



Sausalito-Marín City Sanitary District

Strategic Plan 2022 – 2027

Adopted by Board Action May 3, 2022



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Governing Board of Directors

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Contents

- 1. Introduction**
- 2. Developing the Plan**
- 3. The Strategic Plan**

Message from the District

On behalf of the Sausalito-Marin City Sanitary District (SMCSD) Board of Directors and its Staff, we are pleased to present the District's 2022-2027 Strategic Plan. This plan is the result of an annual review and update of the District Strategic Plan in an effort to plan for the existing District business environment while looking toward the future. The adoption of this plan indicates the importance the District, its Board of Directors, and employees place on seeking continuous improvements in every aspect of the District. The FY 2022-23 plan update serves as the framework for decision making over a five-year period. The District reviews and updates the plan annually and always welcomes comments and feedback from its stakeholders, staff, Board of Directors and other interested parties.

Respectfully Submitted,

Jeffrey Kingston
General Manager

1. INTRODUCTION

Strategic Plan

2022 - 2027

Mission / Vision

Providing wastewater collection, conveyance and treatment services for our communities thereby protecting public health, the environment and the Bay.

Core Values

Recognizing that wastewater treatment is a vital component of protecting public health, the environment and the Bay, SMCSD will:

- Meet all regulatory requirements;
- Safely operate an effective wastewater system;
- Maintain an efficient wastewater system;
- Provide sustainable services for our community;
- Be responsible to ratepayers by managing the District efficiently;

- Value staff by providing a high-quality and safe work place fostering professional growth, teamwork, and job satisfaction; and
- Promote public participation, education and understanding of the services we provide.
- Continuously plan for the future to maintain reliable and cost-effective service.

Purpose of the Plan

A strategic plan is a top-level planning document the organization uses to set clear direction over all operational aspects of its mission. Upon adoption, it serves as a framework for decision making over a five-year period. It is a disciplined effort to guide fundamental decisions that shape what the District plans to accomplish by selecting a rational course of action. This plan update incorporates an assessment of the District's present state and requires gathering and analyzing information; institutes goal setting; and assists with making decisions for the future. Input was gathered from relevant sources to ensure accuracy and this plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This Plan also identifies actions, activities, and planning efforts that are currently active and needed for continued success in operations and management of the District and provides for an annual review and update process.

Strategic Planning Framework

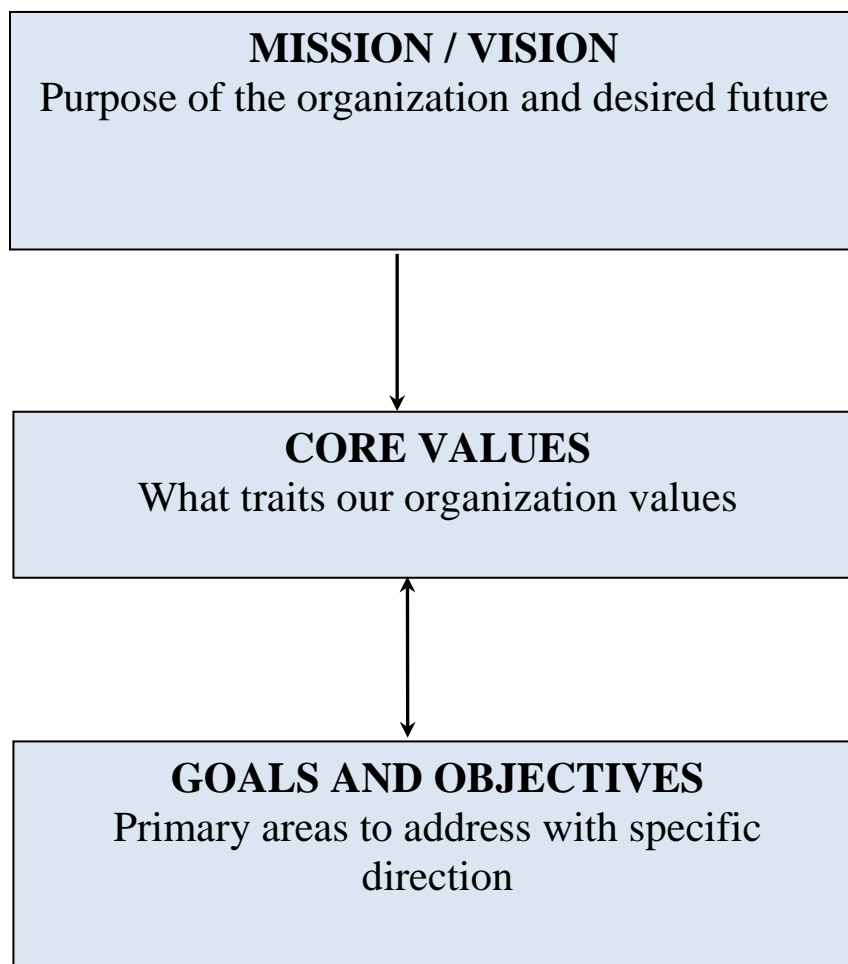
The strategic plan is built as a step-by-step process from a series of components described below.

Mission/Vision Statement: A declaration of an organization's purpose, why the organization exists. Ideally, all activities of the District should be in support of the mission statement. It is a statement that articulates what the organization would like to achieve over the term of the plan.

Core Values: Guides what the organization values when faced with options and alternatives for our future. Values are set by the Board, govern attitudes and behaviors and generally remain constant over time.

Goals and Strategic Objectives: These are the broad, primary management areas of District operations and planning that need to be addressed and are supported by strategic goals to ensure optimum progress. Specific objectives are defined to accomplish the goals.

How the Plan Elements Relate to Each Other



2. DEVELOPING THE PLAN

Strategic Plan 2022-2027

Organizational Environment

DISTRICT OVERVIEW

The Sausalito-Marin City Sanitary District (SMCSD) is governed by an elected five-member Board of Directors and provides wastewater conveyance and treatment service to the City of Sausalito and wastewater collection, conveyance and treatment service to unincorporated areas within the District's boundaries including Marin City. Wastewater conveyance and treatment service is also provided on a contract basis to Tamalpais Community Services District (TCSD) (which includes Muir Woods National Monument) and to the National Park Service (NPS) (Forts Baker, Barry and Cronkhite, Marine Mammal Center and Cavallo Point Resort). The District operates and maintains a complex infrastructure system, thereby protecting our community's public health, the environment and San Francisco Bay. It serves approximately 10,000 Equivalent Dwelling Units (EDUs) and a population of approximately 18,000. Based upon a comprehensive financial plan, the District adopted a 5-year sewer rate plan on July 8, 2019 to properly fund operations and capital improvements.

OPERATIONS & MAINTENANCE

The District operates and maintains, on behalf of all ratepayers, a wastewater treatment plant designed to fully treat wastewater under: Primary (I), Secondary (II) and Tertiary (III) treatment levels up to 1.8 million gallons per day (MGD) during average dry weather flow. During wet weather flow, the plant is designed to hydraulically handle up to 12 MGD and is capable of treating up to 9 MGD of full secondary treatment and up to 6 MGD of tertiary treatment. The conveyance system consists of eleven sewage pump stations, and approximately eleven miles of pipelines. The District owns and operates 7 stations and operates and maintains, under a service agreement, 4 stations on behalf of the City of Sausalito. The District's treatment plant site is located in Fort Baker with a property lease through 2049 with the National Park Service.

CAPITAL

The District is finishing its implementation of a 10-year Capital Improvement Program (CIP) which originally started in FY 2011/12 by identifying \$54 million for wastewater conveyance and treatment infrastructure improvements. The District primarily funded the capital improvements program by issuing revenue bonds through a Joint Powers Authority and financing agreement. Funding for the program consists of rate funded capital generated by sewer service fees and bonds issued in the amount of \$33,630,000 with an annual average debt service of \$2,153,000 until 2042.

The Wet Weather Flow Upgrade Project is complete and addresses new discharge regulations, manages peak wet weather flows, and improved treatment plant performance and reliability. The Upgrade Project increased the plant's secondary treatment capacity to 9 MGD and increased tertiary treatment capacity to 6 MGD. With the completion of the Wet Weather Upgrade in 2021, in combination with other infrastructure projects completed over the previous 10 years, we have substantially completed the original 10-year CIP plan.

The Bond funds financed CIP projects to include the Wet Weather Flow Upgrade Project; the Coloma Street Pump Station Replacement; and the Generator Reliability Improvements Projects which will improve overall system reliability and capacity. The new Coloma pump station will

have a flow capacity of 4.2 MGD increasing system conveyance capacity at a critical point mitigating potential sanitary sewer overflows (SSOs) during peak storm events.

Additional projects in the District's CIP have been prioritized to incorporate efficiency and redundancy at all major conveyance and treatment facilities. Priority projects include rehabilitation of the treatment plant's existing clarifier and rehabilitation of the conveyance system's Beach Force Main. The existing clarifier, which has been in consistent use since its construction in 1953, will require a complete replacement of its collector mechanism and improvements to odor control. The Beach Force Main Rehabilitation Project will allow critical force main redundancy with the Alexander Avenue force main which conveys wastewater from the Main Street pump station to the treatment plant. Rehabilitation of the Beach Force Main will also allow for force main inspections and reduce energy costs at the Main Street pump station.

ADMINISTRATION & FINANCE

The District continues to plan finances with a long-range outlook. The 5-year sewer service rate schedule (FY 2019/2020 to 2023/2024) was adopted by the Proposition 218 process in 2019 and it ensures adequate revenue is available to support the District's operations, maintenance, capital improvements, debt and reserves. The District will begin conducting a new rate study in FY 2023/2024 to explore competitive and fair rates for customers while meeting all service and capital needs. In addition, the District continues to work with the City of Sausalito on exploring the consolidation of their sewer collection or implementing a new services agreement.

A fully funded reserve policy, solid bond ratings and strong cash position creates a positive outlook for the District. Due to a fully funded reserve and strong financial position, the District plans to address the pension and health liabilities. The District is researching investment firms and banks specializing in public government agencies to generate a greater rate of return than LAIF for our reserve funds.

The Audit for year ending June 30, 2021 was successfully completed in a transparent manner with the auditor reporting no findings and no modifications. A complete copy of the 2021 Audit may be found on the District website.

Challenges and Opportunities

The District continues to be challenged with many significant future operational, capital and regulatory requirements. These challenges will need advanced planning of external and internal factors to ensure the organization is prepared. Some of the known and anticipated challenges and opportunities are the following:

Reliable System Operations – The next challenges are primarily focused on the collection and conveyance systems with some of the most critical projects already in construction and projected for completion in early 2022, while others are in design. These projects include but are not limited to:

- Construction of the Coloma pump station to improve reliability and to increase conveyance capacity in preparation for climate change and to maintain conveyance capacity during peak storm events; and
- Improvements to emergency power at all pump stations and at the treatment plant to ensure power reliability of the entire conveyance and treatment systems during peak storms and/or potential PG&E power outages.
- Rehabilitation of the Beach Force Main from the Main Street pump station provides redundancy of transporting wastewater to the treatment plant to support cleaning, maintenance, reliability, efficiency, operational flexibility and reduce cost.
- Remodel the existing Operations Building to improve the space needed for an upgraded lab, new control room, and relocation of operator locker and break rooms outside of the treatment plant operations area.

Additional challenges include continuing to reduce impacts to the community from odors, improving site access and safety and addressing new biosolids processing and disposal regulations and requirements. The effective execution of our Capital Improvement Program remains critical for reliable system operations, meeting regulatory requirements and protecting the Bay.

Communication / Technology – The District uses modern technology infrastructure to monitor and control the wastewater conveyance and treatment system. This requires continuous monitoring of the system during and after work hours, through normal and extreme weather, on a year-round basis. The District’s treatment plant and conveyance system achieves its performance and reliability with a trained and certificated staff and combined with the use of current technology and automation. Timely access to relevant data for operations, scheduling and decision making is critical. All essential District systems and equipment are locally or remotely monitored at all times by operations and maintenance staff. The use of a supervisory control and data acquisition (SCADA) system allows for the centralized and decentralized monitoring of the treatment plant and conveyance system to include pump station functions. Wastewater Flow and chemical dosing are measured and monitored by SCADA. This informs Operators ensuring effective decision making and operation of the system. The SCADA monitors the use of a chlorine solution for wastewater disinfection treating bacteria and the application of a bisulfite solution to neutralize the chlorine prior to the treated effluent being discharged to the Bay. There has been continuous upgrade and adoptions of new technology including a control system with up-to-date servers and capacity; high speed internet connections and reliable Wi-Fi coverage throughout the Plant, upgraded Ethernet capable radio communications, cloud-based computing and storage; smart phone and tablet technology for remote monitoring; and state of the art sensors/controllers ensure the system is operated effectively and efficiently. With most of our infrastructure updated over the past several years, the SCADA System software itself needs to be replaced in the coming year and a third party needs to study and address cyber security threats for all systems.

Environmental Regulations – The regulations governing District operations related to water quality, air and solid waste disposal continue to evolve. The District operates under requirements from Federal, State and Local Agencies including: A National Pollutant Discharge Elimination System (NPDES) permit to discharge. This permit will expire in 2023 and the process to renew the permit will begin in 2022. The renewal of the permit will require significant staff effort and support to ensure that the application or Report of Waste Discharge document is completed in an accurate and efficient manner. In addition, permit renewals pose an opportunity and challenge to the District due to the requirements that can be petitioned for evaluation and modification as well as the possibility of regulating agencies to impose additional burdens, monitoring or other challenges. Of particular significance are potential additional regulations on landfill diversion of biosolids and constraints on effluent nutrient levels. We are also subject to Environmental Protection Agency (EPA) compliance orders and biosolids reporting; State of California Water Resources and Control Board reporting requirements for SSOs, Discharges and Laboratory accreditation and; Bay Area Air Quality Management District (BAAQMD) limits on Hydrogen Sulfide (H₂S) emissions and Marin County Hazardous Materials & Waste regulations, to name a few. These challenges will drive our capital planning and allow for targeted investment in effective future facilities.

City Sewer System Consolidation - The District operates and maintains the City of Sausalito's four pump stations on a contract basis. The District and the City are exploring the consolidation of the City of Sausalito Sewer Collection System operations, maintenance and capital with the District. Phase I – Feasibility Study of the sewer collection system consolidation has been completed. Phase II – Operational Plan which includes the future approach and resources needed for the operations, maintenance, and capital improvements of the City's sewer collection system is complete. These studies considered many factors to support the decision of consolidation of the City's Sewer Collection System. Some examples are financial, staffing, asset condition, capital improvement, equipment, easements and access to sewer lines. A joint City/District Sewer Committee meets to review and consider consolidation. A decision, plan and timeline for consolidation should be addressed in the coming year.

Reduce System Infiltration and Inflow (I&I) – Aging infrastructure contributes to infiltration and inflow of ground water, especially during major storm events. Continued public and private investments to repair both sewer lines and private laterals are necessary to reduce system I&I. Primary challenges to reduce or eliminate I&I in order to achieve a “closed system” include: aging pipes and private laterals which are susceptible to failure, salt water intrusion from high tides, illegal pumping of storm water into the sewer system and ground settlement or subsidence which causes pipe failures. All of these factors add unnecessary flow into the system at a rate more than 10 times the dry weather flow leading to increased operation and maintenance costs.

The District proactively maintains, repairs and evaluates its collection system on regular intervals. Plans are scheduled, as part of the CIP, to continue to evaluate and determine the locations to improve collection system piping and pump stations to reduce the effect of I&I. While District facilities are substantially sealed, several other agencies deliver flow to the District including the City of Sausalito, the Tamalpais Community Services District and the Golden Gate National Recreation Area (GGNRA). The District continues to monitor flows received during large storms and works with all partnering agencies to reduce I/I delivered to the District's system. A primary cause of I/I is experienced from private laterals due to age, tree roots and land settlement. The District communicates with, advises and provides grant funding for private owners to assist them with sewer system upgrades to reduce seawater and stormwater infiltration. Our projects are also designed for changing code and requirements to plan for sea level rise, storm surge and new environmental conditions due to climate change.

Water Quality Monitoring/Assurance – The District possesses a fully certified laboratory along with qualified and certified staff, is capable of performing the analysis required for a majority of the permit compliance parameters and all of the essential plant process controls. The Laboratory produces accurate, timely and certified data used to validate the compliance of plant effluent against the limits in our NPDES permit resulting in well over 6,700 discrete measurements and analytical results per year. The Laboratory also supports

O&M personnel by providing valuable information at critical times allowing operators to optimize the treatment processes. The laboratory technician and O&M technicians, are trained and certified in other areas such as source control inspection and biosolids handling. A high performing certified laboratory is a required mission critical component of the wastewater conveyance and treatment system.

Workforce – The District needs a high-performing team to make all of the system’s components work well. The District annually reviews its organization structure making changes where necessary to assure proper staffing levels reflecting the changing environment and regulatory needs of our agency. The District continues to have qualified leadership and personnel to ensure the effective operation of our system. With an upgraded plant and system, there is an opportunity to review staffing levels, job classifications and our organization which may include changing job classifications, internal promotion, external hiring and resuming the operator intern program. Our work schedules have been adjusted to ensure staffing levels are optimized while maintaining a work/life balance for the staff. The District’s pay and benefits; safety culture; and certification program continue to support a healthy and rewarding workplace environment and make the District an attractive employer.

Public Outreach– Opportunities and challenges always exist to keep our community, constituents and stakeholders informed regarding the District’s decision-making process, plans and operations. District information, activities and projects are published on our new website. This allows staff to utilize a new user-friendly platform providing transparency and accessibility. In addition to the website, public notices, letters, and electronic newsletters are distributed through emailing and postings to public websites. The District participates in a regional approach to community/public education and outreach by working with a consortium of 6 wastewater treatment plants in Marin County. The District conducts tours of the treatment plant and the conveyance system for the community to educate and inform the public about the mission of the District.

Emergency Operational Response –In the event of an area-wide emergency, the District is connected to County and State notification services and responds by assessing and repairing damages to its own system first. If and when resources and staffing become available, the District responds and provides mutual aid to local agencies following mutual aid agreements. Responding to severe storms, power outages and government imposed pandemic controls continue to challenge the District’s limited resources.

3. THE STRATEGIC PLAN

Strategic Plan

2022-2027

Goals and Objectives

The following goals and objectives have been established to identify what the organization needs to accomplish in the fulfillment of the stated District mission and values:

Goal 1 Protect Public Health and the Environment

Objective 1.1 Optimize plant processes to enhance water quality discharged into the Bay.

Objective 1.2 Identify and reduce infiltration and inflow into the District's conveyance system.

Objective 1.3 Prepare to respond to severe storms of longer duration due to climate change, Public Safety Power Shutoffs (PSPS), and government-imposed pandemic controls.

Objective 1.4 Work with the EPA and State Board to lift the 2007 EPA Treatment Plant Order.

Objective 1.5 Work with the EPA to lift the 2008 EPA Order.

Goal 2 Continuous Water Quality Improvement

Objective 2.1 Continuously follow and exceed District's Regulatory requirements under: EPA, NPDES, SWRCB, BAAQMD and other agencies.

Objective 2.2 Understanding the future impacts of regulatory requirements, the renewal of the NPDES permit, potential new discharge limits and timelines for implementation of solutions.

Objective 2.3 Continue to utilize and improve the District's asset management system to perform regular, proactive and timely maintenance activities to reduce process and equipment failure.

Objective 2.4 Continuously improve the functions and technology of the District's laboratory to ensure compliance with increasing regulatory requirements and standards.

Goal 3 Efficient and Effective Implementation of the Capital Improvement Program

Objective 3.1 Continuously manage and prioritize a 3-Year Operations and Maintenance Plan.

Objective 3.2 Deliver the 10-Year Capital Improvement Program to maintain reliability of the wastewater collections, conveyance and treatment systems.

Objective 3.3 Implement the Capital Improvement Program efficiently by delivering projects on time and within budget based upon the specified scope of work.

Objective 3.4 Understand potential impacts to collection, conveyance and treatment systems from government mandated housing and new developments in the Marinship, Fort Baker Authority and Marin City areas including considerations for sea level rise and climate change.

Objective 3.5 Improve O&M staff facilities, Plant site access, security and lighting.

Objective 3.6 Assess and address cyber security threats.

Goal 4 Develop High Performing Teams

Objective 4.1 Continue making training and certification of all District staff a high priority.

Objective 4.2 Focus on maintaining an efficient organization that is multi-disciplinary, highly skilled and well-trained.

Objective 4.3 Promote safety, collaboration and professional development.

Objective 4.4 Maintain competitive staff compensation and benefits.

Goal 5 **Provide Financial Stability, Accountability and Value to Ratepayers**

Objective 5.1 Ensure adequate funding for Capital Projects.

Objective 5.2 Properly budget and fund the Operations and Maintenance functions.

Objective 5.3 Continue to work with the City of Sausalito on consolidating or implementing a new service agreement.

Objective 5.4 Automate processes to ensure efficiency and accountability.

Objective 5.5 Provide financial transparency with timely annual audits and meet government reporting requirements.

Objective 5.6 Address unfunded pension and benefit liabilities.

Goal 6 **Responsible Leadership & Management**

Objective 6.1 Engage constructively and proactively to create a collaborative and inclusive work environment.

Objective 6.2 Provide opportunity and support for staff growth and advancement through mentoring and professional development opportunities.

Objective 6.3 Address technology and systems to improve plant operations, business practices and sharing of information.

Objective 6.4 Update and communicate policies and procedures for all staff to understand benefits, opportunities and expectations.

Objective 6.5 Recognize and celebrate exceptional employee achievements and performance.

Goal 7 **Enhance Internal and External Communication**

Objective 7.1 Engage District staff for input on decisions, activities and initiatives in order to benefit from their knowledge of operations and potential consequences.

Objective 7.2 Inform our ratepayers and communities about District initiatives and projects.

Objective 7.3 Communicate with the Board in order to facilitate informed decisions.

Objective 7.4 Provide a transparent and accessible website where current information is available for our ratepayers and communities.

Objective 7.5 Promote public awareness of industry issues and trends related to regulatory compliance.

Objective 7.6 Provide public education on wastewater processes and ways they can assist with preventing sewer overflows.

Acronyms & Definitions

BAAQMD	Bay Area Air Quality Management District
CalPERS	California Public Employee's Retirement System
CEPPT	California Employers Pension Prefunding Trust
CERBT	California Employers Retirement Benefit Trust
CIP	Capital Improvement Plan
EPA	Environmental Protection Agency
EDU	Equivalent Dwelling Unit
FFR	Fixed Film Reactor
GGNRA	Golden Gate National Recreation Area
H ₂ S	Hydrogen Sulfide
I&I	Inflow & Infiltration
JPA	Joint Powers Authority
MGD	Million Gallons per Day
NPDES	National Pollutant Discharge Elimination System
NPS	National Park Service
O&M	Operations & Maintenance
PEPRA	Public Employees' Pension Reform Act
PG&E	Pacific Gas & Electric
PS	Pump Station
PSPS	Public Safety Power Shutoff
SCADA	Supervisory Control and Data Acquisition

SMCSD	Sausalito-Marín City Sanitary District
SSO	Sanitary Sewer Overflow
SWRCB	State Water Resources Control Board
TCSO	Tamalpais Community Services District

Primary Treatment (I)

A wastewater treatment process that takes place in a rectangular or circular tank and allows those substances in wastewater that readily settle or float to be separated from the wastewater being treated.

Secondary Treatment (II)

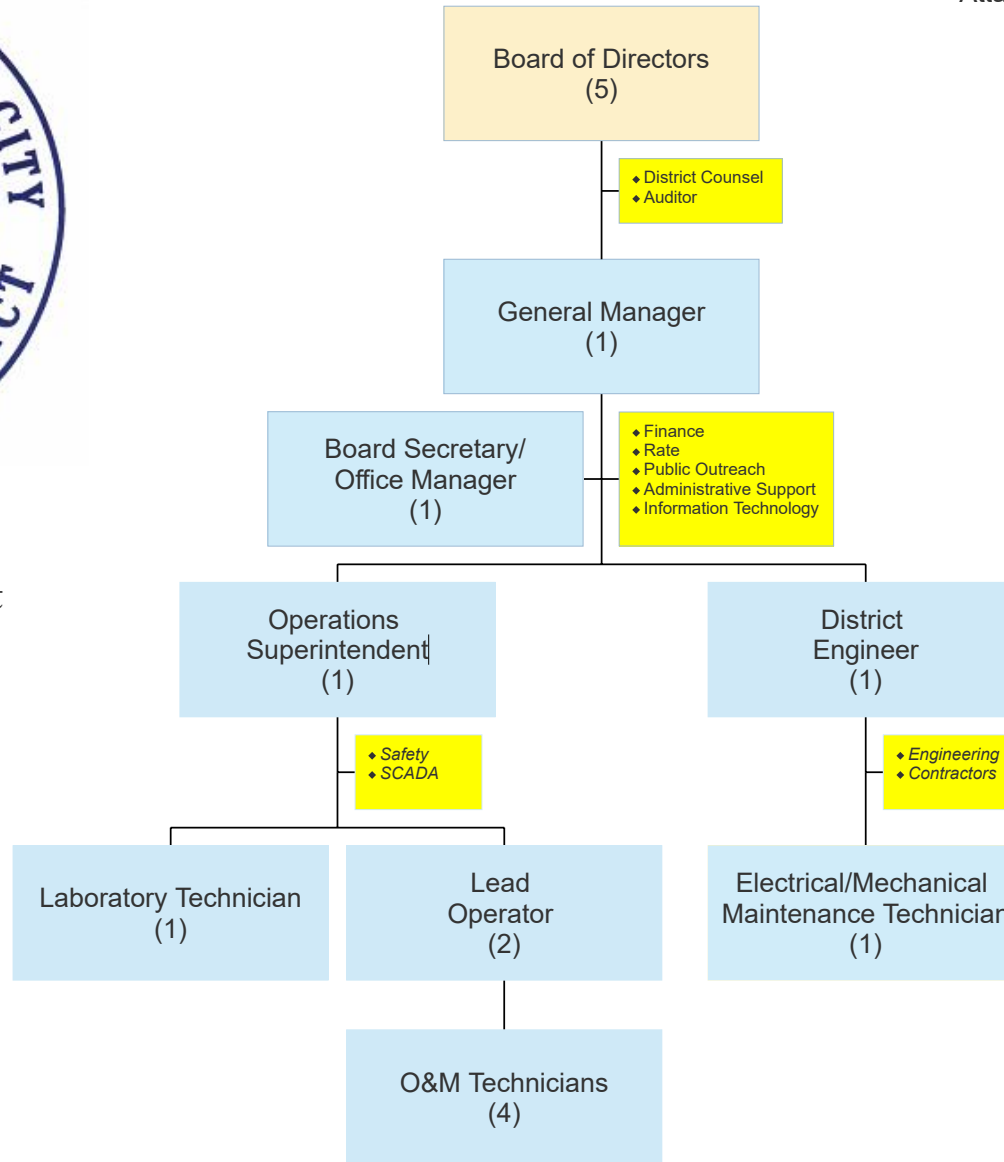
A wastewater treatment process used to convert dissolved or suspended materials into a form more readily separated from the water being treated. The process commonly is a type of biological treatment followed by secondary clarifiers that allow the solids to settle out from the water being treated.

Tertiary Treatment (III)

Any process of water renovation that upgrades treated wastewater to meet specific reuse requirements. May include general cleanup of water or removal of specific parts of wastes insufficiently removed by conventional treatment processes.



**April 2022
Organizational Chart
FY 2022/2023**



Elected	12 FTE Positions	CPO - SWRCB Designation	Outside Resources
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