

**FIVE YEAR STRATEGIC PLAN (2013-2018) – ACCEPT THE 2015 STRATEGIC WORK PLAN UPDATE**

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**BACKGROUND:** In May of 2013 the Board approved the District's Five Year Strategic Plan Document (2013-2018). The document describes the District's vision, mission, values, goals and strategic objectives. The document includes a work plan to achieve the goals and strategic objectives identified.

Staff facilitated a second year review with the Board on January 17, 2015. The focus of the review is to ensure our work plan initiatives are being accomplished and are in-line with our current business needs. The 2015 work plan update is attached to this report.

The Board added one significant objective 1.5 to establish an emergency disaster fund to ensure the District has adequate reserve funding to meet its short and long-term operating and capital obligations. The remaining work plan objectives remain the same and the fiscal year completion date and status have been updated to reflect the current situation.

Below shows the major initiatives that were accomplished over the last year:

1. Achieved all treatment plant NPDES Permit regulatory requirements with no violations.
2. Had one public sewer overflow during the year that was caused by a third party.
3. Adopted a five year sewer service charge rate plan for FY 2014/15 to FY 2018/19 based on our service study and extensive District financial analysis.
4. Completed an extensive analysis and financing plan for our 10-year capital improvement program.
5. Adopted a Sewer Rate Lifeline Rebate program for our fixed and low income customers. Qualified customers can receive a five percent rebate on their annual sewer service charge.
6. Hired a new Office Manager/District Secretary and Administrative Assistant.
7. Adopted a District Reserve Policy standard procedure.
8. Adopted a sewer service overcharges and undercharges standard procedure to set policies on refunds and collection of sewer fees.

9. Completed a comprehensive compliance review of the 2008 EPA Collection system order.
10. Continued our coordination efforts with TCSD and the City of Sausalito to include capital improvement projects.
11. Worked through a staff labor organization request and are now negotiating our first Labor agreement with the Operating Engineers Union Local No.3.
12. Continued to improve the District website as a clearing house for District documents and business activities so the public has easy access to the information.
13. Completed the design or construction of several capital improvement projects:
  - a. Continued the design of the \$26 million Treatment Plan upgrade project and hired a construction management firm.
  - b. Construction of the plant outfall maintenance and repair project.
  - c. Construction of the district office and workspace remodel project.
  - d. Award of the miscellaneous upgrades construction contract.
  - e. Advertise for construction bids for the beach force main inspection project.
  - f. Design of the treatment plant analyzer replacement project.
  - g. Design of the whiskey springs, highway booster and scotties sewer pump station improvements.
  - h. Moving forward with collection odor/corrosion control system improvements.

**RECOMMENDATION:** Accept the 2015 strategic work plan update.

**ATTACHMENT:** 2015 Strategic Work Plan update



Prepared By: \_\_\_\_\_  
Craig Justice, General Manager

# 2013-2018 Strategic Plan

## 2015 Work Plan Update

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	STATUS
<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.	<b>2014/15</b>	<b>Complete – 5-yr rate plan in place FY 2014/15 to FY 2018/19.</b> <ul style="list-style-type: none"> <li>• <b>Approved a reserve policy standard procedure.</b></li> <li>• <b>Approved sewer service overcharges and undercharges standard procedure.</b></li> </ul>
<b>1.2</b>	Successful implementation of the Tamalpais Community Service District service contract.			
1.21		Coordination of annual budget and activity information.	<b>Annually</b>	<b>Being Done</b>
1.22		Complete agreement study to annex the TCSD service area to the District	2015/16	<b>Complete a joint agency wastewater service study, including annexation.</b>
1.23		Complete joint financial planning report per service agreement.	2016/17	<b>Joint agency financial planning to follow adoption of the TCSD 5-yr rate plan in FY 2014/15.</b>
<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	Complete
1.32		Investigate and implement a trust fund for post-retirement health coverage.	2014/15	Complete
1.33		Negotiate employee benefits and contribution rates.	2014/15	Completing OE3 Labor Confidential Employees compensation plan 2013 - Pension Cost share complete (EPMC).
<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	Complete – Bartle Wells Associates June 12, 2104 report.
1.42		Secure CIP financing.	2014/15	In-progress
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	In-Progress Application submitted.
1.44		Development of the next 10-year CIP and finance plan (2019/20 to 2028/29).	2016/17	Development and implementation will follow current sewer rate plan 2014/15 to 2018/19.
<b>1.5</b>	Establish an emergency disaster fund.			
<b>1.51</b>		Incorporate into the District Reserve Policy and fund an emergency disaster reserve to ensure the District has adequate reserve funding to meet its short and long-term operating and capital obligations.	FY 2015/16	Included in the District reserve policy. Fund at \$250,000 per year starting in FY 2015/16. Total equal to one-year of average annual 10-year CIP cash funded capital expenses (about \$2.5 million)

## Goal 2 – Support Personnel and Organization

NO.	OBJECTIVE	ACTION	FISCAL YEAR	STATUS
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.			

<b>2.3</b>	Provide and nurture a culture that encourages opportunities to participate and contribute toward organizational success.			
All		Complete a total compensation survey (every three years).	2016/17	<b>Moved out one year to align with expiration of the OE3 MOU in FY 2016/17.</b>
All		Continue to integrate professional development and technical training into the annual evaluation process.	<b>Annually</b>	<b>Being Done. Service excellence awards (up to 5% lump sum) now tied to annual performance review.</b>
All		Keep employees informed on District business and engage them in the decision making process.	<b>On-going</b>	<b>Being Done. Agenda packets and staff meetings.</b>
All		Continue to evaluate ways enhance the workplace safety program.	<b>Annually</b>	<b>Being Done Staff assigned a safety coordinator. Du-All safety contract working well.</b>

### Goal 3 – Protect Public Health and Environment

<b>NO.</b>	<b>OBJECTIVE</b>	<b>ACTION</b>	<b>FISCAL YEAR</b>	<b>STATUS</b>
<b>3.1</b>	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.	<b>On-going</b>	<b>No formal discussions with BofR FHA as part of rate study. They do not support lateral ordinances.</b>
<b>3.2</b>	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	<b>Have discussed in concept only. Evaluated program options in October 2014. Based on experience, appears to be a high resources and low benefit proposition.</b>
<b>3.3</b>	Comply with the 2008 EPA collections system Order.			
3.31		Submit quarterly and annual progress reports.	<b>On-going</b>	<b>Being Done. Competed an EPA Order compliance review.</b>

3.32		Reduce sanitary sewer overflows.	<b>On-going</b>	<b>Good SSO record past few years 2014 – one (HOA caused) 2013 – one (contractor caused) 2012 - two 2011 – two 2010 - two</b>
3.33		Develop emergency response plans for the District’s seven (7) sewer pump stations and three (City) stations.	<b>2012/13</b>	<b>Complete</b>
3.34		Update the Sewer System Management Plan for Board adoption.	<b>2013/14</b>	<b>Complete</b>
3.35		Update the 2008 wet weather conveyance and treatment system report to reflect infrastructure improvements completed and required.	2015/16	<b>FY 2015/16 project item – need to budget and include in Adopted budget. In coordination with City and TCSD.</b>
3.36		Evaluate plans and projects as part of the joint SMCSO/TCSD/City sewer committee meeting.	Annual	<b>Need to reform joint-agency sewer committee. Will happen with new City agreement talks.</b>
<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	<b>Move forward with evaluation as part of the treatment plant upgrade design. Integrate into project if evaluation is promising.</b>
3.42		Continue to participate in the Bay Area Biosolids to Energy Coalition for new technology for biosolids reuse.	<b>On-going</b>	<b>Being Done. Slowly moving closer on the Private/public partnership and agreement for a regional facility.</b>
3.43		Revisit and update the 2002 National Park Service recycled water study.	2015/16	<b>Include as part of the NPS facility easement agreement renewal.</b>
3.44		Consider on-site energy generation feasibility. Can be evaluated as part of the Headworks, Primary and Secondary Improvements project.	2014/15	<b>Not currently cost effective due to high capital cost. Limited because of gas quantity.</b>

#### Goal 4 – Responsible Administrative Management

NO.	OBJECTIVE	ACTION	FISCAL YEAR	STATUS
<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	<b>On-going</b>	<b>Being Done.</b>
4.12		Maintain program information on the District’s website	<b>On-going</b>	<b>Being Done.</b>
4.13		Contact the Marin City Community Services District for coordination.	<b>2013/14</b>	<b>Complete.</b>
4.14		Consider a direct mailing to customers about the program.	<b>2013/14</b>	<b>Complete - With Marin City Sewer Rehab Proj and District newsletters.</b>
4.15		Contact the Marin Board of Realtors for coordination.	<b>2013/14</b>	<b>Made informal phone contact Program documents and requirements sent to them. Does not support point if sale lateral inspections/repairs.</b>
<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 program.	<b>2013/14</b>	<b>Complete Du-All Safety Contract</b>
4.22		Continue to evaluate private sector opportunities for specialized non-core services.	<b>On-going</b>	<b>Being Done. Several non-core mission tasks now contracted (sludge hauling, legal, accounting, lab analysis, financial, public outreach).</b>
<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.	2014/15	<b>In-progress and budgeted. Combined project as shown below.</b>
4.32		Have the 2013 Personal Rules Manual reviewed by a Human Resources Legal consultant.	2014/15	<b>Combined with 4.33 and 4.34</b>
4.33		Update the District Standard Procedures Manual and have a Human Resources consultant conduct	2014/15	<b>Combined with 4.32 above and 4.34.</b>

		a legal review existing policies.		
4.34		Update all District job descriptions to a uniform format.	2014/15	<b>Combined with 4.32 above and 4.33.</b>
4.35		Complete a legal review and codification of the District's existing Ordinances.	2014/15	<b>In-progress</b>
<b>4.4</b>	Encourage and recognize exceptional employee performance.			
		Implement the District's Service Recognition Program.	Annually	<b>With union MOU - Now will be done as part of evaluation process for outstanding performance and achievement. Incentive program in place.</b>
<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.	2015/16	<b>Future consideration.</b>
4.52		Consider a paper document reduction program for Board agenda packets.	2015/16	<b>Consider in near future – Board policy decision.</b>
4.53		Improve our administrative data management and financial reporting (Automatic Data Processing, Quickbooks systems).	2014/15	<b>In-Progress.</b>

### Goal 5 – Improve and Renew Infrastructure

NO.	OBJECTIVE	ACTION	FISCAL YEAR	STATUS
<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	<b>FY 2015/16 project item – need to budget and include in Adopted budget. In coordination with City and TCSD.</b>
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>Evaluate and place in 10-year CIP. Construction 2019/20. Includes selected reassessment.</b>
<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>FY 2015/16 project item – need to budget and include in Adopted budget. In coordination with City and TCSD.</b>
<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).	<b>Annual</b>	<b>Being Done Project construction is moving slower than scheduled in the CIP.</b>
5.32		Development of the next 10-year CIP (2019/20 to 2028/29).	2016/17	<b>Start development in FY 2016/17. Plug in other identified projects not in current plan.</b>
<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)	<b>FY 2013/14</b>	<b>Complete – option is on hold pending outcome of inspection. This option is difficult considering private property approval needed.</b>
5.42		Coordinate with the City on the Meyers property seawall and dock project that crosses the beach force main.	<b>FY 2013/14</b>	<b>Complete Requirements sent to Meyers Property now for sale</b>
5.43		Design and construct sewer improvements to service the 19 hillside homes that use the beach force main line.	FY 2014/15	<b>In-Progress - project to inspect and clean the line.</b>
5.44		Abandon or reuse the beach force main line, either in-part, or the whole line.	Future project	<b>Based on inspection results.</b>
<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	STATUS
<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.	<b>On-going</b>	<b>Being Done</b>
All		Place all important documents on the District's website.	<b>On-going</b>	<b>Being Done</b>
All		Keep the District website information up to date.	<b>On-going</b>	<b>Being Done</b> <b>Extensive changes have been made</b> <b>More are planned.</b>
All		Continue active participation in the Bay area wastewater agencies Pollution Prevention Program.	<b>On-going</b>	<b>Being Done</b>
All		Publish a District newsletter on a semi-annual basis (summer and winter).	<b>Semi-Annually</b>	<b>Being Done.</b>
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.	<b>On-going</b>	<b>As time allows. Available extra time a challenge.</b>

### Goal 7 – Maintain Regulatory Compliance

<b>NO.</b>	<b>OBJECTIVE</b>	<b>ACTION</b>	<b>FISCAL YEAR</b>	<b>STATUS</b>
<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.	<b>On-going</b>	<b>Being Done. Permit expires in 2017. Application report of waste discharge budgeted in FY 2016/17.</b>

7.12		Update Ordinance related to sewer collection system discharge water quality requirements and discharge permits.	2015/16	<b>In-Process Draft Ordinance revisions in-progress</b>
7.13		Update the Fats, Oils and Grease Ordinance	2015/16	<b>In-Process Draft Ordinance revisions in-progress</b>
7.14		Continue support of the pharmaceutical drop off point at the City of Sausalito police station.	<b>On-going</b>	<b>Being Done</b>
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)	2014/15 & 2015/16	<b>BACWA regional nutrient study in progress. Possible future treatment upgrades needed.</b>
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>Being Done</b>
<b>7.2</b>	Initiate plans to request the EPA rescind the 2007 treatment plant Compliance Order.			
7.21		Complete request to rescind the Treatment Plant EPA Order in coordination with the Headworks, Primary and Secondary improvements project design and construction approvals.	2016/17	<b>Consider following completion of the treatment plant upgrade construction project.</b>
7.22		Submit quarterly and annual EPA reports on progress.	<b>On-going</b>	<b>Being Done.</b>
<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.	<b>2013/14</b>	<b>Complete</b>
7.32		Revise the Treatment Plant Operation and Maintenance manual	2015/16	<b>Will be incorporated into the treatment plant upgrade project.</b>
7.33		Revise treatment and collection system performance indicators. Develop a monthly treatment and collection system (key indicator)	2013/14	<b>In-progress</b>

		performance monthly report.		
7.34		Evaluate needed capital equipment repairs and replacement as part of the annual budget process.	<b>Annual</b>	<b>Being Done.</b>
7.35		Continue writing Standard Operating Procedures to document operation and maintenance activities.	<b>On-going</b>	<b>Being Done</b>
<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.	2015/16	<b>Project planned for next FY budget to include 7.41, 7.42 and 7.43</b>
7.42		Expand NexGen for GIS mapping of infrastructure and integration with maintenance management module.	2015/16	<b>Evaluation of options complete. GIS upgrade project will be included in FY 2015/16 for approval.</b>
7.43		Integrate the District's NexGen system with the City of Sausalito for mutual viewing of GIS storm drain and sewer collection maps.	2016/17	<b>Future consideration.</b>

### Goal 8 – Collaborate with Partner Agencies

NO.	OBJECTIVE	ACTION	FISCAL YEAR	STATUS
<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.	<b>On-going</b>	<b>Being Done. Presently good communication and coordination.</b>
<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/TCSO/City sewer committee meeting.	<b>Annual</b>	<b>Need to reform the sewer committee joint-agency group.</b>

All		Develop improvements with the update of the 2008 treatment and collection facilities condition assessment and wet-weather flow monitoring study.	2015/16	<b>FY 2015/16 project item – need to budget and include in Adopted budget. In coordination with City and TCSD.</b>
<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.	<b>2013/14</b>	<b>Complete - Have talked but no formal program developed for joint agency approval. Appears to be high resource low benefit.</b>
<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	2015/16	<b>Complete a joint agency wastewater service study, including annexation.</b>
8.52		Evaluate plans and projects as part of the joint SMCSO/TCSD/City sewer committee meeting.	Annual	<b>Need to reform sewer committee joint-agency group.</b>
<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.	<b>2013/14</b>	<b>Complete – revised agreement was Drafted by SMCSO/City staff. Include a joint agency service study n FY 2015/16.</b>
8.62		Staff and SMCSO Sewer committee review and refinement.	2014/15	<b>Planned for Feb/Mar 2015. District counsel review of agreement terms.</b>
8.63		Joint agency (SMCSO/City) staff review of the proposed agreement points, terms and conditions.	2015/16	<b>Joint agency meeting spring/summer of 2015. Include a joint agency service study n FY 2015/16.</b>
8.64		Review and refinement by the joint agency sewer committee of potential new agreement terms and conditions.	2015/16	<b>Pending above tasks.</b>
8.65		Joint agency legal review of the new agreement.	2016/17	<b>Pending above tasks.</b>
8.66		Joint agency approvals and execution of agreement	2016/17	<b>Pending above tasks.</b>
<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.	2014/15	<b>District approaches developed.</b> <b>1- status quo</b> <b>2- NPS pays for treatment cost, capital towards land lease</b> <b>3- NPS pays for treatment cost and capital share cost.</b> <b>Send District letter to NPS Superintendent for agreement movement.</b>
8.72		Staff and SMCSO NPS committee review and refinement	2015/16	<b>Pending above tasks.</b>
8.73		Initiate agreement discussions with National Park Service (NPS). Work with the SMCSO NPS committee.	2015/16	<b>Pending above tasks.</b>
8.74		Joint agency legal review of the new agreement.	2016/17	<b>Pending above tasks.</b>
8.75		Joint agency approvals and execution of agreement	2017/18	<b>Approve by December 2017</b>