

# NOVATO SANITARY DISTRICT

November 1, 2012

The Strategic Planning and New Facilities Committee of Novato Sanitary District will hold a special meeting at 2:30 PM, Thursday, November 1, 2012, at the District offices, 500 Davidson Street, Novato.

## AGENDA

1. **AGENDA APPROVAL:**

2. **PUBLIC COMMENT (PLEASE OBSERVE A THREE-MINUTE TIME LIMIT):**

This item is to allow anyone present to comment on any subject not on the agenda, or to request consideration to place an item on a future agenda. Individuals will be limited to a three-minute presentation. No action will be taken by the Board at this time as a result of any public comments made.

3. **MINUTES:**

- a. Consider approval of the minutes of the August 23, 2012 committee meeting.

4. **CAPITAL PROJECTS:**

- a. Five year capital plan.
- b. Olive Force Main Replacement alternatives.

5. **NOVATO CREEK RAILROAD BRIDGE**

- a. Consider proposal to contribute to the cost of raising the bridge.

6. **STRATEGIC PLAN:**

- a. Workplan status update.

7. **ADJOURNMENT:**

***In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District at (415) 892-1694 at least 24 hours prior to the meeting. Notification prior to the meeting will enable the District to make reasonable accommodation to help ensure accessibility to this meeting.***

***Materials that are public records and that relate to an open session agenda item will be made available for public inspection at the District office, 500 Davidson Street, Novato, during normal business hours.***

August 23, 2012

The Strategic Planning and New Facilities Committee of the Novato Sanitary District held a special meeting at 2:30 p.m., Thursday, August 23, 2012, at the District offices, 500 Davidson Street, Novato.

COMMITTEE MEMBERS PRESENT: Members Michael Di Giorgio and Jean Mariani.

STAFF PRESENT: Manager-Engineer-Secretary Beverly James, Deputy Manager-Engineer Sandeep Karkal, and Administrative Secretary Julie Swoboda.

ALSO PRESENT: Steve Clary, P.E., RMC Water and Environment  
Mark Takemoto, Project Manager, RMC Water and Environment

AGENDA APPROVAL: The agenda was approved as presented.

PUBLIC COMMENT: None.

WASTEWATER FACILITY UPGRADE PROJECT CONTRACT C - NOVATO  
WASTEWATER TREATMENT UPGRADE PROJECT 73001:

- Presentation of 75% Design Submittal. The Manager introduced Steve Clary, RMC Water and Environment. Mr. Clary discussed the design of Digester No. 2, the solids control building rehabilitation, and site planning and clean-up. He outlined the proposed schedule and costs, noting that the final design is scheduled for completion in November, 2012. Mr. Clary noted that the construction cost for the upgrade project is estimated at \$3 million.

The Manager discussed the disposal of the digester tank contents and outlined the methods that will be used.

Steve Clary and Mark Takemoto left the meeting at 3:17 p.m.

STRATEGIC PLAN:

- Workplan status update. The Manager outlined the 1<sup>st</sup> Quarter 2012/13 Work Plan and the tasks scheduled. She discussed the schedule for completion of all District Standard Operation Procedures (SOP's) and anticipated completion in December 2012.

The Manager reviewed the Strategic Plan and outlined the items due/completed and provided a status update on the items due/not completed.

ADJOURNMENT: The Manager noted that the next Strategic Planning and New Facilities Committee meeting would be held in November. The meeting was adjourned at 3:50 p.m.

Respectfully  
submitted,

Beverly B. James  
Secretary

Julie Swoboda, Recording

DRAFT

Table 1: PRELIMINARY CAPITAL IMPROVEMENTS PROGRAM EXPENDITURE PROJECTION 2011-2016

vers. 10/29/2012

Project No.	Project Name	FY2011-12	ACTUAL Expenditures FY11-12	Revised FY12-13 (Aug 2012)	Revised FY2013-14 (Aug 2012)	FY2014-15	FY2015-16	TOTAL FY2011-16
72110	Drainage PS #3 & #7 Outfall Rehabilitation	-	839	50,000	150,000			200,839
72111	SCADA Phase II & IIA	20,000	17,179	10,000	10,000	10,000	10,000	57,179
72403	Pump Station Rehab. (BMK & Gormann-Rupp)	1,500,000	1,114,075	1,600,000	1,250,000	400,000	-	4,364,075
72508	N. Bay Water Recycling Auth.	50,000	50,631	380,440	100,000	40,000	40,000	611,071
72509	NTP Soil & Groundwater Invest.	5,000	-	-	-	-	-	-
72604	Laboratory Improvements	60,000	2,033	10,000	10,000	10,000	5,000	37,033
72607	WWTP Upgrade - Contract A1	15,000	13,138	10,000	-	-	-	23,138
72608	WWTP Upgrade - Contract A2	10,000	-	-	-	-	-	-
72609	WWTP Upgrade - Contract B	700,000	561,206	50,000	10,000	-	-	621,206
72611	Bayside Sewer	10,000	305	3,000	3,000	3,000	25,000	34,305
72612	Southgate Sewer	3,000	458	1,000	1,000	1,000	20,000	23,458
72706	Collection System Improvements	2,000,000	932,175	1,220,000	2,200,000	1,200,000	1,200,000	6,752,175
72706-1	Lateral Replacement Program	-		30,000	30,000	30,000	30,000	120,000
72707	Hamilton Wetlands/Outfall monitoring	5,000	348	-	2,000	2,000	2,000	6,348
72708	Cogeneration	50,000	534	50,000	700,000	50,000	10,000	810,534
72801	Annual Minor Projects	25,000	1,040	-	10,000	10,000	10,000	31,040
72802	Annual Sewer Adj. for City Projects	25,000	7,458	25,000	20,000	20,000	20,000	92,458
72803	Annual Collection System Repairs (Spot Repairs)	200,000	241,841	200,000	200,000	180,000	180,000	1,001,841
72804	Annual Reclamation Facilities Improvements	400,000	380,791	300,000	250,000	150,000	150,000	1,230,791
72805	Annual Treatment Plant & Pump Station Improvements	150,000	189,801	500,000	150,000	150,000	150,000	1,139,801
72808	Strategic Plan Update	50,000	16,849	10,000	-	-	-	26,849
73001	WWTP Facillites Upgrade - Contract C (Solids Upgrades)	800,000	246,645	2,500,000	700,000	20,000	10,000	3,476,645
73002	WWTP Facillites Upgrade - Contract D - RWF Project	6,500,000	5,914,766	900,000	20,000	10,000	10,000	6,854,766
73003	Admin Building Upgrades/Maintenance Building	50,000	17,567	250,000	1,500,000	700,000	-	2,467,567
	<b>Sub-total (w/o P&amp;I for Capital Projects)</b>	<b>12,633,000</b>	<b>9,709,679</b>	<b>8,099,440</b>	<b>7,316,000</b>	<b>2,986,000</b>	<b>1,872,000</b>	<b>29,983,119</b>
78500	Principal & Interest (P&I) - Capital Projects	6,064,321	5,949,349	6,924,029	6,930,028	6,942,578	6,934,478	33,680,462
	<b>TOTALS (including P&amp;I on Capital Projects)</b>	<b>18,697,321</b>	<b>15,659,028</b>	<b>15,023,469</b>	<b>14,246,028</b>	<b>9,928,578</b>	<b>8,806,478</b>	<b>63,663,581</b>

<b>Project/Account No.</b>	<b>FY12-13</b>	<b>FY13-14</b>
<b><u>72403 - Pump Station Improvements Project</u></b>		
Unit 4 (BMK 9, BMK 10, Hanger PS)	\$ 1,500,000	\$ 50,000
Unit 5 (Digital, Los Robles PS)	\$ 100,000	\$ 1,200,000
	<u>\$ 1,600,000</u>	<u>\$ 1,250,000</u>
<b><u>72706 - Collection System Improv</u></b>		
Olive PS Force Main Rehabilitation	\$ 250,000	\$ 500,000
2012 Pipebursting Project	\$ 350,000	\$ -
101 Crossing @ Enfrente Rd.	\$ 150,000	\$ 500,000
Peach Street Easement Rehab.	\$ 150,000	\$ 350,000
Ignacio Blvd. Trunk Sewer Rehab.	\$ 150,000	\$ 400,000
Novato Blvd. Trunk Sewer		\$ 50,000
Center Rd Sewer - Diablo to Kristy Ct.	\$ 170,000	\$ 400,000
	<u>\$ 1,220,000</u>	<u>\$ 2,200,000</u>
<b><u>72805 - Annual Trtmt Plnt/Pump St Impr</u></b>		
Ignacio & NTP No. 2 Digesters cleanout	\$ 350,000	\$ -
East Hamilton D/W Pump Replace.	\$ 30,000	\$ -
Marin Village Pump 3 Install	\$ 15,000	\$ -
BMK 5 Amp Meters	\$ 5,000	\$ -
Olive Street Seal Water System	\$ -	\$ 25,000
Submersible Pump Replacements	\$ -	\$ 50,000
Bahia PS Drainage Improvements	\$ 30,000	\$ -
East Hamilton Drainage/Landscape Imp.	\$ 30,000	\$ 30,000
Olive Street & East Hamilton Controls	\$ 25,000	\$ -
Olive Avenue Check Valve Install	\$ -	\$ 15,000
Misc. projects	\$ 15,000	\$ 30,000
	<u>\$ 500,000</u>	<u>\$ 150,000</u>

**NOVATO SANITARY DISTRICT**

**MEMORANDUM**

Date: October 29, 2012  
TO: New Facilities Committee  
FROM: Sandeep Karkal, Deputy Manager-Engineer  
Subject: Olive Street Force Main Project, Account No. 72706

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**Background**

The Olive Street Force Main is a pressure pipe that receives discharge from the District’s Olive Street Pump Station (OSPS). It is 27” in diameter, 2,311 ft long, and runs south from the pump station (just north of the intersection of Olive and Railroad Avenues) in Railroad Avenue before discharging into a manhole just to south of the intersection of Railroad and Grant Avenues. The force main was constructed in 1972 and is primarily fiberglass reinforced plastic mortar pipe commonly known as Techite. Techite was commonly used in the 1970s but has proved to be fragile and difficult to repair when it is damaged or when a leak occurs.

**Discussion**

Given its age (40 years), its original construction materials (Techite), and its history of damage and leaks, it is recommended that the Olive Force Main be rehabilitated or replaced. Nute Engineering (Nute) has prepared Technical Memorandum No. 1 for the District which includes a capacity analysis and an evaluation of rehabilitation and replacement alternatives.

Nute’s analysis includes a capacity evaluation of the OSPS which demonstrates that influent flows to the OSPS are currently significantly lower than anticipated by its original design. The OSPS was designed for a 1970 Long Range Plan equivalent population of 67,060 and corresponding average and peak flows of 6.034 MGD and 17.66 MGD respectively. Given the changes in land use planning since 1970, and using the same methodology as the 1970 Long Range Plan, current conditions reflect an equivalent population of 21,843 with corresponding average and peak flows of 1.97 MGD and 7.7 MGD respectively.

Nute’s analysis includes an evaluation of four different force main rehabilitation/replacement alternatives. Of these, Nute recommends an option to rehabilitate the 27” Techite pipe by slip-lining it with a 24” outside diameter (21” inside diameter) HDPE pipe. The basis for the smaller pipe size is that with the lower projected peak flow to the pump station, the force main diameter can be reduced to reflect the lower projected peak flows that will be needed to be pumped through it.

**Recommendations**

At this time, staff recommends that the District adopt Nute’s recommendations and proceed to with a formal design reflecting these recommendations. Accordingly, staff recommends that the New Facilities Committee direct staff to request a proposal for design services from Nute to implement the recommendations of their Technical Memorandum No. 1.

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## NOVATO SANITARY DISTRICT

### MEMORANDUM

Date: October 29, 2012  
TO: New Facilities Committee  
FROM: Beverly James, Manager-Engineer  
Subject: Novato Creek Railroad Bridge

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#### **Background:**

Novato Sanitary District received a the following request from Michael Frank, Manager, City of Novato:

The railroad bridge over Novato Creek near the Novato Community Hospital has always been a source of flooding due to the blocked debris that collects and acts as a dam. In the New Year's Flood of 2005, the Hospital and the neighborhood nearby on Clausen Court would have flooded if the County had not breached the levee. There is also a cluster of neighborhoods off of Novato Blvd. behind the Novato Fair Shopping Center that continually flood because of the backup of debris at the Novato Creek Bridge.

SMART is committed to rebuilding the bridge so it can accommodate passenger service at a cost of \$2.5M. The City of Novato and County Department of Public Works and the Novato Flood Control District would like to modify SMART's current plan by installing piers with wider spacing to minimize debris buildup at an estimated cost of an additional \$1.5 million. This would provide greater flood protection to surrounding businesses, the hospital and upstream housing because the wider column spacing this would provide will not obstruct floating debris, thereby totally eliminating the "dam" effect.

To date, between the Flood Control District, the City of Novato and the County, a million dollars has been committed. SMART has indicated if we get to within \$200,000 of the \$1.5 million, they will make up the difference.

#### **Discussion**

The District has no responsibility for flood control. It does have one pump station, Rowland, that would be adversely affected by flooding in that area. Localized residential flooding also results in stormwater entering sewers. Based on conversation with Michael Frank, the City is looking for Novato Sanitary District to commit \$50,000 to widening the railroad bridge pier spacing. Novato Fire District has declined to participate.

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No.	Prty.	Action	Lead	Status	Comments	Timing
<b>1.0.0</b>		<b>GOAL 1.0 OPERATIONAL AND ORGANIZATIONAL EXCELLENCE. Develop and maintain an organizational structure and management policies that foster a high performing, stable and productive organization that learns and improves.</b>				
<b>1.1.0</b>		<b>Plan for and manage finances to achieve long-range financial stability, and competitive and fair rates and charges, while enabling effective Board and public oversight.</b>				
1.1.1	1	Evaluate operations to identify cost-saving opportunities	BJ		Update annually	March 2013
1.1.2	1	Ongoing Capital Improvement plan (updated annually in February)	SSK	In process	Update annually	February 2013
1.1.3	1	Conduct Revenue and Rate Analysis for 2012-2016	BJ/BW	In process	Update in 4 years	March. 2012
1.1.4	1	Proposition 218 rate adjustment program if called for by rate study (see 1.1.3)	BJ			August 2012
1.1.5	1	Compare rates with comparable agencies	LC			March 2012
1.1.6	1	Inform public in a timely manner and provide opportunities for input (normal program) See communications under Goal 3	BJ			
<b>1.2.0</b>		<b>Ensure that the rate structure and rates are sustainable, defensible, understandable and fair.</b>				
1.2.1	3	Legal review of rate structure	BJ/BW/MN			April 2013
<b>1.3.0</b>		<b>Have the audit and budget certified by the Government Finance Officers Association (GFOA).</b>				
1.3.1	2	Review GFOA guidelines and identify possible improvements to budget format	LC			
1.3.2	2	Undertake training for GFOA process	LC		LC training	April 2012
1.3.3	2	Evaluate to determine if GFOA certification is worthwhile and practical	LC			August 2012
1.3.4	1	Include GFOA requirements in selecting auditor	LC			May 2012
1.3.5	1	Prepare 2011-12 Audit per GFOA guidelines	LC		+ Consultant	December 31, 2012
<b>1.4.0</b>		<b>Manage retirement liability.</b>				
1.4.1	2	Update retiree medical actuarial evaluation	LC		+ Consultant	2013
1.4.2	2	Conduct sensitivity analysis of retirement liability to identify what District's contribution would be under various investment return assumptions	BJ		+ Consultant	2012
<b>1.5.0</b>		<b>Maximize employee career quality, commitment, productivity and performance.</b>				
1.5.1	1	Conduct staffing needs analysis	Mgmt.		Each department	April 2012

No.	Prt.	Action	Lead	Status	Comments	Timing
1.5.2	2	Develop a training program for each employee, including an emphasis on safe work practices	Mgmt.		Annually by each supervisor	October 2013
1.5.3	2	Work with each employee to develop an individual career plan and mentor them to help them move ahead in their profession	Mgmt.			October 2013
1.5.4	2	Review and revise performance evaluation process. Need to modernize, tie it to individual jobs and encourage and benefit improved performance. Include goals for each position.	HR		+ Consultant	2012-13
1.5.5	2	Develop employee recognition program reward and encourage excellence in service	HR			FY 2012/2013
<b>1.6.0</b>		<b>Promote a safe work environment.</b>				
1.6.1	2	Implement Employee Wellness Program to evaluate fitness and give a specific program for each employee geared to their individual jobs	BJ	Underway	+ Consultant	March - June 2012
1.6.2	2	Evaluate continuing Wellness Program	BJ			July 2012
1.6.3	2	Implement Employee Safety Recognition Program	BJ		Board Approved	March 2012
1.6.4	1	Continue: multi-agency safety program of inspections, audits, training, standards w/annual report to Board	DT			August 2012
1.6.5	3	Consider a train the trainer program to lower costs	DT			FY 2012/13
1.6.6	2	Evaluate safety program to identify any areas of improvement	DT/BJ		continuous	FY 2012/13
<b>1.7.0</b>		<b>Become a high reliability organization by implementing an Environmental Management System (EMS). Take initial steps toward development of EMS to achieve some of the benefits without cost of full implementation. Also make progress toward a future evaluation of final steps needed to implement a full program.</b>				
1.7.1	3	Develop scope of work for EMS implementation for Treatment O&M and decide whether to implement in next fiscal year.	SSK/JB			July 2013
1.7.2	3	Develop records management master plan	CD			March 2013
1.7.3	3	Develop records retention policy and plan	JB			December. 2012
1.7.4	2	Review and update high priority collection system Standard Operating Procedures (SOPs), move forward in future years with additional SOPs	TOC		Start by identifying which SOPs are prioritized each year in which year	September 2013
1.7.5	2	Review and update high priority pump stations SOPs	TOC			September 2013
1.7.6	2	Review and update high priority reclamation SOPs	SRK			June 2013
1.7.7	2	Review and update high priority laboratory SOPs	AO			September 2013
1.7.8	2	Review and update high priority emergency and safety SOPs	DT			September 2012
<b>1.8.0</b>		<b>Develop a process for evaluating operations.</b>				
1.8.1	2	Develop alternative methods for evaluating and benchmarking operations. Provide an outside evaluation of performance. This is a follow- up to 1.7.0 EMS process	BJ			FY 2013/14

No.	Prty.	Action	Lead	Status	Comments	Timing
<b>2.0.0</b>		<b>GOAL 2. FACILITIES THAT ARE RELIABLE, ENVIRONMENTALLY SENSIBLE AND EFFICIENT. Plan, provide for and maintain District facilities and other physical assets to achieve reliable, environmentally sensible, and efficient District operations.</b>				
<b>2.1.0</b>		<b>Identify cost-effective opportunities to increase the amount of internally generated energy.</b>				
2.1.1	3	Develop onsite energy generation feasibility plan	SSK		In CIP	FY 2013/14
<b>2.2.0</b>		<b>Manage the collection system with the objective of zero spills and zero permit violations.</b>				
2.2.1	1	Update Sewer Use Ordinance (governs discharges to sewer).	AO/SSK		+ Consultant	FY 2013/14
2.2.2	1	Review Sewer System Management Plan (SSMP)	SSK		Update Annually	March 2013
2.2.3	2	Complete televising of collection system	TOC	In process	+ Contractor	June 2015
2.2.4	2	Review and update current Collection System Master Plan	SSK	In process	+ Consultant	June 2013
2.2.5	1	Develop written root abatement program, encompassing how and when to use chemical treatment, rodding, repairs, rehabilitation and the needed staffing and timing to accomplish the program	TOC			October 2012
2.2.6	2	Develop zero-spill collection system master plan, including comprehensive I&I program that incorporates the best balance of private property owner requirements and actions, and public agency actions.	SSK		+ Consultant	June 2014
2.2.7	2	Update standards and specifications to provide an up-to-date reference for contractors	SSK			June 2014
<b>2.3.0</b>		<b>Actively pursue opportunities to expand recycled water production and use.</b>				
2.3.1	1	Develop O&M plan for new Recycled Water Plant	BJ			Aug 2012
2.3.2	1	Participate and support NBWRA, BACWA and IRWMP	BJ			Ongoing
2.3.3	2	Develop reclamation facility master plan incorporating needed: pond improvements, pasture improvements, responses to expected sea level rise, lease expiration, etc.	SSK			June 2015
<b>2.4.0</b>		<b>Ensure the outfall remains compatible with Hamilton wetlands project.</b>				
2.4.1	1	Coordinate with Coastal Conservancy and negotiate the best long-term option for the community. District must follow timing of the Conservancy	BJ			Ongoing
<b>2.5</b>		<b>Manage treatment facility with objective of zero permit violations and long-term preservation of assets.</b>				
2.5.1	1	Weekly staff review of operation and maintenance	BJ/SSK	ongoing		Ongoing
2.5.2	1	Monthly Board review of operation and maintenance		ongoing		Monthly
2.5.3	1	Annual audit of operation and maintenance	BJ/SSK		1 <sup>st</sup> year complete	Monthly
<b>2.6.0</b>		<b>Develop a plan to meet real property needs into the future.</b>				
2.6.1	2	Develop real property plan	BJ			June 2014

No.	Prt.	Action	Lead	Status	Comments	Timing
<b>3.0.0</b>		<b>GOAL 3. BOARD DISTRICT AND COMMUNITY, ALIGNMENT AND COMMUNICATIONS. Proactively communicate with stakeholders, including customers, Board, staff and others in a clear, factual, timely, two-way manner to foster greater understanding and alignment between the District and its stakeholders.</b>				
<b>3.1.0</b>		<b>Take needed steps so that the community knows and respects the District and its decisions. This might include improved access to and understanding of agendas, the budget and the reality and impact of regulations on customer costs. Remain in full compliance with the Brown Act.</b>				
3.1.1	1	Post all agendas and minutes on web, and Novato Patch	Admin			Bi-monthly
3.1.2	1	Post Monthly Monitoring Reports on web	BJ			March 2012
3.1.3	1	Post budget and audit on web	LC		Annually	June 2012
3.1.4	1	Provide all agenda packets to Marin IJ and Novato Advance	JS	Underway		Bi-monthly
3.1.5	2	Regular articles and advertisements in Novato Patch, Advance and on website	SSK	Underway		Ongoing
3.1.6	3	Launch and maintain on a weekly basis the Zero Waste Facebook page	Dee	Underway		March 2012
3.1.7	2	Quarterly E-newsletter (incorporate message above about reality and cost)	BJ	Underway		Spring 2012
3.1.8	1	Biannual printed newsletters (incorporate message above about reality and cost)	BJ	Underway		March & Sept 2012
3.1.9	2	Complete calendar of public events to participate in	DJ	Underway		March 2012
<b>3.2.0</b>		<b>Update internal, staff communication program to ensure staff are updated on key District issues in a timely manner and have opportunities to have questions answered.</b>				
3.2.1	1	Quarterly all-staff meeting	BJ		Annually	Mar, Jun, Sep, Dec
3.2.2	1	Monthly senior staff meeting after second board meeting of the month	BJ		Start Feb 2012	Monthly
<b>3.3.0</b>		<b>Formalize interagency agreements and relationships to secure them against changeable personality and budget issues and preferences with: the city, North Bay Water Reuse Authority, water and flood control agencies, and others.</b>				
3.3.1	3	Review and update planning with Fire District, City of Novato and County of Marin for disaster response and rescue services, and communications	BJ			2014
3.3.2	2	Review agreements for opportunities for cooperation with NMWD for mutual aid & recycled water. Hold joint board meeting with NMWD to review areas of cooperation, consider new areas and build relationships	BJ			June 2012
3.3.3	3	Continue to take leadership roles in NBWA and NBWRA	BJ			Ongoing
3.3.4	2	Coordinate reclamation facility planning with Novato Creek watershed effort.	SSK		+ Consultant + Marin County	Ongoing
3.3.5	2	Improve and formalize the ways we partner with and relate to the City	BJ			Ongoing
3.3.6	2	Develop agreement with Mosquito Abatement District for their services.	SRK		+Mosquito Abatement	June 2013

No.	Prty.	Action	Lead	Status	Comments	Timing
<b>3.4.0</b>		<b>Update board policies and code of behavior.</b>				
3.4.1	2	Board review of CSDA recommended policies. Bring entire set to the Board and begin with a workshop to identify priority policies to update. Then consider a few policies at a time at each Board meetings.	BJ			August 2012 - August 2014
<b>3.5.0</b>		<b>The District is committed to being a good neighbor, particularly when its activities directly impact the public</b>				
3.5.1	1	Address concerns of immediate neighborhood with regards to odors, noise and aesthetics	BJ			Ongoing
3.5.2	1	Continue outreach with neighbors	JB			Ongoing
3.5.3	1	Continue collection system construction and maintenance related communication, and programs to minimize impact on public	TOC			Ongoing
<b>4.0.0</b>		<b>GOAL 4. ENVIRONMENT STEWARDSHIP AND LEADERSHIP. Take a leadership role in carrying out operations and develop innovative programs in a manner that raises the bar for environmental stewardship and regulatory compliance</b>				
<b>4.1.0</b>		<b>Achieve an organization wide commitment and make progress toward that: zero accidents, zero sanitary sewer overflows, zero waste, and zero permit violations.</b>				
4.1.1	2	See 1.6.0 for zero accident actions				
4.1.2	1	See 2.2.6 Collection System Master Plan	SSK			
4.1.3	2	Participate in BACWA, CASA, regional board meetings, etc. in preparation for permit renewal	BJ			
4.1.4	1	Collection System Maintenance program (see 2.2.2, 2.2.5 and 1.7.4)	Coll			
4.1.5	2	Collection System Rehabilitation and repair program (see 2.2.3, 2.2.4, and 2.2.6 )	FS			
4.1.6	2	Planning for move of HHW, recycling facility (Dee include in biannual report under 4.1.7 above)	BJ/DJ			
4.1.7	1	Oversight of Contract Operations to assure compliance	BJ/SSK			
<b>4.2.0</b>		<b>Continue moving the District from being primarily a disposal agency to a renewable resources and clean energy agency.</b>				
4.2.1	1	Ensure implementation of Solid Waste Plan for zero waste. Report on progress biannually to Board.	BJ/DJ			May & Nov 2012
4.2.2		Expand recycled water production and use.				