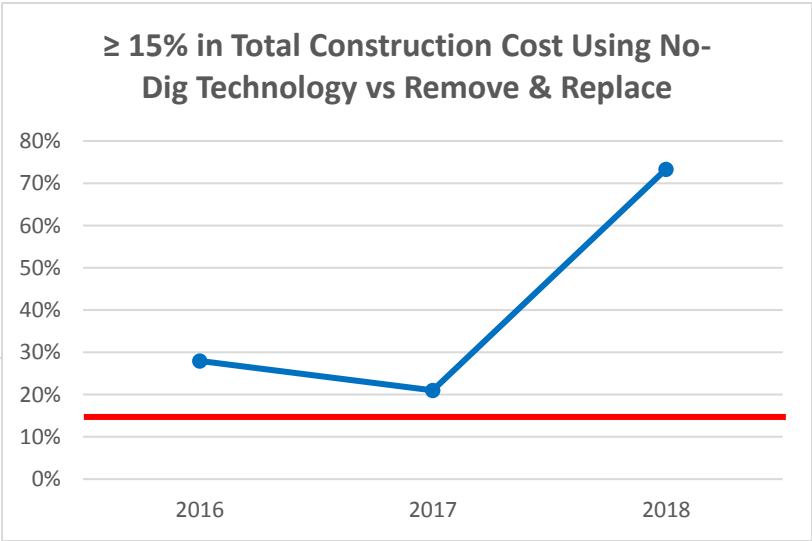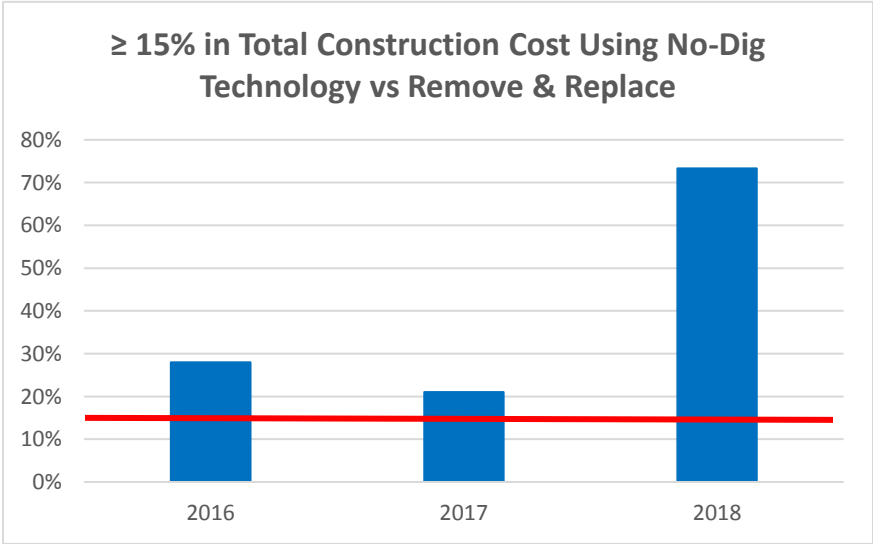| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		FY 2016	**FY 2017**	**FY 2018**		
Annual residential wastewater rate increase is at or below the Consumer Price Index (CPI) yearly change in Los Angeles-Long Beach-Anaheim area	2016: ≤ 2.4% 2017: ≤ 2.7% 2018: ≤ 3.6%	**2%**	**2%**	**2%**	👆	Rate increases are applied on a fiscal year basis. The last rate increase occurred in FY18 covering the period July 1, 2017 to June 30, 2018. CPI is from February to February. CMSD had a five year rate increase (2014-2018) for wastewater collection services.

Annual Wastewater Rate Increase is at or Below CPI

Legend: CPI, WW Rate

Annual Wastewater Rate Increase is at or Below CPI

Legend: CPI, WW 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
		FY 2016	FY 2017	FY 2018		
Annual solid waste rate increase is at or below the Consumer Price Index (CPI) yearly change in Los Angeles-Long Beach-Anaheim area	2016: ≤ 2.4% 2017: ≤ 2.7% 2018: ≤ 3.6%	0%	0%	0%	👆	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 2013 and 2014. Last solid waste rate increase was in 2004.

Annual Solid Waste Rate Increase is at or Below CPI

Annual Solid Waste Rate Increase is at or Below CPI

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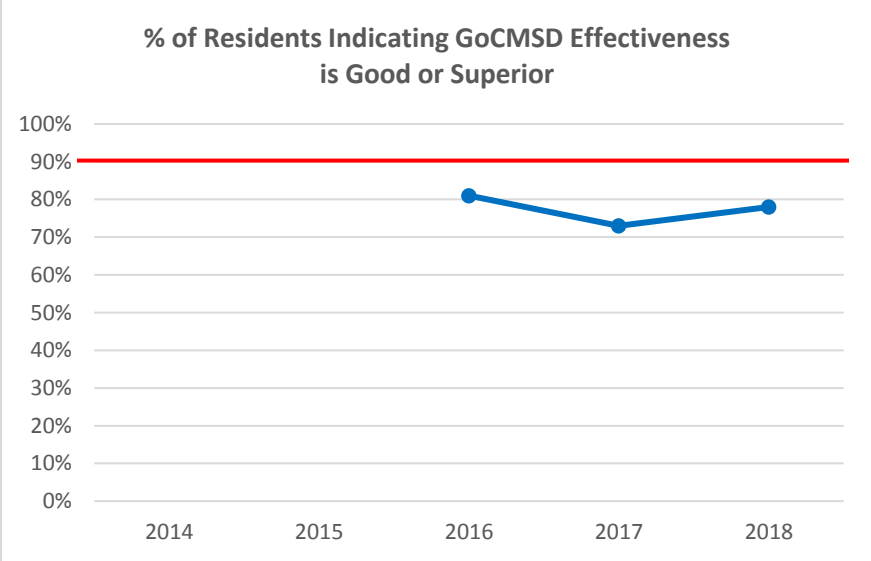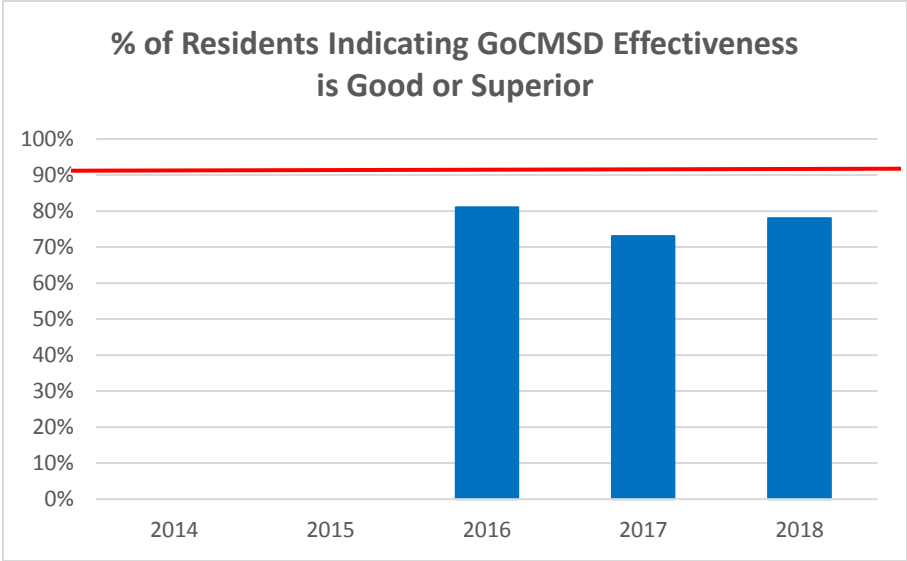| ATTRIBUTE	WHY IMPORTANT?
Cost Effectiveness: Comparing monetary costs to quantifiable benefits	Demonstrates tax funded programs and services are getting the biggest bang for its buck. Proves CMSD is spending tax payer dollars wisely. No feverous spending.

Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Save an average of 15% in total construction cost of all capital improvement projects by using no-dig technology methods for replacing infrastructure.	≥ 15%	28%	21%	73.33%	👆	In 2016, CMSD used horizontal directional drilling to replace the Harbor Force Main. The savings for this project is $100,000, which is a 28% savings compared to traditional remove and replace method. In 2017, CMSD used horizontal directional drilling to replace the President and Victoria Pump Station wastewater force mains. The combine savings for both projects is $310,763, which is a 21% savings compared to traditional remove and replace method. The savings is from shorter completion time and less pavement rehabilitation. In 2018, the District repaired 51 wastewater line segments that were classified as eminent failure. The District used short liners to repair the segments instead of traditional remove and replace method. Short lining technology cost approximately $2,000 per segment while the traditional remove and replace cost approximately $7,500 per segment.

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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 2016	CY 2017	CY 2018		
Percentage of residents in a community wide survey indicated they approve the job CMSD is doing	90%	82%	NA	Survey due 2019	👍	
Average rating of residents attending the Citizens Environmental Protection Academy (CEPA) indicated the program is Satisfactory.	8	N/A	NA	9.39	👍	CEPA attendees were given surveys after attending the event series and asked how they would rate their level of satisfaction on a scale of 1 to 10, 1 being the lowest and 10 being the highest.
Percentage of residents corresponding in GoCMSD indicated the effectiveness of CMSD staff is Good or Superior	90%	81%	73%	78%	👎	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. 2013 and 2014 data is not available.

% of Residents Indicating GoCMSD Effectiveness is Good or Superior

(Bar chart: 2016 ≈ 81%, 2017 ≈ 73%, 2018 ≈ 78%; red line at 90%)

% of Residents Indicating GoCMSD Effectiveness is Good or Superior

(Line chart: 2016 ≈ 81%, 2017 ≈ 73%, 2018 ≈ 78%; red line at 90%)

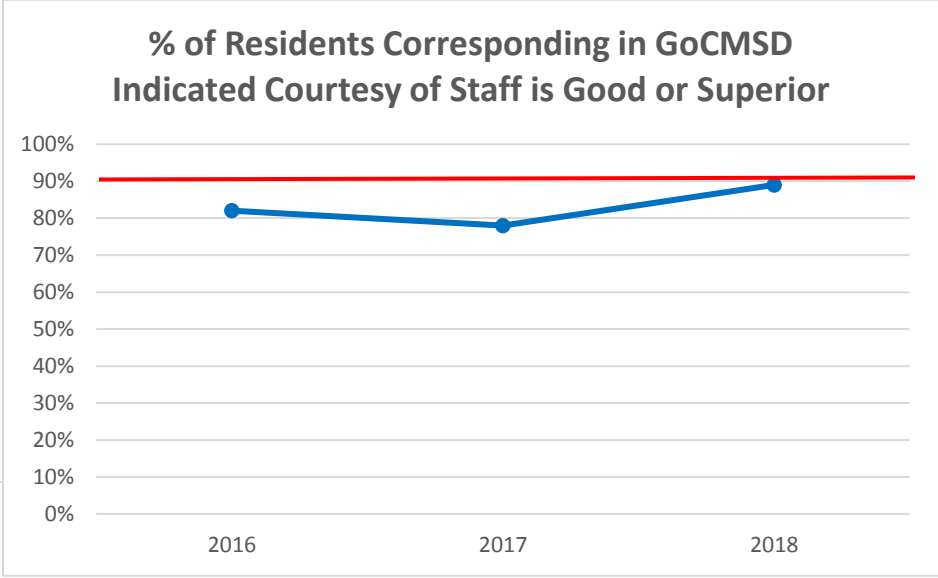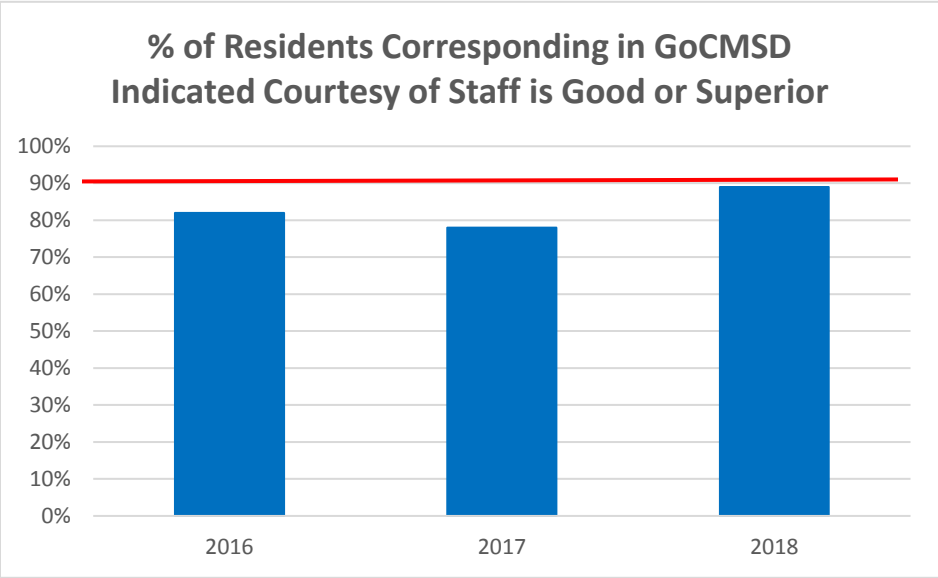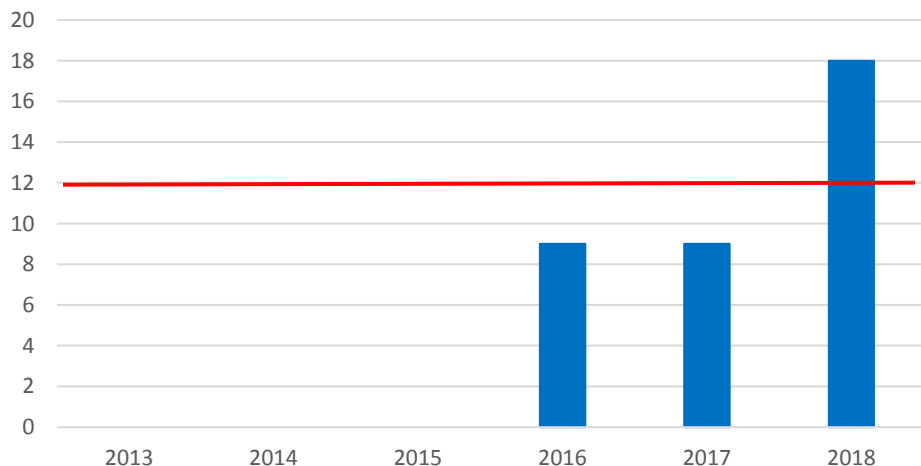| White: No outcome; **Green**: Outcome fully met the goal; Yellow: Outcome missed the goal, but close OR making progress to achieving the goal; **Red**: Clearly missed the goal OR a very bad trend; 👍 **up= trend better**; 👎 **down= trend worse; ≤ is "less than or equal"; ≥ means "greater or equal"**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

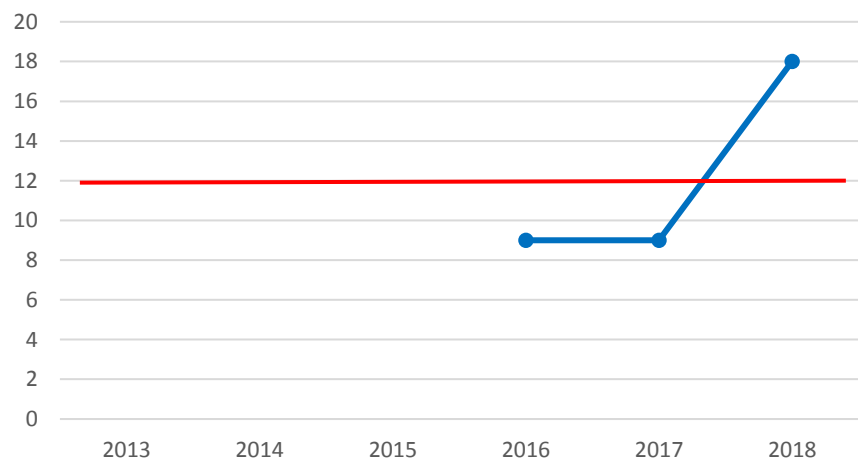| Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Percentage of employees indicated the District is a better organization than it was compared to one year ago	90%	NA	NA	**65%**	👎	17% said they were too new to respond. 12% said the organization is the same while 6% said the District is not a better organization than it was compared to one year ago. An action plan has been created to address the issues raised by employees.
Percentage of residents corresponding in GoCMSD indicated the courtesy of CMSD staff is Good or Superior	90%	**82%**	**78%**	**89%**	👍	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. 2013 and 2014 data is not available.

% of Residents Corresponding in GoCMSD Indicated Courtesy of Staff is Good or Superior

% of Residents Corresponding in GoCMSD Indicated Courtesy of Staff is Good or Superior

		Outcome				
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Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Number of followers and page likes for: Twitter: Facebook: Instagram:	250 300 200	NA	NA	**195** **294** **289**	👍	2018 outcome is year to date until 10/31/18.
Number of engagements for: Twitter: Facebook: Instagram:	300 1200 700	NA	**263** **1081** **551**	**484** **2870** **1391**	👍	2018 outcome is year to date until 10/31/18.
Number of days CMSD participated in community events and hosted District events	12	**9**	**9**	**18**	👍	Events include Concerts in the Pak, Costa Mesa Community Run, Lions Club Fish Fry, State of the District, Citizens Environmental Protection Academy, Imaginology, Truck Adventures, etc. 2013 and 2014 data is not available.

# of Days in Community Events

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Performance Measures	Current Goal	Outcome			Trend	Comments or Analysis
		CY 2016	CY 2017	CY 2018		
Number of subscribers to Government Outreach (GORequest Mobile)	1000	NA	NA	**1304**	👍	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.
Number of requests entered into GoCMSD	200	NA	**179**	**692**	👍	
Number of attendees at CMSD State of the District event	50	NA	**41**	**21**	👎	The 2017 State of the District was held in the evening while the 2018 State of the District occurred in the morning.
Number of attendees at Citizen Environmental Protection Academy	30	N/A	N/A	**Spring: 35 Fall: 25**	👍	An open government allows constituents to see firsthand how it operates. 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. In the fall session a tour of CR&R's Anaerobic Digestion Facility was added to CEPA.