



# Sausalito-Marin City Sanitary District

2013 - 2018

Strategic Plan



## 2013 Strategic Plan

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## 2013 Strategic Plan

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# Message from the General Manager

On behalf of the District and its employees, I am pleased to present the Agency's 2013-2018 Strategic Plan document. This plan represents an update of the 2010 Strategic Plan that reflects the existing District business environment and looks ahead toward the future. The adoption of this plan signifies the importance that the District, its Board of Directors, and employees place on seeking continuous improvements in every aspect of the District's operations. The 2013 plan will serve as a framework for decision making over a five-year period. The District intends to review and update the plan annually and welcomes comments and feedback from its stakeholders and other interested parties.

Respectfully Submitted,

5/2/2013

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Craig Justice  
General Manager

# 1. INTRODUCTION

## 2013

### Strategic Plan

# Purpose of the Plan

A Strategic Plan is a top level planning document for the organization 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 produce fundamental decisions that shape what a District plans to accomplish by selecting a rational course of action. This Plan update incorporates an assessment of the present state of District operations; required gathering and analyzing information; goal setting; and making decisions for the future. Time has been taken to gather input from various sources to add to the veracity of the plans herein. The 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.

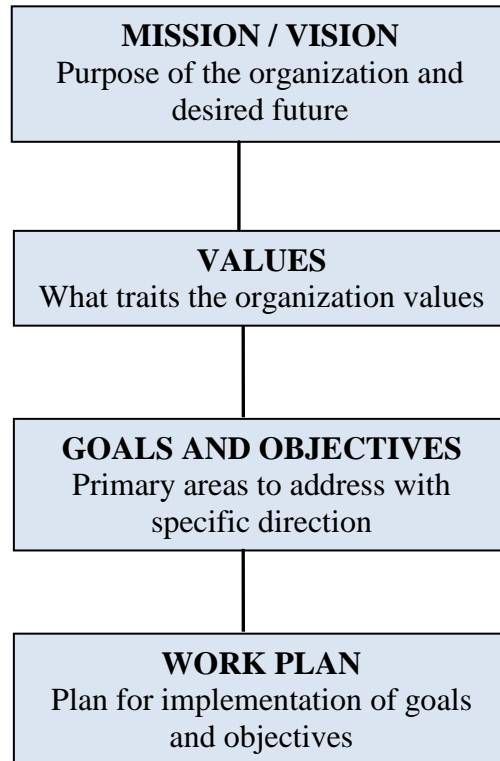
Mission/Vision Statement: A declaration of an organization's purpose, why the organization exists. Ideally, all activities of the District should be in support of the Mission Statement. A statement that articulates what the organization would like to achieve over the term of the Plan.

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, planning that need to be addressed and are supported by Strategic Goals to ensure optimum progress. Specific objectives are defined to accomplish the goals.

Strategic Work Plan: Strategic Actions are specific and measurable activities or targets that address the strategic elements. Day-to-day actions and projects (not covered in detail in the Strategic Plan) will be designed so that the Strategic Goals are accomplished.

## How the Plan Elements Relate



**2. DEVELOPING THE PLAN**  
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# Organizational Environment

## **DISTRICT OVERVIEW**

The Sausalito-Marín City Sanitary District (SMCSD) is governed by an elected five member Board of Directors and provides wastewater treatment and disposal service to the City of Sausalito and wastewater collection, treatment and disposal service to Marin City and other unincorporated areas within the District's boundaries. Treatment and disposal service is also provided on a contract basis to Tamalpais Community Services District (TCS D) and the National Parks Service (Forts Baker, Barry and Cronkhite and Muir Woods National Monument). Treated wastewater is discharged into the deep waters of the central San Francisco Bay.

## **DISTRICT OPERATIONS**

The District operates a 1.8 million-gallon per day secondary wastewater treatment plant, seven sewage pump stations, and approximately ten miles of pipelines. Three additional pump stations are operated and maintained for the City of Sausalito on a contract basis. Twelve full-time employees are employed to accomplish these operations. In addition, the District has an established intern program. Under the program, two positions are funded as temporary part-time (non-benefited).

In 2010, the District adopted a comprehensive financial and sewer rate plan (fiscal years 2009/10 to 2013/14) to provide needed revenue for treatment plant and collection system infrastructure renewal and upgrade improvements that are scheduled to be completed over the next several years. The total capital improvement program is estimated at \$40 million. To date, approximately \$10 million of the improvements have been constructed. Completion of the renewal and upgrade projects will significantly improve the performance and reliability of District operations to achieve and maintain regulatory requirements. The largest capital project is the Headworks, Primary and Secondary improvements at the treatment plant which are estimated at \$22.4 million. A key element to this project is the National Park Service (NPS) approval and renewal of the District's treatment plant site easement agreement. At the conclusion of the current 10-

year capital improvement program, new expenditures on capital improvements should drop significantly, while the financing of current projects will span over the next 20 to 30 years.

## Challenges and Opportunities

The District is expected to contend with many significant future operational, capital and regulatory challenges. These challenges will require advanced planning of external and internal factors to ensure the organization is prepared. In addition, there may be opportunities to improve the delivery of wastewater services to District customers. Among the known and anticipated challenges and opportunities are the following:

- **Environmental Regulations** – Regulations governing District operations related to water quality, air and solid waste disposal continue to evolve. Of particular significance are regulations on the elimination of treatment blending caused by peak wet weather wastewater flows and the prevention of sanitary sewer overflows.
- **Partner Agencies** - Opportunity to increase collaboration with satellite collection agencies and neighboring treatment agencies in furthering the improvement of wastewater services, efficiencies and sharing of resources. Successful negotiation of required service agreements that outline roles and responsibilities will need to be completed.
- **Infrastructure Improvements** - Aging treatment plant and collection system infrastructure requiring continuing investment in collection, conveyance and treatment facilities. Important is the successful execution of the current 10-year Capital Improvement Program that is now in its third-year of implementation.
- **Technology** - Opportunities to improve the performance and reliability of the treatment plant through continued upgrade of District facilities.

- **Communication** – Opportunities and challenges exist to keep our customers engaged in and informed on the District decision making process.
- **Sewer Service Charge Policy** – There is increasing public concern about the overall cost of sewer service along with method and allocation of the charges between the District’s residential, multi-family and floating home customers.
- **Financial Stability** – The District has a financial plan and reserve policy in place, and because of good financial management decisions, currently is in good financial condition. To maintain stability there will be on-going cost pressures related to infrastructure improvements and the cost of operations, in particular District employee costs.
- **Workforce** – The District has benefited from a stable, well trained and capable staff. The District’s safety record has been excellent. Employee and District relations have been cooperative and productive. Staffing levels have been kept at the minimum levels and private contracts are being used as appropriate to provide non-core, specialized services.
- **Private Sewer Laterals** – Necessary reductions in collection system infiltration and inflow will take both public and private investment to repair sewer lines. It is likely the District will need to take a more active and larger role, along with partner agencies, in order to address the private sewer lateral problem.
- **Emergency Preparation** – District key systems and equipment are electronically monitored for problems at all times and staff is trained to respond to problems and emergencies. The District has mutual aid agreements in place. However, a major earthquake, for example, poses significant challenges that the District will have to manage.

**3. THE STRATEGIC PLAN**  
**2013**  
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# Mission / Vision

The Sausalito-Marín City Sanitary District shall provide wastewater collection and treatment services to our customers in a manner that is economically and environmentally sustainable to protect public health and preserve the environment while achieving regulatory requirements.

## Core Values

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

- Operate and maintain the wastewater treatment plant and related facilities in a safe, sustainable, efficient, and effective manner;
- Provide quality service through planning and appropriate use of technology;
- Maintain a safe and high quality work place that fosters professional growth, teamwork, succession planning, and job satisfaction;
- Manage and protect assets and investments through sound financial policies and business practices;
- Collaborate with neighboring agencies to achieve efficiencies for the public and to protect the environment;
- Encourage stakeholder discussion and development of strategies for protecting the bay and addressing regional wastewater issues; and
- Promote public participation, education and understanding of the services we provide.

# Goals and Strategic 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            Maintain Financial Stability and our Reserves**

Objective 1.1: Establish and maintain a sewer rate structure that addresses District needs and is equitable for our customers.

Objective 1.2: Successful implementation of the Tamalpais Community Service District service contract.

Objective 1.3: Evaluate and take appropriate steps to address long-term liability costs associated with labor and benefits.

Objective 1.4: Develop a debt service finance plan for the Capital Improvements Program.

## **Goal 2            Support Personnel and Organization**

Objective 2.1: Maintain an efficient organizational structure that is small, multi-disciplinary, highly skilled and well-trained.

Objective 2.2: Provide an organizational plan to promote professional development.

Objective 2.3: Provide and nurture a culture that encourages opportunities to participate and contribute toward organizational success.

## **Goal 3            Protect Public Health and Environment**

Objective 3.1: Implement and enforce the Private Sewer Lateral Ordinance (Ordinance No. 89) to reduce infiltration and inflow into the sewer system for unincorporated areas within the District's boundary (Marin City).

Objective 3.2: Develop and consider incentives for property owners to video inspect and repair faulty laterals.

Objective 3.3: Comply with the 2008 EPA collections system Order.

Objective 3.4: Explore opportunities to initiate or construct environmentally sustainable projects such as recycled water, biosolids reuse, technology upgrades, methane use and solar power.

**Goal 4                      Responsible Administrative Management**

Objective 4.1: Promote the District’s Private Lateral Loan program.

Objective 4.2: Identify and pursue private sector service contracts when economical.

Objective 4.3: Periodically update and maintain the District procedures and human resource policy manuals.

Objective 4.4: Encourage and recognize exceptional employee performance.

Objective 4.5: Pursue and utilize technology and systems that improve plant operations, business practices and sharing of information.

**Goal 5                      Improve and Renew Infrastructure**

Objective 5.1: Improve infrastructure to reduce infiltration and inflow into the sewer system.

Objective 5.2: Develop in coordination with the City of Sausalito and Tamalpais Community Services District, methods to quantify infrastructure renewal infiltration and inflow reductions over time.

Objective 5.3: Complete projects in the Capital Improvement Program to achieve NPDES permit requirements and commitments.

Objective 5.4: Complete the Beach Force Main Abandonment project in coordination with the City of Sausalito.

Objective 5.5: Identify and incorporate into construction projects environmentally sustainable practices and/or technology when economically feasible.

**Goal 6                      Enhance Internal and External Communication**

Objective 6.1: Keep our customers informed of Sewer Rate Studies and provide opportunities for participation.

Objective 6.2: Provide and maintain a District website that is current and informative for our customers.

Objective 6.3: Promote public awareness of industry issues and trends related to regulatory compliance.

Objective 6.4: Initiate periodic staff meetings for discussion and input of District goals and business activities.

**Goal 7            Maintain Regulatory Compliance**

Objective 7.1: Address emerging areas of NPDES Permit compliance such as wastewater blending, nutrients in wastewater discharge and source control to keep contaminants out of wastewater (For example: pharmaceutical drugs and grease).

Objective 7.2: Initiate plans to request the EPA rescind the 2007 treatment plant Compliance Order.

Objective 7.3: Continuously improve the performance of the treatment plant's operation processes and systems.

Objective 7.4: Enhance the capabilities of the asset management maintenance system.

**Goal 8            Collaborate with Partner Agencies**

Objective 8.1: Coordinate the District's Sewer Rate Charge Policy with the City of Sausalito and Tamalpais Community Services District.

Objective 8.2: Develop plans with the City of Sausalito and Tamalpais Community Services District infrastructure improvements to reduce infiltration and inflow.

Objective 8.3: Coordinate the 2008 EPA collections system Compliance Order actions with the City of Sausalito and Tamalpais Community Services District.

Objective 8.4: Evaluate private sewer lateral coordination opportunities with the City of Sausalito.

Objective 8.5: Evaluate shared service opportunities with the City of Sausalito and Tamalpais Community Services District.

Objective 8.6: Revise the City of Sausalito sewer collection and conveyance service agreement.

Objective 8.7: Obtain renewal of the National Park Service wastewater facility right-of-way easement agreement.



**4. WORK PLAN  
2013  
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# Work Plan

The following table shows the staff work plan of key actions that are linked to accomplish the District’s mission, values, goals and objectives as identified by the Board of Directors. Each action is described and a proposed date for completion is listed. Some of the actions are date specific and some will be on-going depending on the action objective.

## Goal 1 – Maintain Financial Stability and our Reserves

NO.	OBJECTIVE	ACTION	FISCAL YEAR
<b>1.1</b>	Establish and maintain a sewer rate structure that addresses District needs and is equitable for our customers.		
1.11		Conduct next phase of sewer rate study work and complete Prop 218 for adoption.	2014/15
<b>1.2</b>	Successful implementation of the Tamalpais Community Service District service contract.		
1.21		Coordination of annual budget and activity information.	Annually
1.22		Complete agreement study to annex the TCSD service area to the District	2014/15
1.23		Complete joint financial planning report.	2016/17
<b>1.3</b>	Evaluate and take appropriate steps to address long-term liability costs associated with labor and benefits.		
1.31		Consider paying off the CalPERS retirement side fund.	2013/14
1.32		Investigate and implement a trust fund for post-retirement health coverage.	2014/15
1.33		Negotiate employee benefits and contribution rates.	Annually
<b>1.4</b>	Develop a debt service finance plan for the Capital Improvements Program.		
1.41		Develop a finance CIP finance plan. Consider restructuring current debt service with lower interest rate.	2013/14
1.42		Secure CIP financing.	2014/15
1.43		Pursue State Water Resources Control Board, State Revolving Fund, low interest loans and other funding programs to spread costs over the assets lifespan.	On-going
1.44		Development of the next 10-year CIP and finance plan (2019/20 to 2028/29).	2015/16

## Goal 2 – Support Personnel and Organization

NO.	OBJECTIVE	ACTION	FISCAL YEAR
2.1	Maintain an efficient organizational structure that is small, multi-disciplinary, highly skilled and well-trained.		
2.2	Provide an organizational plan to promote professional development.		
2.3	Provide and nurture a culture that encourages opportunities to participate and contribute toward organizational success.		
All		Complete a total compensation survey (every three years).	2015/16
All		Continue to integrate professional development and technical training into the annual evaluation process.	Annually
All		Keep employees informed on District business and engage them in the decision making process.	On-going
All		Continue to evaluate ways enhance the workplace safety program.	Annually

## Goal 3 – Protect Public Health and Environment

NO.	OBJECTIVE	ACTION	FISCAL YEAR
3.1	Implement and enforce the Private Sewer Lateral Ordinance (Ordinance No. 89) to reduce infiltration and inflow into the sewer system for Marin City and County Unincorporated areas.		
3.11		Continue to work with the Marin County Board of Realtors and Floating Homes Association on implementation.	On-going
3.2	Develop and consider incentives for property owners to video inspect and repair faulty laterals.		
3.21		Coordinate with the City of Sausalito and TCSD on individual or joint agency incentive programs, such as free private lateral video inspection.	2014/15
3.3	Comply with the 2008 EPA collections system Order.		
3.31		Submit quarterly and annual progress reports.	On-going
3.32		Reduce sanitary sewer overflows.	On-going
3.33		Develop emergency response plans for the District's seven (7) sewer pump stations and three (City) stations.	2012/13
3.34		Update the Sewer System Management Plan for Board	2013/14

		adoption.	
3.35		Update the 2008 wet weather conveyance and treatment system report to reflect infrastructure improvements completed and required.	2015/16
3.36		Evaluate plans and projects as part of the joint SMCSO/TCSD/City sewer committee meeting.	Annual
<b>3.4</b>	Explore opportunities to initiate or construct environmentally sustainable projects such as recycled water, biosolids reuse, technology upgrades, methane use and solar power.		
3.41		Evaluate, and include if possible, a secondary-23 water quality standard recycled water connection on East Road as part of the Headworks, Primary and Secondary Improvements (road medians, dust control, sewer line flushing, construction).	2016/17
3.42		Continue to participate in the Bay Area Biosolids to Energy Coalition for new technology for biosolids reuse.	On-going
3.43		Revisit and update the 2002 National Park Service recycled water study.	2015/16
3.44		Consider on-site energy generation feasibility. Can be evaluated as part of the Headworks, Primary and Secondary Improvements project.	2014/15

#### Goal 4 – Responsible Administrative Management

NO.	OBJECTIVE	ACTION	FISCAL YEAR
<b>4.1</b>	Promote the District's Private Lateral Loan program for Marin City and County Unincorporated areas.		
4.11		Include program information on all newsletters and other district publications	On-going
4.12		Maintain program information on the District's website	On-going
4.13		Contact the Marin City Community Services District for coordination.	2013/14
4.14		Consider a direct mailing to customers about the program.	2013/14
4.15		Contact the Marin Board of Realtors for coordination.	2013/14
<b>4.2</b>	Identify and pursue private sector service contracts when economical.		
4.21		Health and Safety Consultant services to assist with the District safety	2013/14

		program.	
4.22		Continue to evaluate private sector opportunities for specialized non-core services.	On-going
<b>4.3</b>	Periodically update and maintain the District procedures and human resource policy manuals.		
4.31		Complete a 2013 update of the Personnel Rules Manual.	2012/13
4.32		Have the 2013 Personal Rules Manual reviewed by a Human Resources Legal consultant.	2013/14
4.33		Update the District Standard Procedures Manual and have a Human Resources consultant conduct a legal review existing policies.	2013/14
4.34		Update all District job descriptions to a uniform format.	2013/14
4.35		Complete a legal review and codification of the District's existing Ordinances.	2013/14
<b>4.4</b>	Encourage and recognize exceptional employee performance.		
		Implement the District's Service Recognition Program.	Annually
<b>4.5</b>	Pursue and utilize technology and systems that improve plant operations, business practices and sharing of information.		
4.51		Utilize financial modules of the Nexgen Asset Management system.	2014/15
4.52		Consider a paper document reduction program for Board agenda packets.	2013/14
4.53		Improve our administrative data management and financial reporting (Automatic Data Processing, Quickbooks systems).	2014/15

## Goal 5 – Improve and Renew Infrastructure

NO.	OBJECTIVE	ACTION	FISCAL YEAR
<b>5.1</b>	Improve infrastructure to reduce infiltration and inflow into the sewer system.		
5.11		Complete an update of the 2008 treatment and collection facilities condition assessment and wet-weather flow monitoring study.	2015/16
5.12		Re-evaluate the 2011 Marin City Sewer condition assessment and design the next phase rehabilitation work (priority 3, 4 and 5).	2016/17
<b>5.2</b>	Develop in coordination with the City of Sausalito and Tamalpais Community Services District, methods to quantify		

	infrastructure renewal infiltration and inflow reductions over time.		
5.21		Complete as part of the update of the 2008 treatment and collection facilities condition assessment and wet-weather flow monitoring study.	2015/16
<b>5.3</b>	Complete projects in the Capital Improvement Program to achieve NPDES permit requirements and commitments.		
5.31		Complete construction of projects in the existing 10-year CIP (2010/11 to 2019/20).	Annual
5.32		Development of the next 10-year CIP (2019/20 to 2028/29).	2015/16
<b>5.4</b>	Complete the Beach Force Main Abandonment project in coordination with the City of Sausalito.		
5.41		Coordinate with the City on design plans for the City's Beach front sewer replacement (south of Cote D' Azur to the Main Street Pump Station)	On-going
5.42		Coordinate with the City on the Meyers property seawall and dock project that crosses the beach force main.	On-going
5.43		Design and construct sewer improvements to service the 19 hillside homes that use the beach force main line.	On-going
5.44		Abandon the beach force main line, either in-part, or the whole line.	On-going
<b>5.5</b>	Identify and incorporate into construction projects environmentally sustainable practices and/or technology when economically feasible.		

## Goal 6 – Enhance Internal and External Communication

NO.	OBJECTIVE	ACTION	FISCAL YEAR
<b>6.1</b>	Keep our customers informed of Sewer Rate Studies and provide opportunities for participation.		
<b>6.2</b>	Provide and maintain a District website that is current and informative for our customers.		
<b>6.3</b>	Promote public awareness of industry issues and trends related to regulatory compliance.		
All		Inform public of District business in a timely manner and provide opportunities for input.	On-going
All		Place all important documents on the District's website.	On-going
All		Keep the District website information up to date.	On-going

All		Continue active participation in the Bay area wastewater agencies Pollution Prevention Program.	On-going
All		Publish a District newsletter on a semi-annual basis (summer and winter).	Semi-Annually
All		Participate in industry organizations such as California Water Environment Association, California Association of Sanitation Agencies, California Special District's Association and Bay Area Clean Water Agencies.	

### Goal 7 – Maintain Regulatory Compliance

NO.	OBJECTIVE	ACTION	FISCAL YEAR
<b>7.1</b>	Address emerging areas of NPDES Permit compliance such as wastewater blending, nutrients in wastewater discharge and source control to keep contaminants out of wastewater (For example: pharmaceutical drugs and grease).		
7.11		Complete new reporting requirements of Nov 2012 NPDES permit. Treatment and Collections improvement work plans, progress reports and report progress of District satellite agencies.	On-going
7.12		Update Ordinance related to sewer collection system discharge water quality requirements and discharge permits.	2014/15
7.13		Update the Fats, Oils and Grease Ordinance	2014/15
7.14		Continue support of the pharmaceutical drop off point at the City of Sausalito police station.	On-going
7.15		Actively collaborate on wastewater blending and nutrients with the San Francisco Regional Water Quality Control Board as part of the NPDES Permit issuance process (permit expires Dec 2017)	2017/18
7.16		Work with industry agencies such as California Association of Sanitation Agencies and Bay Area Clean Water Agencies on emerging areas and compliance.	On-going
<b>7.2</b>	Initiate plans to request the EPA rescind the 2007 treatment plant Compliance Order.		
7.21		Complete request to rescind the Order in coordination with the Headworks, Primary and Secondary	2014/15

		improvements project design and construction approvals.	
7.22		Submit quarterly and annual reports on progress.	On-going
<b>7.3</b>	Continuously improve the performance of the treatment plant's operation processes and systems.		
7.31		Update the District disaster and emergency response plans. Complete a situational field training exercise.	2013/14
7.32		Revise the Treatment Plant Operation and Maintenance manual	2014/15
7.33		Revise treatment and collection system performance indicators. Develop a monthly treatment and collection system (key indicator) performance monthly report.	2013/14
7.34		Evaluate needed capital equipment repairs and replacement as part of the annual budget process.	Annual
7.35		Continue writing Standard Operating Procedures to document operation and maintenance activities.	On-going
<b>7.4</b>	Enhance the capabilities of the asset management maintenance system.		
7.41		Continue expanding the use of the NexGen asset management system to include inventory, timekeeping and financial asset management.	2014/15
7.42		Expand NexGen for GIS mapping of infrastructure and integration with maintenance management module.	2014/15
7.43		Integrate the District's NexGen system with the City of Sausalito for mutual viewing of GIS storm drain and sewer collection maps.	2014/15

### Goal 8 – Collaborate with Partner Agencies

NO.	OBJECTIVE	ACTION	FISCAL YEAR
<b>8.1</b>	Coordinate the District's Sewer Rate Charge Policy with the City of Sausalito and Tamalpais Community Services District.		
8.11		Share information on plans for sewer service charge studies, including scope of work, goals and key study aspects.	On-going
<b>8.2</b>	Develop plans with the City of Sausalito and Tamalpais Community Services District infrastructure improvements to reduce infiltration and inflow.		
<b>8.3</b>	Coordinate the 2008 EPA collections system Compliance Order actions with the City of Sausalito and Tamalpais Community		



	Services District.		
All		Evaluate plans and projects as part of the joint SMCSD/TCSD/City sewer committee meeting.	Annual
All		Develop improvements with the update of the 2008 treatment and collection facilities condition assessment and wet-weather flow monitoring study.	2015/16
All		Evaluate plans and projects as part of the joint SMCSD/TCSD/City sewer committee meeting.	Annual
<b>8.4</b>	Evaluate private sewer lateral coordination opportunities with the City of Sausalito and TCSD.		
8.41		Look at ways to partner to carry out video inspections of private sewer lateral lines.	2013/14
<b>8.5</b>	Evaluate shared service opportunities with the City of Sausalito and Tamalpais Community Services District.		
8.51		Complete agreement study to annex the TCSD service area to the District	2014/15
8.52		Evaluate plans and projects as part of the joint SMCSD/TCSD/City sewer committee meeting.	Annual
<b>8.6</b>	Revise the City of Sausalito sewer collection and conveyance service agreement.		
8.61		Review existing agreement and develop list of agreement points, including terms and conditions.	2013/14
8.62		Staff and SMCSD Sewer committee review and refinement.	2013/14
8.63		Joint agency (SMCSD/City) staff review of the proposed agreement points, terms and conditions.	2013/14
8.64		Review and refinement by the joint agency sewer committee of potential new agreement terms and conditions.	2014/15
8.65		Joint agency legal review of the new agreement.	2014/15
8.66		Joint agency approvals and execution of agreement	2014/15
<b>8.7</b>	Obtain renewal of the National Park Service wastewater facility right-of-way easement agreement.		
8.71		Review existing agreement and develop proposed agreement points and terms and conditions.	2012/13
8.72		Staff and SMCSD NPS committee review and refinement	2013/14
8.73		Initiate agreement discussions with National Park Service (NPS). Work with the SMCSD NPS committee.	2013/14

8.74		Joint agency legal review of the new agreement.	2014/15
8.75		Joint agency approvals and execution of agreement	2014/15