

2022

STATE OF THE DISTRICT





## GENERAL MANAGER'S MESSAGE

View a video message from Christoph Dobson, SacSewer's General Manager, by scanning this QR code with your cell phone's camera.

**Christoph Dobson**  
SacSewer General Manager



## MISSION

To protect public health and the environment by efficiently and effectively collecting sewage for our community

## VISION

Setting the bar for essential sewage collection services

## VALUES

Responsibility  
Resolve  
Proficiency  
Environmental Stewardship

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**We value our customers' feedback.** As part of our ongoing commitment to monitor customer satisfaction, we send an anonymous survey to each customer who recently received service from us. Throughout this State of the District Report, you will see a sampling of survey quotes from our customers' responses in 2022.

## 2022 QUICK FACTS

**4,514,593 FEET**  
Total Sewer Pipe Cleaned

**6,948**  
Customer Service  
Calls Dispatched

**29.6 BILLION**  
Gallons of Wastewater Safely Collected and Conveyed



**68,346**  
Manholes



**146,798**  
Completed  
Work Orders



**1.2 M**  
Customers  
Served

## OUR PIPES. OUR RESPONSIBILITY.

### We're Working for You

At the Sacramento Area Sewer District (SacSewer), our mission is clear—protecting public health and the environment by efficiently and effectively collecting sewage for our community. As the region's largest sewage collection utility—serving more than one million people—we safely collect and convey more than 29 billion gallons of wastewater every year from Sacramento area homes and businesses.

Keeping our sewer system in top operating condition is a 24/7 job, and we take that job very seriously. Our trained professionals—both in the office and field—maintain 4,600 miles of sewer pipe and 106 pump stations. Our extensive sewer system serves homes and businesses throughout the Sacramento region, including all of unincorporated Sacramento County; the cities of Citrus Heights, Elk Grove, and Rancho Cordova; portions of the cities of Folsom and Sacramento; and

the communities of Courtland, Locke, and Walnut Grove.

SacSewer is governed by a ten-member Board of Directors representing the jurisdictions we serve. We have five members from the Sacramento County Board of Supervisors and one member from each of the five cities in our service area.

### Our Collection System

Our sewer system is comprised of a vast, complex grid of thousands of miles of underground sewer pipes. Sewage from customers' homes and businesses enters our collection system through lower laterals—small pipes connecting the property owner's plumbing to our sewer main lines. Sewage then flows from smaller pipes into larger pipes called trunk lines, which connect to even larger pipes called interceptors. Interceptors convey the sewage to the Sacramento Regional County Sanitation District's

“

“Thank you for providing assistance in a very timely manner. Your employees (from the person who answered my call to the person who came to my house) are very professional and respectful. I appreciate your excellent service!”

(Regional San's) wastewater treatment plant near Elk Grove. There, Regional San cleans and treats the wastewater before recycling a portion of it for non-potable uses. What's not recycled is safely discharged into the Sacramento River.

Gravity does much of the work to keep sewage flowing through SacSewer's system. However, some low-lying areas need a little help. That's the job of our 106 pump stations and 90 miles of pressurized force main pipes. Pump stations pump sewage from low-lying areas through force mains to higher points, where the sewage can again travel by gravity.





## OUR SERVICE COMMITMENT

Throughout the year, we continuously measure how well our hard-working staff provides efficient and dependable service for our customers. We do this by carefully tracking our performance in key areas—called service levels. Since 2008, we've shared our annual performance on seven key service levels with customers. These metrics not only help us monitor our performance and make smart business decisions, they also give our customers a clear view of what their monthly rates pay for.

In 2022, we continued to serve our customers at a consistently high level—meeting or exceeding all seven service levels for a fifth consecutive year. The results for each service level are detailed on the next page.

Customer satisfaction is always a top priority, and 2022 was another exceptional year. We achieved a 96% satisfaction rate overall. This is a testament to SacSewer's unwavering commitment to delivering on our mission, regardless of the circumstances. We also continue to listen to customers' feedback from satisfaction surveys distributed by our Customer Care section. These surveys are distributed following every service call and any planned lower lateral maintenance work. This direct customer input helps us continually improve how we interact with the communities we serve when performing work on their properties.

Meanwhile, our proactive approach to sewer system maintenance helps

us fulfill our mission of protecting public health and the environment. That's why we never stop evaluating ways to evolve and gain efficiencies in collecting sewage for our customers.

“

**“Every person I talked to was absolutely top-notch—informative, helpful, and on the ball. Thank you!”**



## SERVICE CALL RESPONSE TIME

Measures percentage of on-time arrivals to a customer service request call.

SacSewer staff will arrive onsite within two hours of a customer service request call for 95% of all service calls occurring within any calendar month.

Target: 95%
2022 Average: 99%
Target Met



## SERVICE RESTORATION TIME

Measures percentage of customers whose sewer service is restored within the on-time window and with no sewer use limitation.

SacSewer staff will restore service within four hours of receipt of the customer call for 90% of all service interruptions occurring within any calendar month. The on-time window is extended to six hours when excavation of the lower lateral is needed.

Target: 90%
2022 Average: 97%
Target Met



## DEVELOPMENT SUBMITTAL REVIEW TIME

Measures customer service provided to the development community, as related to the percent of sewer development applications, improvement plans, and sewer study submittals that are reviewed and returned to the developer within established time standards.

SacSewer staff will return comments within the review time standards for 90% of all complete developer submittals within any calendar month.

Target: 90%
2022 Average: 96%
Target Met



## CUSTOMER SATISFACTION

Indicates the percent of positive responses from customers via a customer satisfaction survey. After work is performed, SacSewer mails a postage-paid survey, asking the customer to rate the overall quality of work.

90% of customers responding to the survey will rate the service they received as good or excellent.

Target: 90%
2022 Average: 96%
Target Met



## MAIN LINE OVERFLOW RATE

Measures number of sewer overflows (per 100 miles of sewer main lines) originating within SacSewer's main line pipes in any calendar month. Involves number of sewage discharges from SacSewer's main line system, regardless of volume or whether sewage enters a waterway.

A target of 0.45 sewer overflows or lower per 100 miles of sewer main lines.

Target: 0.45
2022 Average: 0.23
Target Met



## LOWER LATERAL OVERFLOW RATE

Measures number of sewer overflows (per 100 miles of lower laterals) originating within SacSewer's lower lateral system in any calendar month, regardless of volume or whether sewage enters a waterway.

A target of 7.3 sewer overflows or lower per 100 miles of sewer lower lateral lines.

Target: 7.3
2022 Average: 3.3
Target Met



## BACKUPS INTO STRUCTURES RATE:

Measures number of times (per 10,000 connections) a stoppage in SacSewer's sewer system causes sewage to back up into a structure in any calendar month.

A target of 0.64 events or lower per 10,000 connections to SacSewer's system.

Target: 0.64
2022 Average: 0.43
Target Met





# BUILDING COMMUNITY CONNECTIONS

At SacSewer, we take great pride in our commitment to serve as a community partner. To deliver on that promise, we conduct broad-based communications to raise awareness about who we are, what services we provide, and how customers can be environmental stewards. After a two-year hiatus due to COVID-19, SacSewer welcomed the 2022 outreach season with open arms.

This year, we connected with customers at 13 community outreach events throughout our service area. More than 113,000 people attended these events, many of whom visited our outreach booth and received useful tools and tips on how they can help from home. SacSewer's field trucks were present at nine outreach events—continuing to be a huge success and offering the community a unique, up-close view of some of the equipment we use on a daily basis.

## FUTURE SEWER STEWARDS

We recognize that educating the next generation is a critical part of our job. To do that, SacSewer established strategic partnerships that provide a nexus to our public education programs. We foster creative

approaches that engage current and future customers on how they can help safeguard the environment—now and for generations to come. Here's a snapshot of our activities in 2022:

### Elementary School Outreach

#### Program: Go with the Flow

In collaboration with "The Juggler," we continued to offer our elementary school outreach program that uses interactive juggling and magic to teach children how to be environmental stewards. This year, the program reached nearly 9,300 students at 21 elementary schools throughout SacSewer's service area.

### Access Sacramento PSA Contest

Access Sacramento's High School Public Service Announcement (PSA) Contest invites high school animation and video production students to design and produce a PSA focused on SacSewer-specific topics, such as No Wipes in the Pipes and Stop the Clog. SacSewer's Communications Department then judged the PSAs, and through our Confluence Regional Partnership Program, cash prizes were awarded for the top-ranked PSAs.

### Laguna Creek High School Green Energy Technology Academy (GETA)

As part of our partnership, teams of high school students developed green energy proposals for SacSewer to consider. In spring, about 50 students came to our headquarters building to present their ideas to a SacSewer panel, who provided feedback on both their technical approach and presentation skills. Students then had an opportunity to tour our facility and learn more about the various careers within the wastewater industry. Additionally, a handful of SacSewer staff volunteered for the Laguna Creek High School and PilotCity mentor effort. From conception to completion, mentors provided constructive feedback and guidance to their partnered students' Capstone Projects. The future is bright with these environmental ambassadors!

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**“Great crew and great communication. I asked to be notified before work started and I was. When they were done, I couldn't even tell they had been here!”**



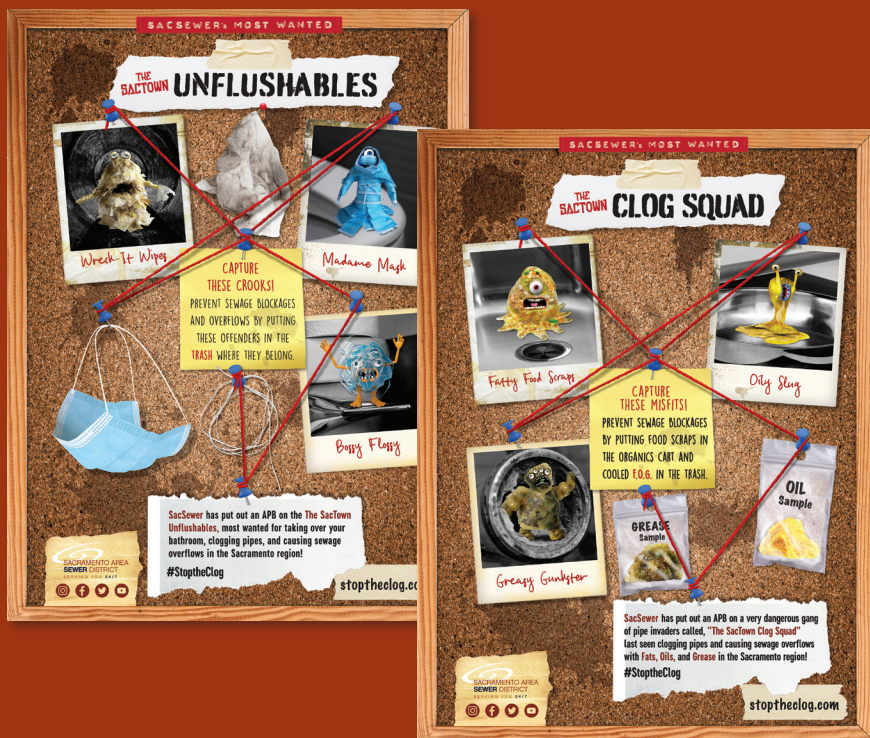
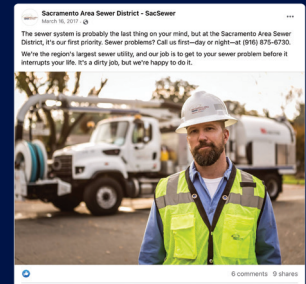


## SOCIAL MEDIA ENGAGEMENT

In today's digital age, people rely on social platforms to keep them informed on the latest news in their communities. Now more than ever, we understand the vital role these platforms play in sharing how we're continually delivering on our mission with customers. In 2022, our digital communication tools allowed us to further connect with current and future customers and engage with various industry leaders, organizations, and community partners.

Utilizing Facebook, Instagram, and Twitter, SacSewer regularly disseminated information to educate customers and community members about sewer-friendly practices, industry-related content, and helpful at-home tips. With numerous capital improvement projects underway and seasonal pest concerns, we collaborated with other organizations to share content on their social media platforms, allowing us to expand the reach of our message and further educate the community about the topic at hand.

Social platforms provide SacSewer with opportunities to foster engagement, but they are also critical tools to ensure our customers are aware of who to call when they experience a sewer problem. This allows our staff to triage the problem quickly and, when needed, dispatch a crew. As a 24/7 operation, our quick response to sewer problems helps protect public health and the environment.



## SACSEWER'S MOST WANTED

SacSewer has put out an APB on two groups of misfits—the SacTown Clog Squad and the Unflushables—last seen clogging pipes and causing sewage overflows in the Sacramento region.

So, who are these bandits? These are the new faces of SacSewer's Stop the Clog public education campaign—designed to educate customers about the impact fats, oils, grease, and commonly flushed items can have on the sewer system. Through eye-catching designs and dynamic key messages, the Clog Squad and Unflushables help creatively convey some of our key messages to continue fostering behavior change at home.

## CUSTOMER AWARENESS CAMPAIGN

For the sixth consecutive year, SacSewer's customer awareness advertising campaign proved successful. Designed to promote our services and strengthen brand awareness throughout the Sacramento region, the campaign featured radio spots, billboards, digital ads, and a TV commercial.

The dynamic campaign exceeded expectations by nearly 20 percent, earning more than 18.7 million impressions. Looking ahead, we plan to introduce new digital advertising platforms and Spanish advertising assets that continue to deliver our call to action—call us first, day or night, if experiencing a sewer problem. By humanizing our work through quality campaigns like this, we continue to reinforce the message that we're a 24/7 operation committed to serving our customers when they need it most.



Scan this QR code with your phone's camera to watch our commercial.



# FINANCIAL OVERVIEW

SacSewer has a long-standing history of financial stability, which is critical to our success. We use long-term financial planning strategies and carefully project costs to help us remain financially healthy. In addition, our financial projections are reviewed annually to ensure they meet operational and capital needs. We remain committed to minimizing lifecycle costs and being good financial stewards of our ratepayers' money.

Our 2022-23 operating budget is \$94 million. The capital program budget is \$41 million, which includes \$11 million in annual debt service on SacSewer's bonds. These bonds were issued to fund capital projects that are now fully operational. Over the next decade, we project about \$220 million in capital program costs.

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**“Your crews were respectful, kind, and considerate. It was amazing to witness the undertaking of such an enormous task. Thank you so much!”**

## FINANCIAL HIGHLIGHTS

After 12 consecutive years with no monthly rate increases, SacSewer continues its commitment to maintain competitively low rates for its customers. For the next several years, SacSewer expects to be able to pay for capital projects without borrowing money, and this benefits our customers by saving them the interest cost.

A historically high inflation environment that has characterized the U.S. economy since last year continues to increase SacSewer's operating and capital project costs. Prices of materials, such as electronics and steel, needed to complete construction projects continue to rise. These rising costs are putting pressure on monthly rates, and staff continues to study the impacts of these unforeseen challenges on SacSewer and future rates.

## FINANCIAL PLANNING

Each year, we update our Long-Term Financial Plan. This important document features a ten-year financial forecast, an analysis of economic trends impacting SacSewer, the ten-year Capital Funding Projection, and debt management status. The plan details long-term action items for debt management, asset management, reserve building, and other financial issues.

## OUR DEBT MANAGEMENT

SacSewer has long-term revenue bond debt of \$161 million, with \$115 million in Series 2010 revenue bonds and \$46 million in Series 2015 revenue bonds.

## CREDIT RATING

SacSewer maintains excellent investment grade credit ratings with the major rating agencies as follows:

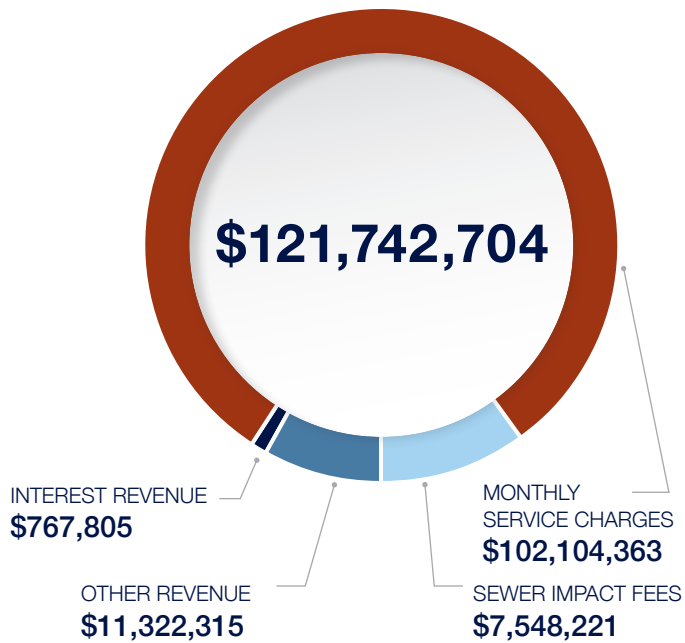
RATING AGENCY	RATING	OUTLOOK
Moody's	Aa2	Stable
Standard & Poors	AA+	Stable
Fitch	AA+	Stable



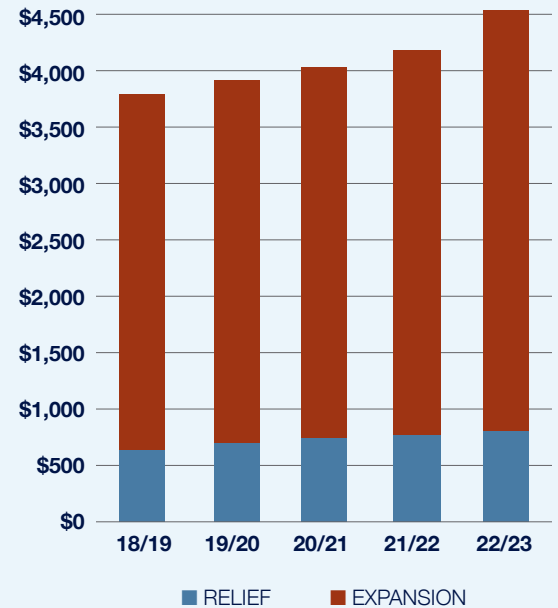


# 2022 FINANCIAL HIGHLIGHT

## 2022 REVENUE SOURCES

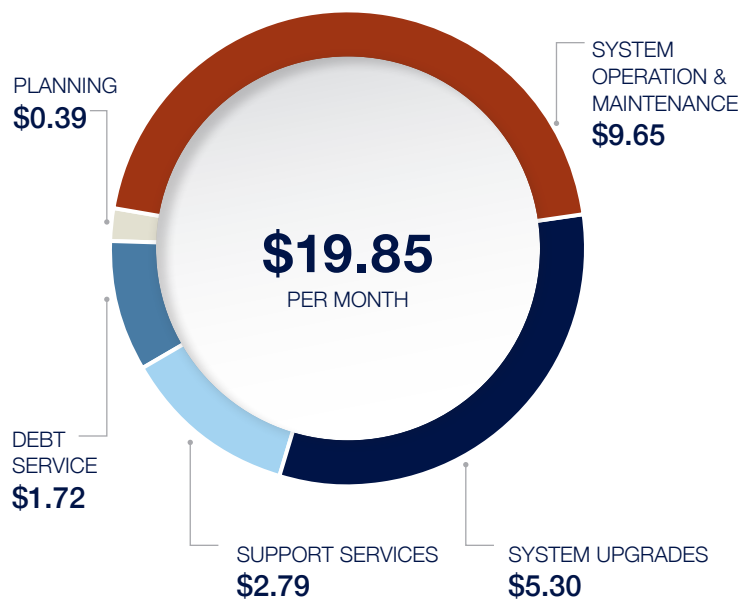


## SEWER IMPACT FEES

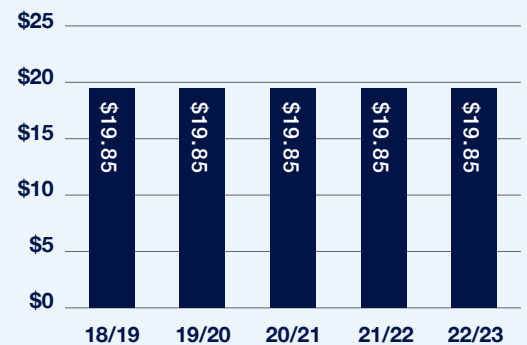


For a complete list of sewer impact fees, visit [sacsewer.com/sewer-impact-fees](http://sacsewer.com/sewer-impact-fees).

## WHERE DOES YOUR MONTHLY RATE GO?



## MONTHLY RATES





# KEEPING OUR SEWERS FLOWING

## PROGRAMS

Managing our sewer infrastructure safely and effectively is how we keep our environment clean and our customers happy. While our protocols, systems, and tools play important roles in effective system management, it's the people who make it work—24 hours a day, 365 days a year. It takes hundreds of highly trained staff in Maintenance & Operations (M&O), Engineering, and Safety & Regulatory Compliance to keep our system flowing smoothly.

In 2022, **M&O Managers Craig Hill** and **Bruce O'Roak** worked with their teams to closely monitor the condition of our main line pipes and carry out proactive maintenance and repairs. Meanwhile, **M&O Managers Stacey Breese** and **Paul Sutphin** oversaw the completion of more than 9,300 response/emergency work orders and ensured our lower lateral pipes continued to operate optimally. **Planning and Scheduling Manager Don Keene** oversaw the coordination of maintenance and repairs for pump stations, electrical equipment, and thousands of miles of pipe.

SacSewer's Engineering Pipeline Support Section is essential for managing the collection system. In 2022, the Contracted M&O Work Group, managed by **Associate Civil Engineer Agustin Lopez**, oversaw the completion of 5,907 work orders for ongoing television video inspection and repair, replacement, cleaning, crown spraying, and cured-in-place pipe lining of SacSewer assets. Meanwhile, the Lower Lateral TVI Review Group, managed by **Supervising Engineering Technician George Nordgreen**, reviewed 16,305 lower lateral inspections, generating 6,762 work orders to address identified issues.

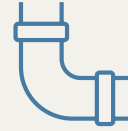
The Main Line TVI Review Group, managed by **Supervising Engineering Technician Joanna Poulter**, reviewed 5,359 mainline and 4,563 manhole inspections, which generated 4,849 work orders. Additionally, the Operations and Engineering Support Group, managed by **Associate Civil Engineer Jason Bailey**, oversaw 159 Dye Tests to check for public sewer connections, 1,944 Business Case Evaluations, as well as 57 creek crossing scheduled inspections, and 95 post-storm inspections as part of the Creek Crossing Inspections program to ensure our critical assets are in top operating condition.

**Salam Khan, Associate Civil Engineer**, and **Jarome Rabang, Assistant Engineer**, led SacSewer's ongoing Pump Station Condition Assessment Project, which helps keep our pump station assets in working order. This includes coordination with M&O and Safety to identify pump stations with operational issues or needing rehabilitation, upgrades, or modifications. The team also reviews maintenance and work history, performs onsite condition assessments of all pump station components, and collaborates with M&O and management to determine next steps. **M&O Manager Mike Dunbar** was actively involved in each assessment, ensuring SacSewer's standards were followed so future work coordination goes as smoothly as possible.

## 2022 WORK BY THE NUMBERS

855

Miles of Pipe Cleaned



19,322

Miles of Pipe  
Video-Inspected



9,395

Number of Response/  
Emergency Work Orders



137,403

Number of Non-Emergency  
Work Orders







## Major Projects

**Sailor Bar Pump Station Rehabilitation:** Located in the American River Parkway near Fair Oaks, the aging Sailor Bar Pump Station is undergoing a major upgrade. **Associate Civil Engineer Linda Peters** is leading the effort to replace and update the station's equipment, raise the site above the 100-year floodplain, and install two wet wells, valve vaults, and a new facilities building. The new station will provide operational redundancy and reliability, increase functional efficiency, and reduce the risk of an overflow. The existing station continues to operate while the new station is built.

Construction began in early 2021, and the project is expected to be complete by late spring 2023. Key achievements in 2022 included raising the grade across most of the site, installing discharge force main piping, completing the new electrical building and associated infrastructure, and installing part of the perimeter rock slope protection.

**Creek Crossing Project:** **Associate Civil Engineer Linda Peters** is also leading this project to replace or rehabilitate sewer pipes at several creek crossing sites in Citrus Heights, Carmichael, and Fair Oaks. These pipe crossings were identified as part of the Sewer System Management Plan and are being prioritized for improvement due to degrading site conditions, such as structural support failure from erosion, undermining, or exposure. The sites are located near residential areas, parks, and roadways.

Design is nearly complete, with construction anticipated to begin mid-2023 and last into 2024. SacSewer is conducting outreach to coordinate closely with several homeowners.

**Highlands Sewer Relief Project:** The Highlands Sewer Relief Project in the North Highlands area began in early fall 2021 and has made steady progress. Led by **Associate Civil Engineer Catherine Armstrong**, the project includes installing a new gravity sewer and force main, upsizing some existing gravity pipe, and upgrading an existing pump station while decommissioning another. These upgrades will improve sewer system performance and increase sewer capacity in the area.

A comprehensive outreach effort is being led by **Public Information Manager Paige Bedegrew** and **Public Information Officer Peter Castles**, as the work is happening in residential neighborhoods and impacts schools, churches, and daycare facilities. Expected completion dates are spring 2023 for the sewer installation and summer 2023 for the pump stations.

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“SacSewer staff do a very professional job in a timely manner. I appreciate the routine maintenance that is provided. It’s a huge help to the homeowner!”



# ACCOMPLISHMENTS AND AWARDS

At SacSewer, we believe that investing in our people is key to delivering on our mission and working toward realizing our vision. This investment may come in the form of professional training opportunities, participation in industry-related conferences, or publication in conference proceedings or trade journals. As a result, our staff's efforts are often recognized—individually and collectively—through various industry and professional honors.

## This year, we received the following notable award:

- Certificate of Achievement for Excellence in Financial Reporting for the 25th consecutive year from the Government Finance Officers Association for the fiscal year ended June 2021

## ANNUAL EMPLOYEE AWARDS PROGRAM

We continue to recognize the extraordinary efforts of exceptional employees with our 15th Annual Employee Awards Program. Employees nominate well-deserved colleagues for Leader of the Year, Office Employee of the Year, and Field Employee of the Year.

In addition, SacSewer's Director of Operations presents a Director's Award to an employee or a team for an outstanding effort on a project or program. The judging criteria for the award recognize principles such as reliability, efficiency, and customer service.



Left to right: Christopher Kawelo, Gus Favalora, Derek Fergason, Rosemary Clark, Anthony Albayalde, and Jason Lofton. Not pictured: Rhonda Bayyouk

“

“My two interactions with SacSewer for a backup and a new cleanout on our property left me 100% satisfied! Please tell the crews how much we appreciate them!”

The 2022 Employee Awards recognized the following dedicated employees for their exceptional performance:

### LEADER OF THE YEAR

**Gus Favalora**  
Fleet Manager

### OFFICE EMPLOYEE OF THE YEAR

**Derek Fergason**  
Principal Engineering Technician

### FIELD EMPLOYEE OF THE YEAR

**Christopher Kawelo**  
Sanitation District Maintenance and Operations Technician

### DIRECTOR'S AWARD

**Jason Lofton**  
Principal Civil Engineer

**Anthony Albayalde**  
Associate Civil Engineer

**Rhonda Bayyouk**  
Principal Engineering Technician



# LIVING OUR VALUES

## Proficiency – Why We're Proud

Proficiency is not only one of SacSewer's organizational values—it's a fundamental factor in how we show up for one another and the communities we serve. In the course of SacSewer's day-to-day work, the critical role that wastewater collection plays in a healthy, thriving community can often be overlooked or taken for granted. Take it from us—we know our work isn't glamorous, but it's essential, and we are incredibly proud of our hard-working and dedicated staff whose work truly makes a difference.

Our wastewater system is part of a vital infrastructure sector that is crucial to our nation's health, safety, security, and economic stability. The facilities that we operate and manage with great expertise save people's lives by preventing dangerous waterborne illnesses that claim countless victims worldwide in places where modern water and wastewater infrastructure is lacking. Our efforts are also key to protecting natural resources and the environment in the greater Sacramento region.

With all this in mind, **General Manager Christoph Dobson**, along with **Senior Training and Development Specialist David Stoffel** and **Training and Development Specialist Matt Yuen**, spearheaded an effort in 2022 to produce a series of compelling videos featuring first-hand testimony from our diverse professional staff, answering the simple but important question: "What about your job makes you proud?"

Employees were challenged to come up with specific things about their work that make them proud, and the stories they told did not disappoint. Throughout these videos, you hear our wastewater professionals speak powerfully about their roles in the essential public service we provide. From team collaboration and serving our community to delivering on our mission in an efficient and cost-effective way, these testimonies are just a few examples of how we work every day to sustain our core value of Proficiency.

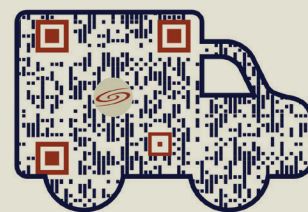


As we move into our wastewater future, we can continue to hold our heads high when we talk about our work to family, friends, and colleagues. We have the great responsibility and privilege to protect public health and the environment of our entire community.



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“Every encounter with SacSewer has been exemplary. Your staff are very courteous, friendly, knowledgeable, and helpful. Just the kind of person you want to show up if you are having any kind of sewer issue or emergency.”



Scan this QR code with your phone's camera to learn what makes our hard working staff proud.



## 2022 BOARD OF DIRECTORS

### COUNTY OF SACRAMENTO

Phil Serna  
Patrick Kennedy  
Rich Desmond  
Sue Frost  
Don Nottoli

### CITY OF CITRUS HEIGHTS

Jeannie Bruins

### CITY OF FOLSOM

Kerri Howell

### CITY OF ELK GROVE

Pat Hume

### CITY OF RANCHO CORDOVA

David Sander

### CITY OF SACRAMENTO

Mai Vang

## EXECUTIVE TEAM

**Christoph Dobson**  
General Manager

**Rosemary Clark**  
Director of Operations

**Mike Huot**  
Director of Policy & Planning

**Matthew Doyle**  
Director of Internal Services

**Nicole Coleman**  
Director of Communications

**Tepa Banda**  
Director of Finance

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