

NOVATO SANITARY DISTRICT

December 16, 2013

The Strategic Planning and New Facilities Committee of Novato Sanitary District will hold a meeting at 4:00 PM, Monday, December 16, 2013, 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 July 30, 2013 committee meeting.

4. STRATEGIC PLAN 2013 UPDATE:

- a. Review the 2013 Strategic Plan Work Plan.

5. CAPITAL PROJECTS:

- a. Staff report on capital projects.

6. 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.

July 30, 2013

The Strategic Planning and New Facilities Committee of the Novato Sanitary District held a meeting at 4:00 p.m., Tuesday, July 30, 2013, 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.

AGENDA APPROVAL: The agenda was approved as presented.

PUBLIC COMMENT: None.

MINUTES: The minutes of the May 7, 2013 committee meeting were approved as presented.

STRATEGIC PLAN 2013 UPDATE:

- Review the 2013 Strategic Plan and Work Plan. The Manager noted that the Work Plan is an addition to the Strategic Plan. She stated that the Strategic Planning and New Facilities Committee met on May 7th, reviewed the draft Plan and provided comments which are now incorporated in the final Strategic Plan. The Manager stated that the final Strategic Plan and Work Plan will be presented to the Board at the August 12th meeting.

Member Mariani provided comments and edits which were noted by the Manager.

- Consider recommending approval of the 2013 Strategic Plan. The Committee approved the corrected Strategic Plan with Member Mariani's comments.

CAPITAL PROJECTS:

- Staff report on capital projects. The Deputy Manager-Engineer discussed details of the District's major maintenance projects and outlined work that is expected in the coming months.

ADJOURNMENT: The meeting was adjourned at 4:36 p.m.

Respectfully submitted,

Beverly B. James
Secretary

Julie Swoboda, Recording

No.	P.	6	Lead	Timing	Status
1.0.0	1	Goal 1.0 Operational Excellence. Provide timely, cost effective, reliable and sustainable performance improvements in all aspects of operation	Goal		
1.1.0	1	Provide a safe work environment	Obj		
1.1.1	2	Implement an Employee Wellness Program	BJ	3/13	First phase complete, follow up in Nov, Dec. 2013
1.1.2	1	Implement an Employee safety recognition program	BJ	3/13	Adopted by Board
1.1.3	1	Specify and verify the physical requirements of each job description	BJ/Cons	7/31/14	Contract issued to Occumetric 11/13
1.1.4	1	Develop a safety training program for each job	DT	6/14	
1.1.5	2	Schedule regular review and update for all safety documents	DT	7/13	
1.1.6	1	Complete Lockout/Tagout Procedures for all equipment	SK/TOC	12/13	
1.1.6	2	Identify low frequency/high risk tasks and implement controls to assure that they are performed correctly.	Supervisors	7/13	Have drafts for Maintenance, Collections, HR, Lab, and Source Control. 7/26/13
1.2.0	2	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	Obj		
1.3.0	2	Develop a process for evaluating operations.	Obj		
1.3.1	2	Apply for CWEA treatment plant of the year	JB	9/14	
1.3.2	2	Apply for CWEA Collection System of the year	TOC	9/20/13	Did not complete in 2013. Did apply for Collection System Worker of the Year. Reviewed collection system operations against criteria but need to work on aspects before applying.
1.3.3	2	Set benchmarking goals for Collection System O&M	SSK	6/14	
1.3.4	2	Set benchmarking goals for Treatment plant O&M	SSK	12/13	Done - presented to board in September
1.3.5	2	Apply for CSRMA SHELL Award	BJ/DT	7/13	Too many gaps. Reviewed program against criteria and will work on filling gaps prior to 2014 app deadline.
1.4.0	1	Achieve an organization wide commitment and make progress toward that: zero accidents, zero sanitary sewer overflows, zero waste, and zero permit violations.	Obj		
1.4.1	1	Televisе entire collection system on a five year cycle	TOC	6/30/15	
1.4.2	2	Optimize sewer cleaning program to group scheduled cleanings geographically	SSK/TOC/RM		
1.4.3	1	Develop a chemical root treatment program so that "root lines" are treated at least every 3 years	TOC/RM	12/31/15	About 160,000 lf of root lines. Budget set for 55,000 lf/year.
1.4.4	1	Review local limits and update sewer use ordinance	AO	2/15/14	Contract issued to Bob Adamson in June 2013
1.4.5	2	Document lab sampling and analysis schedule and procedures	AO	Dec-13	
1.5.0	2	Set a policy on laterals	Obj		
1.5.1	2	Update sewer use ordinance to include lateral repair/replacement requirements.	BJ/SSK	2/15/14	
1.6.0	3	Be aware of trends, such as changes in technology, and take advantage as appropriate. Move with change.	Obj		
1.6.1	3	Schedule employees to attend appropriate technical training	Supervisors	ongoing	update annually during performance review
1.6.2	3	Maintain ties with other agencies and share knowledge	ALL	ongoing	NBWRA, NBWA, NMWD, Marin 7 Bay area managers committees
1.6.3	3	Participate actively in BACWA Committees	AO/SSK	ongoing	Permits, Lab, P3, Nutrients, Recycled Water
1.7.0	2	Manage processes and expectations for cost effectiveness, environmental sustainability, and positive impact on people. (triple bottom line)	Obj		

No.	P.	6	Lead	Timing	Status
1.7.1	2	Adopt Fats, Oils, and Grease (FOG) Ordinance	AO	9/1/14	
1.7.1	3	Implement treatment plant modified EMS.	SSK/JB	7/31/14	Veolia prepared EMS and presented to Board in Sept 2013
1.7.2	2	Bring all dental facilities into compliance with Dental Amalgam Ordinance	AO	3/1/14	Contracted with CMSA to prepare
1.7.2	3	Implement Electronic records management system	CD	5/31/14	
1.7.3	2	Update auto shop files	AO	6/1/14	
1.7.3	3	Develop records retention policy and plan	JB	9/1/13	Staff and Counsel review complete. Board review and approval scheduled for 11/21/13.
1.7.4	2	Document procedures and schedules for identifying potential new industrial waste dischargers.	AO	8/31/13	
1.7.5	2	Complete rollout of commercial food waste composting	DLJ/ND	8/31/14	
1.7.6	2	Prepare feasibility study of expanded recycling and HHW facility	BJ	3/15/14	
1.7.7	1	Implement Paint Care program in Novato	DLJ	9/17/13	
1.7.8	1	Continue support of sharps and pharmaceutical take back program	DLJ	ongoing	
1.8.0	2	Improve work practices through continuous improvement; including development of SOPs, emergency procedures, and contingency plans.	Obj		
1.8.1	2	Review and update high priority collection system Standard Operating Procedures (SOPs), move forward in future years with additional SOPs	TOC	9/30/13	
1.8.2	2	Review and update high priority pump stations SOPs	TOC	12/31/13	
1.8.3	2	Review and update high priority reclamation SOPs	SRK	6/13/13	
1.8.4	2	Review and update high priority Environmental Service Dept. SOPs	AO	9/1/13	
1.8.5	2	Review and update pump station emergency SOPs	SRK/TOC	10/1/13	
1.8.6	2	Update collection system contingency plan	TOC	1/1/14	Annual review and update
1.8.7	2	Update treatment plant contingency plan	JB	1/1/14	Annual review and update
2.0.0	2	Goal 2. Build and Maintain Facilities that are Reliable, Environmental and Efficient. Plan, provide for and maintain District facilities and other physical assets to achieve reliable, environmentally sound, and efficient District operations.	Goal		
2.1.0	3	Identify cost-effective opportunities to increase the amount of internally generated energy.	Obj		
2.1.1	3	Develop onsite energy generation feasibility plan	SSK	12/1/14	
2.1.0.0	3	3/1/14	Obj		
2.1.0.1	3	Identify possible impacts of global warming on collection, treatment, & recycling	BJ	12/1/13	
2.1.0.2	2	Actively participate in Reg Bd/BACWA development of a TMDL for nutrients in SF Bay	BJ	2/1/14	Serving on permit negotiating committee, draft permit expected by Jan 2014.
2.1.0.3	2	Identify treatment performance for emerging constituents of concern.	BJ	6/15/13	
2.2.0	1	Manage the collection system with the objective of zero spills and zero permit violations.	Obj		
2.2.1	2	Televise all large diameter sewers	TOC	7/1/15	Televised 3,260 ft. of 1ge diameter sewers
2.2.2	2	Televise all sewers in the District at least once	TOC	7/1/15	
2.2.3	2	Identify sewers with structural issues that result in need for frequent cleaning to prevent overflows and prioritize their repair/replacement.	SRK/TOC /SSK	3/1/15	

No.	P.	6	Lead	Timing	Status
2.2.4	1	Identify sewers with limited capacity and prioritize their replacement.	SSK	4/15/14	
2.2.5	1	Identify sewers with structural defects that are at risk of failure and prioritize their repair/replacement	SSK	12/31/15	In process but need to complete Tving of whole system to finish.
2.2.6	3	Update District Standard Specifications	SSK	06/30/14	Draft complete, needs review, and final
2.2.7	1	Identify pump station vulnerabilities to spills and schedule repair/replacement.	SSK	09/01/14	In process, consultant working on evaluations.
2.3.0	2	Actively pursue opportunities to expand recycled water production and use.	Obj		
2.3.1	2	Participate in NBWRA Phase 2	BJ	06/01/16	
2.3.2	3	Participate and support BACWA and IRWMP recycled water efforts.	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/SRK	6/15/14	
2.3.4	2	Coordinate Reclamation Facility master plan with Novato Creek Watershed planning	SSK	6/30/15	
2.4.0	2	Coordinate discharge objectives and requirements with the Hamilton Wetlands expansion	Obj		
2.4.1	1	Prepare water quality analysis for discharge relocation.	BJ	7/1/14	Agreement approved and studies underway.
2.5.0	1	Manage treatment facility with objective of zero permit violations and long-term preservation of assets.	Obj		In Process
2.5.1	1	Weekly staff review of operation and maintenance	BJ/SSK	Ongoing	
2.5.2	1	Monthly Board review of operation and maintenance	BD	Monthly	ongoing
2.5.3	1	Annual audit of operation and maintenance	BJ/SSK	Annual	ongoing
2.5.3	1	Develop equipment upgrade/replacement plan.	SSK/JB	3/31/14	
2.6.0	3	Develop a plan to meet real property needs into the future	Obj		
2.6.1	3	Develop real property plan.	SSK	12/31/16	
2.7.0	2	Develop a long-term plan for treatment operations options over twenty years that includes alternatives.	Obj		
2.7.1	2	Engage consultant to evaluate alternatives and costs for long term options	BJ	4/15/14	
2.8.0	1	Support field operations by providing improved facilities	Obj		
2.8.1	1	Design/bid Maintenance Building	SSK	3/1/14	Design 75% complete
2.8.2	1	Construct Maintenance Building	SSK	9/1/15	
2.8.2	1	Evaluate sewer cleaning equipment needs.	TOC	6/30/13	complete, new rodder on order.
2.9.0	2	Develop a plan for obtaining the maximum value from recycled water for the community.	Obj		
2.9.1	2	Update Novato Recycled Water Master Plan	BJ	12/31/16	
2.9.2	2	Meet regularly with NMWD to discuss water reuse.	BJ	ongoing	
3.0.0	2	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.	Goal		

No.	P.	6	Lead	Timing	Status
3.1.0	1	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.	Obj		
3.1.1	1	Post all agendas and minutes on web, and Novato Patch	Admin	ongoing	done each meeting
3.1.10	3	Conduct treatment plant tours for public	JB/BJ	Ongoing	Conducted two tours in summer '13, More tours next summer
3.1.2	1	Post Monthly Monitoring Reports on web	BJ	ongoing	Completed for 2010, 2011, 2012, 2013
3.1.3	1	Post budget and audit on web	LC	ongoing	Budget through 2013-14, Audit through 2011-12 on web
3.1.4	1	Provide all agenda packets to Marin IJ and Novato Advance	JS	ongoing	done each meeting
3.1.5	1	Regular articles and advertisements in Novato Patch, Advance and on website	BJ	Ongoing	Banner ad in Patch for Pollution Prevention runs continually
3.1.6	2	Launch and maintain on a weekly basis a Facebook page	MR	5/1	Facebook page launched and updated every Friday.
3.1.7	3	Semi-Annual E-newsletter	BJ	7/13, 1/14	First E-newsletter went out in September
3.1.8	2	Semi-annual printed newsletters	BJ	Spring & Fall	Fall 2013 newsletter went out in September
3.1.9	1	Participate in community events for outreach.	DJ/BJ/AO /JS	Ongoing	Art & Wine Festival, Senior Health Fair, Farmers' Market, Science Fair, School Fuel
3.1.10	1	Apply for CSDA "Transparency Certificate of Excellence" certification	BJ/LC	12/31/13	Board members attending CSDA training in November
3.2.0	2	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.	Obj		Underway
3.2.1	2	Quarterly all-staff meeting	BJ	Mar, Jun, Sep, Dec	
3.2.2	1	Monthly senior staff meeting	BJ	Monthly	
3.3.0	3	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.	Obj		
3.3.1	2	Review and update planning with Fire District, City of Novato and County of Marin for disaster response and rescue services, and communications	SSK/SRK	ongoing	
3.3.2	3	Review agreements for opportunities for cooperation with NMWD for mutual aid & recycled water.	BJ	10/15/13	
3.3.3	3	Hold joint board meeting with NMWD to review areas of cooperation, consider new areas and build relationships	BJ	9/15/14	Held joint Recycled Water Committee meeting
3.3.4	2	Continue to take leadership roles in NBWA and NBWRA	BJ	Ongoing	Serve as chair of the NBWRA TAC, on board of NBWA
3.3.5	2	Coordinate reclamation facility planning with Novato Creek watershed effort.	SSK	Ongoing	Attended workshop on Nov 12
3.4.0	2	identify areas in which the District impacts the public and ensure the District is acting as a reasonable and responsive good neighbor. Include issues like odor, noise, aesthetics, and impacts of construction and maintenance.	Obj		
3.4.1	1	Conduct an odor evaluation of the treatment facility and develop a mitigation plan.	SSK	8/19/13	Consultant working on evaluation. First sampling completed
3.4.2	1	Identify alternatives for noise shielding for odor control blowers and implement best solution	BJ/SSK/S RK	12/31/13	Contractor to start work on enclosure Nov 18
3.4.3	3	Review construction specifications to clarify contractor responsibility for limiting and mitigating construction impacts.	SSK/SRK	12/31/13	

No.	P.	6	Lead	Timing	Status
3.4.4	2	Budget for aesthetics in pump station construction.	SSK/SRK	7/1/13	
3.5.0	2	Incorporate into the outreach program descriptions of the District's role as a resource agency and the value it provides to the community.	Obj		
3.5.1	2	Emphasize resource role in newsletters, web, press, etc.	BJ	Ongoing	
3.5.2	2	Highlight resource role in brochure and handouts	BJ	Ongoing	
3.6.0	2	Ensure that outreach is effectively communicating important messages to the public, and that there are easily accessible and publicized channels available for public to provide input and feedback.	Obj		
3.6.1	2	Hold workshops on key issues or major projects.	BJ	ongoing	
4.0.0	1	Goal 4. Well Planned Finances with a Long-Range Outlook. Maintain a well-planned, proactive financial condition that minimizes rate shocks and impacts on customers while meeting all service needs.	Goal		
4.1.0	1	Plan for and manage finances to achieve long-range financial stability, competitive and fair rates and charges, and strong bond ratings.	Obj		
4.1.1	1	Update Dun & Bradstreet rating every year	LC	12/1/13	update annually after audit is available
4.1.2	1	Prepare a Comprehensive Annual Financial report by an independent auditor.	LC	12/31/13	update annually
4.1.3	1	Change auditors every five years.	LC	5/1/16	
4.1.4	2	Apply for GFOA certification on Annual Financial Report	LC	12/31/13	annually thereafter
4.1.5	2	Update Revenue Program every four years	BJ/BW	2/1/16	
4.1.6	1	Prepare a 2-year Budget	LC	6/14/13	update annually
4.1.7	1	Develop a training program for senior staff on public finance.	LC	5/1/14	
4.2.0	1	Ensure that the rate structure and rates are sustainable, defensible, understandable, and fair.	Obj		
4.2.1	1	Review connection charges and consider alternative structures.	BJ/BW	10/1/13	
4.2.2	2	Review sewer service charge high, medium, and low structure and consider alternatives.	BJ/BW	3/1/14	
4.3.0	2	Manage retirement liability both financially and through optimum policies that strike an explicit balance between benefit levels and types, as well as employee retention.	Obj		
4.3.1	2	Determine retirement liability using best practices for longevity and discount rate.	BJ	6/1/14	
4.3.2	2	Survey private and public employers in area to determine retirement policies	BJ	4/1/14	
4.4.0	2	Resolve unfunded liabilities related to pensions and benefits. Obtain Board consensus that they are appropriately and prudently addressed.	Obj		
4.4.1	2	Evaluate options for funding OPEB liability.	BJ	4/1/14	
4.4.2	2	Evaluate options for reserving funds for potential pension liability.	BD	9/1/14	
4.5.0	1	Enable effective Board and public oversight of finances.	Obj		
4.5.1	1	Continue to improve on clearly documenting and explaining budget	LC	12/31/13	
4.5.2	2	Complete public Finance training for Board members through CSDA seminars	BD	12/1/13	
4.5.3	1	Annual actuarial evaluation of pension liability	LC/CalPE RS	6/14/13	
4.5.4	1	Carry out biannual actuarial evaluation of OPEB liability	LC	7/15/2013, 15	

No.	P.	6	Lead	Timing	Status
4.5.5	3	Complete and distribute annual report for public that includes key financial information.	LC/BJ	3/1/14	
5.0.0	1	Goal 5. Effective Governance and Administration. Develop and maintain an organizational structure and management policies that foster a high performing, stable, and productive organization that learns and improves. Explicitly recognize the importance of our people as a critical asset to the organization and community.	Goal		
5.1.0	2	Develop a succession plan	Obj		
5.1.1	2	Develop a succession plan for each position.	BJ	4/1/14	
5.1.1	2	Improve resiliency through enhanced cross training and knowledge transfer programs.	BJ	12/31/14	
5.2.0	2	Maximise employee career quality, commitment and performance with up-to-date hiring and personnel practices that emphasize professional and leadership development	Obj		
5.2.1	2	Update job descriptions	BJ	4/1/14	Agreement approved, project start 12/1
5.2.2	2	Set up a professional development plan for each employee	Supervisors	11/30/13	
5.2.3	2	Update employee performance review procedures and documentation	BJ/KA	4/1/14	
5.3.0	2	Ensure that employee institutional knowledge is retained and improved over time	Obj		
5.3.1	2	Document institutional knowledge in SOPs as noted above.	All	12/31/13	
5.3.2	2	Use Standard Operating Procedures to train employees	All	5/1/14	SOPs are used to train employees as they are developed.
5.3.4	3	Take advantage of opportunities to learn from others including CWEA, CASA, WEF, BACWA, and other local agencies.	All	ongoing	SK attended WEF, Board members CSDA training, Bill Long on CASA Board
5.4.0	3	Update all major documents and policies	Obj		
5.4.1	3	Create/Update Board Policies	BJ/BD	02/01/15	in process
5.4.2	2	Update Solid Waste Ordinance to include Zero Waste Goals	BJ/DLJ	12/31/13	Consultant working on draft
5.4.3	2	Update Personnel Rules and Regulations	BJ/KA	4/30/14	
5.5.0	3	Update business practices to make more of them accessible online, including permits and other administrative activities and documents	Obj		
5.5.1	3	Create online sewer application form	CD	6/14	
5.5.2	3	Make sewer permit records available online	CD	6/15	
5.5.4	3	Make sewer map available online	CD	6/15	
5.5.5	1	Provide NPDES permit data online	RM	ongoing	complete
5.5.6	2	Provide recycled water quality data online	RM	6/14	
5.5.7	1	Provide budget and audit reports online	RM	ongoing	complete
5.6.0	2	Effectively implement and monitor the Strategic Plan both at the Board and staff level. Develop initial performance indicators to help measure and assess progress toward achieving the goals and objectives.	Obj		
5.6.1	2	Quarterly staff review and updating of workplan	All	ongoing	
5.6.2	2	Biannual Committee and Board review of workplan progress	BD	ongoing	
5.6.3	2	Annual Board and Staff review of Strategic Plan.	All	ongoing	