

# NOVATO SANITARY DISTRICT

July 30, 2013

**The Strategic Planning and New Facilities Committee of Novato Sanitary District will hold a meeting at 4:00 PM, Tuesday, July 30, 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 May 7, 2013 committee meeting.

**4. STRATEGIC PLAN 2013 UPDATE:**

- a. Review the 2013 Strategic Plan and Work Plan.
- b. Consider recommending approval of the 2013 Strategic 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.***

May 7, 2013

The Strategic Planning and New Facilities Committee of the Novato Sanitary District held a meeting at 3:00 p.m., Monday, May 7, 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 March 4, 2013 committee meeting were approved as presented.

STRATEGIC PLAN 2013 UPDATE:

- Review the 2013 Strategic Plan Workshop Notes and provide direction to staff. The Manager reviewed the 2013 Strategic Plan discussion draft as provided by Martin Rauch. Discussion followed regarding the formatting and organization of the report and edits were suggested. The Manager stated that after receiving the committee's comments, Martin Rauch would be directed to prepare a draft final 2013 Strategic Plan update which will include an updated workplan.

RECLAMATION FACILITY ONSITE SOLAR POWER:

- Review Danlin proposal and give direction to staff. The Manager stated that the District had received a proposal from Danlin Rep Energy Services (Danlin) to provide a photovoltaic (PV) solar facility at the District's Reclamation Facilities. The Deputy Manager-Engineer discussed the proposed system and the three pricing alternatives as presented by Danlin.

After discussion, the Committee recommended the District not proceed at this time with the proposal and recommended instead that staff investigate the option of solar power alternatives at the 500 Davidson St. treatment facility location.

WASTEWATER TREATMENT PLANT:

- Review bids received and make a recommendation to the Board for the Digester Rehabilitation Project. The Manager stated that on April 23, 2013, the District received six bids for the Wastewater Facilities Upgrade, Contract C (Solids Handling), Project No. 73001 and that RE Smith Contractor Inc. was the

apparent low bidder. She stated that this apparent low bid was challenged by the apparent second low bidder, West Bay Builders who filed a bid protest letter. The Manager stated that staff presented all the information provided by the bids, including West Bay Builders protest letter and a letter from RE Smith's attorney, to District Counsel Kent Alm. Upon review by District Counsel, it was concluded that RE Smith was eligible to be awarded the contract.

The Manager recommended the Committee consider the bids and the information presented to make a formal recommendation to the District Board at its May 13<sup>th</sup> meeting to award the Contract C project to RE Smith Contractor, Inc.

Committee members Mariani and Di Giorgio stated they would make a formal recommendation to the District Board at their May 13<sup>th</sup> meeting.

- Review statement of qualifications for air quality specialist and give direction to staff. The Manager gave an overview of the continuing odor concerns and the steps the District has taken to resolve the issue. She stated that staff has been investigating alternative odor control methods and has been looking for an odor control specialist with a strong understanding of the wastewater treatment process. The Manager stated that the firm Brown & Caldwell meet these criteria and stated that staff recommends requesting a proposal from Brown & Caldwell to investigate the fugitive odors and make recommendations for improving plant operations and odor control as needed.

The committee reviewed Brown & Caldwell's Statement of Qualifications and committee members Mariani and Di Giorgio stated they would make a formal recommendation to the District Board at their May 13<sup>th</sup> meeting.

ADJOURNMENT: The meeting was adjourned at 5:00 p.m.

Respectfully  
submitted,

Beverly B. James  
Secretary

Julie Swoboda, Recording

# NOVATO SANITARY DISTRICT

## MEMORANDUM

Date: July 26, 2013

To: Strategic Planning and New Facilities Committee

From: Beverly James  
Manager-Engineer

SUBJECT: STRATEGIC PLAN 2013 UPDATE

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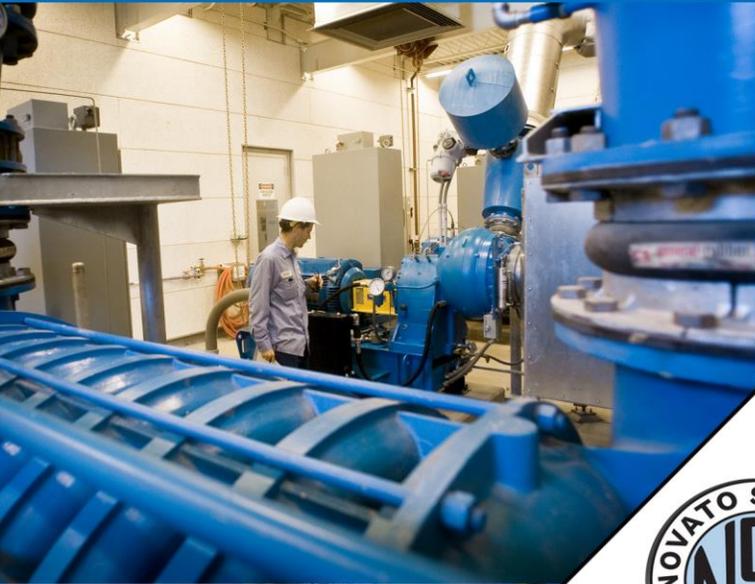
### **BACKGROUND AND DISCUSSION**

The 2013 Strategic Plan review began with one-on-one interviews with board members and management staff. The Board then met in a workshop format at a regularly scheduled meeting on April 22, 2013. Martin Rauch served as the facilitator and led the board and management through a review of progress on meeting the goals and objectives of the 2012 Strategic Plan as well as a review of the Mission, Vision, and Values statements.

The Strategic Planning and New Facilities Committee reviewed the draft document at their meeting on May 7<sup>th</sup>. The comments were incorporated and a final draft of the 2013 Strategic Plan and Work Plan is attached for final review.

### **STAFF RECOMMENDATION**

Staff recommends the committee approve the plan subject to any suggested edits and revisions and recommend Board approval.



**Novato Sanitary District**  
**2013**  
**Strategic Plan Update**

Prepared by Rauch Communications Consultants, Inc.





## **BOARD OF DIRECTORS**

Michael Di Giorgio, President

Jean Mariani, President Pro-Tem

William C. Long

Jerry Peters

Dennis Welsh

## **DISTRICT MANAGEMENT STAFF**

Beverly James, Manager/Engineer

Sandeep Karkal, Deputy Manager/Engineer

Tim O'Connor, Collection System Superintendent

Steve Krautheim, Field Services Superintendent

Laura Creamer, Finance Officer

Andrew Oko, Environmental Services Supervisor

Craig Deasy, Senior Engineer

## **CONSULTANT**

Martin Rauch, Managing Consultant



## Updating the Plan in 2013

### Update Development Process

The strategic planning process was updated following the process outlined below.

**Background Research.** The consultants began by holding discussions with the Manager-Engineer and by reviewing background documents.

**Confidential Interviews.** This was followed by a series of confidential interviews carried out by the consultant. The goal is for the interviewees to candidly express their interests and perspectives on the District and its priorities.

The interviewees included the entire Board of Directors, Manager-Engineer and the entire management team, specifically:

BOARD: Bill Long, Mike Di Giorgio, Jean Mariani, Dennis Welsh, Jerry Peters

MANAGEMENT: Beverly James, Manager-Engineer; Sandeep Karkal, Deputy Manager/Engineer; Tim O'Connor, Collection System Superintendent; Steve Krauthem, Field Services Superintendent; Laura Creamer, Finance Officer; Andrew Oko, Environmental Services Supervisor; Craig Deasy, Senior Engineer.

**Planning Workshop.** The Board of Directors and senior management staff participated in a strategic planning update workshop on April 22, 2013. At this workshop, the following was undertaken:

- **Manager's Report.** The Manager-Engineer presented a brief written and verbal report on progress in 2012 on the strategic plan. The report was organized in the same format as the work plan.
- **Report On the Interviews.** The consultant reviewed the results of the interviews and research phase, with a focus on areas of strength and areas where challenges remain. A summary that combines the Manager's Report and the results of the interviews is located on the following pages.
- **What Can We Do To Make This District Better?** The workshop participants were asked to write down their response to this single question: "What can we do to make this District better?" They were asked to focus on only the most critical actions that needed to be completed and to incorporate policy level guidance on how it should be approached. The responses were collected one-by-one and discussed.
- **List of Priority Issues.** Out of this discussion, the priority actions were outlined and the essential few highest priorities were identified.

- **Goals and Objectives Review.** The participants briefly reviewed the goals and objectives and made recommendations to align the goals and objectives more with categories used to manage the District. This includes, for, example, dividing up the current Goal #1 into several parts: operations, management and financial. The group discussed how these priorities and the results of the general manager’s report and interviews would be combined and worked into the goals and objectives jointly by the consultant, staff and a Board committee and brought back to the entire Board. The updated goals and objectives are found near the end of this report.
- **Ensuring Communication. Board Monitoring and Oversight Review.** The Board Committee responsible for the strategic plan led a discussion on Board engagement with the strategic plan as wells as monitoring and oversight. It was agreed that the current Board report should be continued on a semi-annual basis, with more time and emphasis devoted to it during the Board meeting in which it is presented.
- **Mission, Vision, and Values Update.** Throughout the workshop, there was discussion about language in the original strategic plan that is aspirational, but not clear in terms of policy direction. Staff and the consultant drafted new language for some of the goals and objectives to clarify the policy direction discussed in the workshop. It was also decided during the workshop that the mission, vision and values should be refined to make them more succinct, memorable and inspirational. While it is not typical to update these core statements after a single year, it was agreed that it would be beneficial. The Strategic Planning and New Facilities Committee later reviewed and refined the mission, vision and values with support of staff and the consultant.
- **Staff Work Plan.** With the policy-level portions of the plan completed in draft form, the management team worked with the consultant to develop a detailed staff work plan designed to meet the mission of the District and strategic goals and objectives.
- **Board review and Approval.** The completed updated, draft strategic plan for 2013 was brought back to the Board and approved on **August 12 2013**.

## Report on 2012 Progress on the Strategic Plan

Below is a summary of the status of the District and progress made in carrying out the strategic plan to-date. This summary incorporates information from interviews conducted by the Consultant, from the Manager's report at the strategic planning update workshop, and from comments made during the workshop.

### MANAGEMENT/GOVERNANCE

#### **STRONG:**

**Morale has clearly improved in recent years, with improved communication** between staff and management, and a sense of **continuous improvement** in many areas.

**The Board is working effectively together.**

The District's 2012 **Safety and Wellness program** was a particular success with **no lost time accidents**. The Safety Incentive and Wellness program was refined for 2013 and is moving ahead. The District continues working toward improving its safety culture and is currently following the goals set in the CSRMA Shell Award program.

**Veolia is making good progress toward implementing an EMS at the treatment plant.** They have strong corporate commitment and have completed the scope of work for this task area.

**District staff are working on records management and retention**—reviewing records and evaluating vendors.

**The District has been proactive in forming relationships and agreements with other agencies,** with the goal of improving service, lowering costs or providing other benefits.

**Current policies were compiled and provided to the Board.** Appropriate committees have been systematically reviewing policies and bringing them to the Board for update and approval. Next priority is to update the reserve policy.

#### **CHALLENGE:**

**Laboratory SOPs are completed,** but the remaining SOPs are in various stages of development. A consultant has been hired to help with high priority emergency SOPs. **Getting ahead of the curve on SOPs is a challenge and will require a long-term commitment of energy and resources.**

**There is a need to develop a plan for long-term staff sustainability, including the approach to salaries, benefits, recruiting, retention, and development.**

**Promoting a deeper engagement of the Board with the strategic plan** would be beneficial.

**Additional training resources may be needed in the coming year** as new employees are trained and succession plans are implemented.

Employee development is a continuous process. **Staff will be working with consultants to update the performance review process, Personnel Manual, and job descriptions to provide better guidelines.**

## FINANCES

### **STRONG:**

**Finance has been a strong point with low rates and improved financial reporting.** Revenues are in place to fund a robust operations and maintenance program, as well as planned capital improvements.

**The Finance Officer attended the GFOA training on budgets and incorporated some of the ideas into the final 2012-13 budget.** Full implementation of the GFOA guidelines was determined to be not practical for NSD.

**NSD has reduced retirement liability significantly in the past 5 years** so that annual CalPERS retirement costs have been reduced by 32% from \$513,239 to \$344,718. The cost as a percent of salary has been reduced from 19.42% to 17.68%. Future increases will be shared with employees.

### **CHALLENGE:**

There was a consensus that **setting clear, well understood reserve levels and settling the District's approach to benefits (pensions) is important**, with a first step being to complete the actuarial study. It would be beneficial to develop **more easy-to-understand financial reporting** for the Board & public.

**A financial analysis of the connection charges is scheduled** to be completed by June 2013. **Development of an updated reserve policy is also planned.**

## TREATMENT PLANT

### **STRONG:**

Veolia, the treatment plant itself, and the success of the recycled water project makes the entire treatment plant unit a source of strength.

**The new recycled water plant is operating. NSD has taken a leadership role in NBWRA and the IRWMP, as well as building partnerships** with the County and Coastal Conservancy that promise to **greatly increase the amount of recycled water that can be used by the community.** Meanwhile an **ongoing maintenance plan is being implemented to keep the reclamation field and related equipment in good condition.**

**NSD is partnering with the Coastal Conservancy** to evaluate the receiving water permitting issues for recycled water wetlands and discharge. This will be a long-term effort, but it is getting better than expected regulatory support.

**There have been zero discharge violations since October 2011.** Plant operation and maintenance is closely monitored by District staff and Board. **Equipment is well-maintained.**

**CHALLENGE:**

**NSD's reputation is improving but more communication is needed.** In the past year, the District has taken a number of steps to address odor, noise, and aesthetic issues including sound enclosures for blowers, screening fences, landscaping, and operational changes. The remaining challenge is the **odor affecting a few residents.** The next steps are to clearly identify the odor and develop a plan and determine the costs for any necessary modifications.

**The Reclamation Master Plan is on hold pending the outcome of the Novato Creek Watershed study and the NBWRA scoping study,** since both could impact the Reclamation Facility.

## COLLECTION SYSTEM

**STRONG:**

**Collection system maintenance has improved substantially,** with notable improvements in sewer line cleaning efficiency.

**The collection crew itself is good, with a stronger culture of being on top of management and maintenance.**

**There were very few overflows or spills.**

**Pump station upgrades are going well:** the District has almost updated all of its pumps; there are far fewer pump station call outs.

**The focus of collection system work this year has been on behind the scenes preparation for completing these tasks:** preparing the documentation necessary to revise the local limits in the sewer use ordinance, developing the data to revise the collection system master plan, and improving televising procedures. The coming year should see the results of some of these efforts.

**CHALLENGE:**

**Completing CCTV is a challenge. Collection crew may need another crew member or to contract out some of the CCTV work.**

## FACILITIES

**STRONG:**

**The study on the potential outfall levee is considered promising and innovative.**

**CHALLENGE:**

**There is a desire to settle the odor control issue:** identify problems if any, identify what to do or not and be done. **There is question about whether enough priority is being given to lateral problems.**

REGULATORY AND GRANTS

**CHALLENGE:**

The District is in a good position to respond to new regulations and emergencies and take advantage of opportunities.

MISCELLANEOUS

**STRONG:**

**Environmental Services/Pretreatment had a good audit.** It is where it wants to be and spending more time in-lab.

**Novato Creek Watershed study will help the District to manage the reclamation field better.**

**Reclamation area is being updated area-by-area.** The new recycled water plant makes it easier to manage the reclamation fields, since the fields have less water to absorb when treated effluent is being diverted for recycling.

**Collaboration with other agencies is a source of strength, cost savings and improved services. Training is increasing and improving.**

**Excellent public outreach and transparency is clearly a priority of the Board and District, and a number of steps have been taken to achieve this.**

**CHALLENGE:**

**The laboratory team is not carrying out restaurant FOG inspections,** but they have a plan to restart that program.

There were some **initial discussions with the City on property,** but this was put on hold pending developments in recycled water and HHW facility siting.

Further **improvements remain to be made in the use of social media and electronic communication.**

ENVIRONMENTAL

**STRONG:**

**Staff is evaluating a plan for solar power at Reclamation.** Cogeneration at the treatment plant is in the Capital Plan following completion of digester rehabilitation and maintenance building construction.

## Priority Issues

Below are the Priority Issues for the coming years, identified by the strategic planning update process.

**Staff Development.** The top priority for the coming years is to complete initiatives to ensure a stable, well trained, happy, and high performing work force. To accomplish these goals, the District needs to update: succession planning, pay and benefit policies, as well as hiring, training and management practices.

**Continuous Improvement.** Continuous improvement programs are a top priority. This includes completion of the SOPS, being aware of trends in new work practices and technology, and adopting them as appropriate.

**Emergency Preparedness.** Continued progress on Emergency Management Systems and emergency preparedness is a priority. This includes developing an explicit plan and approach to preparing for other challenges, including regulatory (nutrient removal and emerging contaminants, for example), fiscal constraints, global warming and other significant potential future challenges.

**Building new Field Support Facilities.** There is a plan to build new facilities to replace temporary facilities used by field staff. This is needed to support continued progress on collection system productivity improvements and emergency response.

**Public Outreach and Communication.** It is important to maintain and even increase communication to the public so there is understanding of the District and its programs on behalf of the community. The District should develop and communicate new messages about the District's role as a resource agency and the value and specific benefits it provides to the community.

**Openness to the Public and Ease of Interaction with the District.** The District should review its processes to ensure that it is open to the public and its key documents and information are readily accessible. This might include simpler and clearer financial reporting, making policies more accessible, and taking other steps.

**Attention to Aesthetics.** Many District services are seemingly invisible: sewage or trash is taken away and appears to disappear. In other cases the district has a direct impact on customers through odors, the appearance of certain facilities, and in other ways. The District should be cognizant of the ways it impacts people and consider if actions should be taken to minimize impacts.

**Resolving Odor Issues.** Odor problems have been substantially solved following extensive effort and significant investment. The Board seeks to quantify any remaining problem, identify potential solutions and decided on a final course of action.

**Developing a Policy on Laterals.** The District has a lateral grant program, but needs to develop lateral inspection and repair policies and ordinances.

## District Mission

A mission statement describes the reason an organization or program exists: services it exists to supply, who it serves, and how it measures excellence. The Board drafted and approved the following mission statement:

### ***Mission***

*Novato Sanitary District provides responsible, environmental and economic wastewater and solid waste resource management for Novato.*

## Vision for the Future

A critical responsibility of the Board of Directors is to identify a vision for the District's future and then set goals and objectives to achieve it. This is the heart of the governance role and starts with creation of a vision statement. The following is a brief statement describing the long-term change the District wants to result from its work.

### ***Vision***

*Creating worth from all of Novato's waste.*

## District Values

Values are what we consider important—what we believe is right. The Board is responsible for identifying and being the guardian of values. Effective organizations identify and develop clear, concise and shared values, beliefs, priorities, and direction so that every employee understands and can contribute by implementing their work in line with the organization's values. The following values emerged from the workshop discussion.

The values can be written as simple statements or posed as questions to help make difficult decisions.

### **Value Statements**

- *Make best use of our resources.*
- *Provide safe, regulatory compliant and reliable service.*
- *Be cost effective.*
- *Protect and enhance the environment.*
- *Foster a strong, trusting and supportive relationship with customers.*
- *Be proactive and take advantage of opportunities.*
- *Seek to attain excellence.*
- *Promote local control and collaboration.*

### **Value Questions**

- *Does it make best use of our resources?*
- *Does it provide safe, regulatory compliant and reliable service?*
- *Is it cost effective?*
- *Does it protect and enhance the environment?*
- *Does it foster a strong, trusting and supportive relationship with customers?*
- *Is it proactive and does it take advantage of opportunities?*
- *Does it enhance our efforts to attain excellence?*
- *Does it promote local control and collaboration?*

## Goals, Objectives and Strategic Direction

The goals and objectives are presented on the following pages. They, along with the mission, vision and values represent the core strategic direction provided in this plan.

**Strategic Direction for the Future: Raising the Bar.** Cumulatively, the strategic direction found in the goals and objectives are meant to move the District towards a higher level of excellence, primarily through improved management, planning, and operational implementation, as well as through changes in workplace culture.

Some of the areas highlighted in this update for priority attention include:

**Staff Development.** This includes maximizing employee career quality, commitment and performance with up-to-date hiring and personnel practices that emphasize professional and leadership development. In addition, the District will develop and implement succession plans to ensure that employee institutional knowledge is retained and improved over time.

**Become a high reliability organization by implementing an Environmental Management System (EMS).**

**Develop a clear approach to evaluating and preparing for future challenges and advance plans as appropriate.** Potential challenges to consider, include: global warming, nutrient removal, emerging pollutants, fiscal constraints, and emergencies, and others as appropriate.

**Make progress toward the District goal of becoming increasingly a resource rather than a disposal agency.** The District will be working toward achieving its new vision of *creating worth from all of Novato's waste*.

**Goal 1. Operational Excellence. Provide timely, cost-effective, reliable and sustainable performance improvements in all aspects of operations.**

- 1.1 Provide a safe work environment.
- 1.2 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 the cost of full implementation. Also, make progress toward a future evaluation of final steps needed to implement a full program.
- 1.3 Develop a process for evaluating operations.
- 1.4 Achieve an organization-wide commitment to “zero” goals and make progress toward: zero accidents, zero sanitary sewer overflows, zero waste, and zero permit violations.
- 1.5 NEW: Set a policy on laterals.
- 1.6 NEW: Be aware of trends, such as changes in technology, and take advantage as appropriate. Move with change.
- 1.7 NEW: Manage processes and expectations for cost effectiveness, environmental sustainability, and positive impact on people (triple bottom line).
- 1.8 NEW: Improve work practices through continuous improvement; including development of SOPs, emergency procedures and contingency plans.

**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.**

- 2.1 Identify cost-effective opportunities to increase the amount of internally generated energy.
- 2.2 Manage the collection system with the objective of zero spills and zero permit violations.
- 2.3 Actively pursue opportunities to expand recycled water production and use.
- 2.4 Coordinate discharge objectives and requirements with the Hamilton Wetlands expansion.
- 2.5 Manage the treatment facility with the objective of zero permit violations and long-term preservation of assets.
- 2.6 Develop a plan to meet real property needs into the future.
- 2.7 NEW: Develop a long-term plan for treatment operations options over twenty years that includes alternatives
- 2.8 NEW: Support field operations by providing improved facilities.
- 2.9 NEW: Develop a plan for obtaining the maximum value from recycled water for the community.
- 2.10 NEW: Develop a clear approach to evaluating and preparing for future challenges and advance plans as appropriate.

### **Goal 3. Board District and Community, Alignment and**

**Communications.** Proactively communicate with all stakeholders including customers, the Board, staff and others in a clear, factual, timely, two-way manner to foster greater understanding and alignment between the District and its stakeholders.

- 3.1 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.
- 3.2 Update the internal staff communication program to ensure that staff are informed about key District issues in a timely manner and have opportunities to have questions answered.
- 3.3 Formalize interagency agreements and relationships to secure them against changeable personality and budget issues and preferences. Include: the city, North Bay Water Reuse Authority, water and flood control agencies, and others.
- 3.4 UPDATED: 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, aesthetics of facilities, and impacts of construction and maintenance.
- 3.5 NEW: Incorporate into the outreach program descriptions of the District's role as a resource agency and the value it provides to the community.
- 3.6 NEW: Ensure that outreach is effectively communicating important messages to the public, and that there are easily accessible and publicized channels available for the public to provide input and feedback.

**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.**

- 4.1 NEW: Plan for and manage finances to achieve long-range financial stability, competitive and fair rates and charges, and strong bond ratings.
- 4.2 NEW: Ensure that the rate structure and rates are sustainable, defensible, understandable and fair.
- 4.3 NEW: Manage retirement liability both financially and through optimum policies that strike an explicit balance between benefit levels and types, as well as employee retention.
- 4.4 Resolve unfunded liabilities related to pensions and benefits. Obtain Board consensus that they are appropriately and prudently addressed.
- 4.5 Enable effective Board and public oversight.

**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.

1. NEW: Develop a succession plan.
2. NEW: Maximize employee career quality, commitment and performance with up-to-date hiring and personnel practices that emphasize professional and leadership development
3. NEW: Ensure that employee institutional knowledge is retained and improved upon over time.
4. NEW: Update all major documents and policies.
5. NEW: Update business practices to make more of them accessible online, including permits and other administrative activities and documents.
6. NEW: 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.

## Staff Work Plan

The appendix contains the staff work plan, a linked series of actions developed by staff that, when accomplished, will meet the mission, vision, goals and objectives identified by the Board of Directors. The work plan is organized in a table format with the following features:

### Priorities:

There are two kinds of priorities assumed in this work plan: 1) Importance; and 2) Time. It is possible for a priority to be critical in importance but not due for a long time. Conversely a priority may have low importance but be due promptly. The 1-3 numbering system incorporates a little bit of both. The timing column indicates due dates. The numbering system is as follows:

1. Critical project that must be accomplished on time.
2. Important project that can be delayed if needed to complete a #1 priority project.
3. Desirable project that can be delayed or cancelled to complete a #1 or #2 priority project.

## Key to Abbreviations

These abbreviations refer to who is named as responsible for a given action under the column titled LEAD:

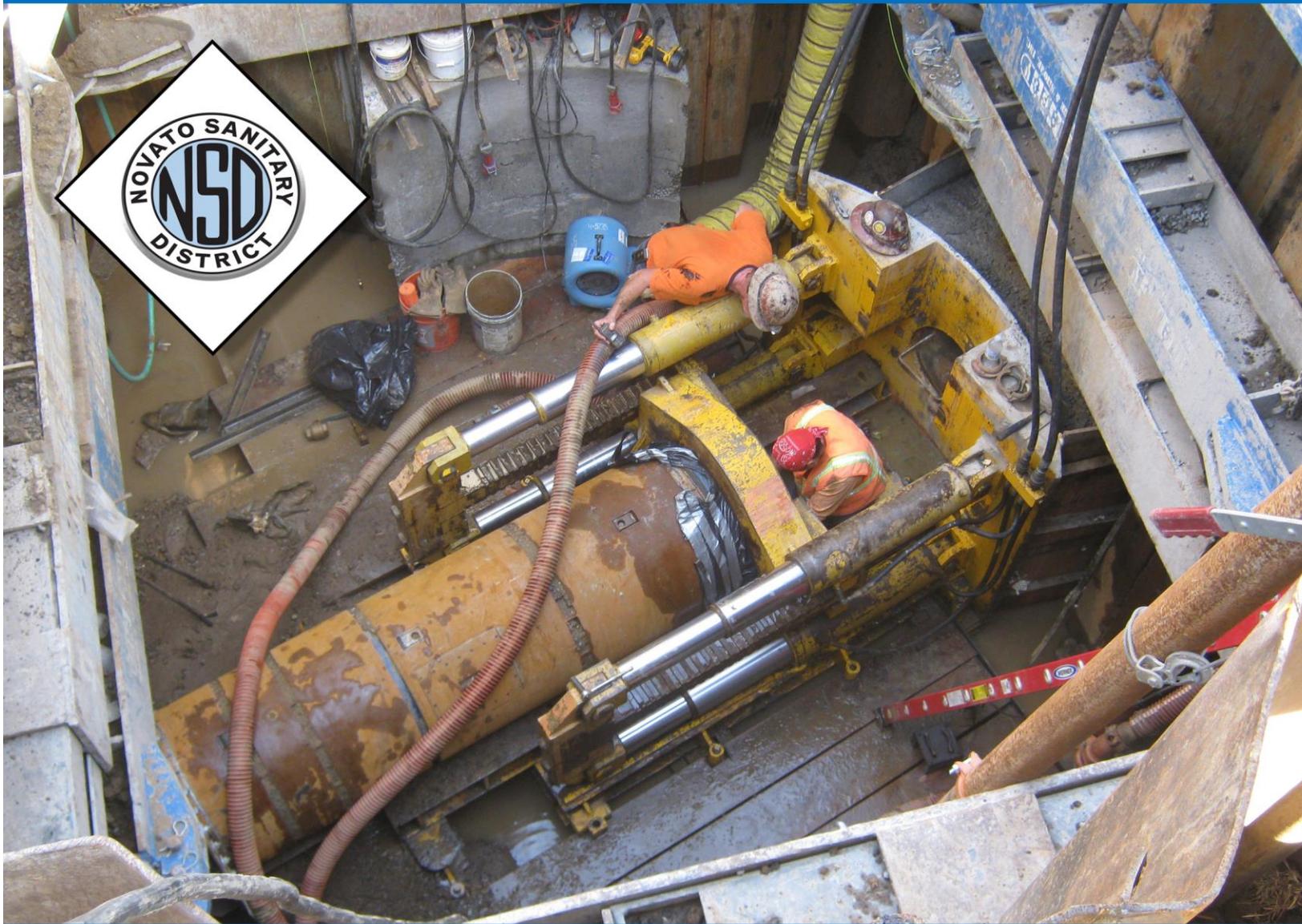
<b>AO</b> —Andrew Oko	<b>SRK</b> —Steve Krautheim	<b>DT</b> —Dale Thrasher
<b>BJ</b> —Beverly James	<b>HR</b> —Human Resources	<b>TOC</b> —Tim O’Connor
<b>SSK</b> —Sandeep Karkal	<b>JB</b> —John Bailey	<b>SM</b> —Steve McCaffrey
<b>CD</b> —Craig Deasy	<b>JS</b> —Julie Swoboda	
<b>DJ</b> —Dee Johnson	<b>LC</b> —Laura Creamer	

## Ensuring Results

In order to ensure that the plan is implemented and results are achieved, the District plans to take the following steps:

1. Publish the Mission, Vision, Values Goals and Objectives on posters and handouts, and display them around the District.
2. Incorporate the Mission, Vision, Values, Goals and Objectives into the employee handbook, as well as orientation and training materials for new employees.
3. Actively implement the Work Plan by the management team.
4. Develop initial performance indicators to help measure and assess progress toward achieving the goals and objectives.
5. Incorporate Strategic Plan monitoring by Board committees as appropriate and provide a semi-annual report to the entire Board on progress.
6. Review and update the Strategic Plan annually and roll it forward.





Prepared by Rauch Communications Consultants, Inc.  
936 Old Orchard Road, Campbell CA 95008  
[www.rauchcc.com](http://www.rauchcc.com)



No.	P.	6	Lead	Timing	Status
1.0.0	1	<b>Goal 1.0 Operational Excellence. Provide timely, cost effective, reliable and sustainable performance improvements in all aspects of operation</b>	Goal		
1.1.0	1	<b>Provide a safe work environment</b>	Obj		
1.1.1	2	Implement an Employee Wellness Program	BJ	3/13	
1.1.2	1	Implement an Employee safety recognition program	BJ	3/13	
1.1.3	1	Specify and verify the physical requirements of each job description	BJ/Cons	7/31/14	
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	
1.2.0	2	<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</b>	Obj		
1.3.0	2	<b>Develop a process for evaluating operations.</b>	Obj		
1.3.1	2	Apply for CWEA treatment plant of the year	JB	9/13	
1.3.2	2	Apply for CWEA Collection System of the year	TOC	9/20/13	
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	
1.3.5	2	Apply for CSRMA SHELL Award	BJ/DT	7/13	
1.4.0	1	<b>Achieve an organization wide commitment and make progress toward that: zero accidents, zero sanitary sewer overflows, zero waste, and zero permit violations.</b>	Obj		
1.4.1	1	Televise 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	Root treatment is currently scheduled annually
1.4.4	1	Review local limits and update sewer use ordinance	AO	2/15/14	
1.4.5	2	Document lab sampling and analysis schedule and procedures	AO	12/13/13	
1.5.0	2	<b>Set a policy on laterals</b>	Obj		
1.5.1	2	Update sewer use ordinance to include lateral repair/replacement requirements	BJ/SSK	2/15/14	
1.6.0	3	<b>Be aware of trends, such as changes in technology, and take advantage as appropriate. Move with change.</b>	Obj		
1.6.1	3	Schedule employees to attend appropriate technical training	Supervisors	9/1/13	update annually by 9/1
1.6.2	3	Maintain ties with other agencies and share knowledge	ALL	ongoing	
1.6.3	3	Participate actively in BACWA Committees	AO/SSK	ongoing	
1.7.0	2	<b>Manage processes and expectations for cost effectiveness, environmental sustainability, and positive impact on people. (triple bottom line)</b>	Obj		
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	
1.7.2	2	Bring all dental facilities into compliance with Dental Amalgam Ordinance	AO	3/1/14	
1.7.2	3	Implement Electronic records management system	CD	5/31/14	
1.7.3	2	Update auto shop program	AO	3/1/14	
1.7.3	3	Develop records retention policy and plan	JB	9/1/13	
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	9/17/13	
1.8.0	2	<b>Improve work practices through continuous improvement; including development of SOPs, emergency procedures, and contingency plans.</b>	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

No.	P.	6	Lead	Timing	Status
2.0.0	2	<b>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.</b>	Goal		
2.1.0	3	<b>Identify cost-effective opportunities to increase the amount of internally generated energy.</b>	Obj		
2.1.1	3	Develop onsite energy generation feasibility plan	SSK	12/1/14	
2.10.0	3	<b>3/1/2014</b>	Obj		
2.10.1	3	Identify possible impacts of global warming on collection, treatment, & recycling	BJ	12/13/13	
2.10.2	2	Actively participate in Reg Bd/BACWA development of a TMDL for nutrients in SF Bay	BJ	2/1/14	
2.10.3	2	Identify treatment performance for emerging constituents of concern.	BJ	6/15/13	
2.2.0	1	<b>Manage the collection system with the objective of zero spills and zero permit violations.</b>	Obj		
2.2.1	2	Televise all large diameter sewers	TOC	7/1/15	
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	
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	12/01/13	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	<b>Actively pursue opportunities to expand recycled water production and use.</b>	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	<b>Coordinate discharge objectives and requirements with the Hamilton Wetlands expansion</b>	Obj		
2.4.1	1	Prepare water quality analysis for discharge relocation.	BJ	7/1/14	
2.5.0	1	<b>Manage treatment facility with objective of zero permit violations and long-term preservation of assets.</b>	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	<b>Develop a plan to meet real property needs into the future</b>	Obj		
2.6.1	3	Develop real property plan.	SSK	12/31/16	
2.7.0	2	<b>Develop a long-term plan for treatment operations options over twenty years that includes alternatives.</b>	Obj		
2.7.1	2	Engage consultant to evaluate alternatives and costs for long term options	BJ	4/15/14	
2.8.0	1	<b>Support field operations by providing improved facilities</b>	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
2.9.0	2	<b>Develop a plan for obtaining the maximum value from recycled water for the community.</b>	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	<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>	Goal		
3.1.0	1	<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>	Obj		
3.1.1	1	Post all agendas and minutes on web, and Novato Patch	Admin	ongoing	
3.1.10	3	Conduct treatment plant tours for public	JB/BJ	Ongoing	
3.1.2	1	Post Monthly Monitoring Reports on web	BJ	ongoing	
3.1.3	1	Post budget and audit on web	LC	ongoing	
3.1.4	1	Provide all agenda packets to Marin IJ and Novato Advance	JS	ongoing	

No.	P.	6	Lead	Timing	Status
3.1.5	1	Regular articles and advertisements in Novato Patch, Advance and on website	BJ	Ongoing	
3.1.6	2	Launch and maintain on a weekly basis a Facebook page	MR	5/1	
3.1.7	3	Semi-Annual E-newsletter	BJ	7/13, 1/14	
3.1.8	2	Semi-annual printed newsletters	BJ	Spring & Fall	
3.1.9	1	Participate in community events for outreach.	DJ/BJ/A O/JS	Ongoing	
3.1.10	1	Apply for CSDA "Transparency Certificate of Excellence" certification	BJ/LC	12/31/13	
3.2.0	2	<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>	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	<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>	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	
3.3.4	2	Continue to take leadership roles in NBWA and NBWRA	BJ	Ongoing	
3.3.5	2	Coordinate reclamation facility planning with Novato Creek watershed effort.	SSK	Ongoing	
3.4.0	2	<b>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.</b>	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/ SRK	8/19/13	
3.4.3	3	Review construction specifications to clarify contractor responsibility for limiting and mitigating construction impacts.	SSK/SRK	12/31/13	
3.4.4	2	Budget for aesthetics in pump station construction.	SSK/SRK	7/1/13	
3.5.0	2	<b>Incorporate into the outreach program descriptions of the District's role as a resource agency and the value it provides to the community.</b>	Obj		In process
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	<b>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.</b>	Obj		
3.6.1	2	Hold workshops on key issues or major projects.	BJ	ongoing	
4.0.0	1	<b>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.</b>	Goal		In process
4.1.0	1	<b>Plan for and manage finances to achieve long-range financial stability, competitive and fair rates and charges, and strong bond ratings.</b>	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	12/13/13	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	5/1/13	
4.2.0	1	<b>Ensure that the rate structure and rates are sustainable, defensible, understandable, and fair.</b>	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	<b>Manage retirement liability both financially and through optimum policies that strike an explicit balance between benefit levels and types, as well as employee retention.</b>	Obj		

No.	P.	6	Lead	Timing	Status
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	<b>Resolve unfunded liabilities related to pensions and benefits. Obtain Board consensus that they are appropriately and prudently addressed.</b>	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	<b>Enable effective Board and public oversight of finances.</b>	Obj		
4.5.1	1	Continue to improve on clearly documenting and explaining budget	LC	8/13/13	
4.5.2	2	Complete public Finance training for Board members through CSDA seminars	BD	6/14/13	
4.5.3	1	Annual actuarial evaluation of pension liability	LC/CalPERS	6/14/13	
4.5.4	1	Carry out biannual actuarial evaluation of OPEB liability	LC	7/15/13	
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	<b>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.</b>	Goal		In process
5.1.0	2	<b>Develop a succession plan</b>	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	<b>Maximise employee career quality, commitment and performance with up-to-date hiring and personnel practices that emphasize professional and leadership development</b>	Obj		
5.2.1	2	Update job descriptions	BJ	4/1/14	
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	<b>Ensure that employee institutional knowledge is retained and improved over time</b>	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	
5.4.0	3	<b>Update all major documents and policies</b>	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	<b>Update business practices to make more of them accessible online, including permits and other administrative activities and documents</b>	Obj		
5.5.1	3	Create online sewer application form	CD	6/14/13	
5.5.2	3	Make sewer permit records available online	CD	6/15/13	
5.5.4	3	Make sewer map available online	CD	8/14/13	
5.5.5	1	Provide NPDES permit data online	RM	ongoing	complete
5.5.6	2	Provide recycled water quality data online	RM	8/13	
5.5.7	1	Provide budget and audit reports online	RM	ongoing	complete
5.6.0	2	<b>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.</b>	Obj		
5.6.1	2	Monthly staff review and updating of workplan	All	ongoing	
5.6.2	2	Quarterly Committee and Board review of workplan progress	BD	ongoing	
5.6.3	2	Annual Board and Staff review of Strategic Plan.	All	ongoing	