

NOVATO SANITARY DISTRICT

March 4, 2013

The Strategic Planning and New Facilities Committee of Novato Sanitary District will hold a special meeting at 4:00 PM, Monday, March 4, 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 November 1, 2012 committee meeting.

4. **WASTEWATER FACILITIES UPGRADE PROJECT CONTRACT C, SOLIDS HANDLING:**

- a. Consider recommending the Board approve plans and specifications, and authorize Manager-Engineer to advertise for bids.

5. **STRATEGIC PLAN:**

- a. Workplan status update.

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.

November 1, 2012

The Strategic Planning and New Facilities Committee of the Novato Sanitary District held a special meeting at 2:34 p.m., Thursday, November 1, 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.

No members of the public were present.

MINUTES: The minutes of the August 23, 2012 committee meeting were approved as presented.

CAPITAL PROJECTS:

- Five year capital plan. The Manager reviewed the 2011-2016 Preliminary Capital Improvements Program Expenditure Projection. She noted that the total allocations are the same as the previous financial plan but shifts have been made in timing for some categories.

The Manager discussed the larger planned projects: Pump Station Rehabilitation (BMK & Gormann-Rupp), Collection System Improvements, WWTP Facilities Upgrade-Contract C (Solids Upgrades), WWTP Facilities Upgrade-Contract D Recycled Water Facility Project and Administration Building Upgrades / Maintenance Building.

- Olive Force Main Replacement alternatives. The Manager discussed the Olive Street Force Main Project and noted that the existing force main pipe was constructed in 1972 and is made mainly of Techite. She noted that this material is fragile and difficult to repair when it is damaged or when a leak occurs.

The Manager stated that the District requested an analysis by Nute Engineering which included an evaluation of four different force main rehabilitation alternatives. She noted that Nute Engineering recommended slip-lining the existing 27" pipe with a 24" HDPE pipe. The Manager stated that slip-lining would mean less impact on traffic and would be less intrusive to the exiting pipes underground.

The Manager requested that the New Facilities Committee recommend that staff request a proposal from Nute Engineering. The proposal would then be subject to approval by the District Board of Directors. Committee Members Di Giorgio and Mariani agreed to this request.

NOVATO CREEK RAILROAD BRIDGE:

- Consider proposal to contribute to the cost of raising the bridge. The Manager discussed the existing railroad bridge over the Novato Creek and noted that the City of Novato is requesting the District contribute \$50,000 to the redesign and widening of the railroad bridge pier spacing. She noted that the District had not allocated funds in the FY 2012/13 budget for this project. The Committee members discussed the proposal.

On the recommendation of the Manager and approved by Committee Members Di Giorgio and Mariani, the District declined the proposal to contribute \$50,000 to the cost of modifications to the Novato Creek Railroad Bridge.

STRATEGIC PLAN:

- Workplan status update. The Manager noted that the Workplan was recently reviewed with staff. She discussed the rate structure review and the Committee discussed a rate review for accessory dwelling hookups. She stated that the District will be looking at a rate structure review in Spring, 2013.

The Manager reviewed and discussed the Workplan, updating the Committee on goals achieved and providing progress reports on future goals.

The Manager stated that she anticipates scheduling a Board Workshop in April, 2013, to review the Strategic Plan and the Fiscal Year 2013/14 budget.

ADJOURNMENT: The meeting was adjourned at 3:41 p.m.

Respectfully submitted,

Beverly B. James
Secretary

Julie Swoboda, Recording

NOVATO SANITARY DISTRICT

MEMORANDUM

Date: February 28, 2013
TO: New Facilities Committee
FROM: Beverly B. James, Manager-Engineer
Subject: Wastewater Facilities Upgrade Project Contract C, Solids Handling

Background

The District has been constructing the Wastewater Treatment Facility Improvements in phases in order to allow the continued operation of key processes during construction. The next phase, Contract C—Solids Handling is now ready to go to bid. Contract C includes:

1. Rehabilitation of Digester No. 2 and the Solids Handling Building.
2. Demolition of old filter feed pump station.
3. Site grading and paving.
4. Effluent storage pond and old chlorine contact basin drainage improvements.
5. Protective coatings in headworks and primary clarifier effluent channels.

Discussion

The District's design engineering consultant for Contract C – Solids Handling, RMC Water Environment, and its sub-consultants, have completed the plans and specifications for this project, and the project is ready for bidding. Based on the current plans the Engineer's Construction Cost Estimate is \$2.7 million.

The FY 2012-13 budget for this project phase/contract is \$2,500,000, and should be adequate to meet the projected cash flow requirements for the remainder of the current FY12-13 fiscal year. Also, it should be noted that: (a) the construction phase for this project will be spread out over FY13-14 (and potentially into FY14-15), and (b) the Capital Improvement Projects (CIP) budget amounts for this project for these years will be adjusted within the overall CIP budget to allow construction of this contract to proceed, upon evaluation of bids received.

Recommendations

Staff requests that the Committee recommend approval of the plans and specifications and authorizing the District Manager-Engineer to seek construction bids from the construction contracting community.

Novato Sanitary District Strategic Plan Workplan, Revised February 28, 2013

No.	Prty.	Action	Lead	Status	Comments	Timing
1.0.0		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.				
1.1.0		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.				
1.1.1	1	Evaluate operations to identify cost-saving opportunities	BJ	In process	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	Complete	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	Complete		August 2012
1.1.5	1	Compare rates with comparable agencies	LC	Complete		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	Complete		
1.2.0		Ensure that the rate structure and rates are sustainable, defensible, understandable and fair.				
1.2.1	3	Legal review of rate structure	BJ/BW/MN	In process	Connection Charges	April 2013
1.3.0		Have the audit and budget certified by the Government Finance Officers Association (GFOA).				
1.3.1	2	Review GFOA guidelines and identify possible improvements to budget format	LC	Complete		Aug 2012
1.3.2	2	Undertake training for GFOA process	LC	Complete	LC training	April 2012
1.3.3	2	Evaluate to determine if GFOA certification is worthwhile and practical	LC	Complete		August 2012
1.3.4	1	Include GFOA requirements in selecting auditor	LC	Complete		May 2012
1.3.5	1	Prepare 2011-12 Audit per GFOA guidelines	LC	Complete	+ Consultant	December 31, 2012
1.4.0		Manage retirement liability.				
1.4.1	2	Update retiree medical actuarial evaluation	LC	In process	+ Consultant	April 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	In process	+ Consultant	April 2013
1.5.0		Maximize employee career quality, commitment, productivity and performance.				
1.5.1	1	Conduct staffing needs analysis	Mgmt.	In process	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.	In process	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.	In process		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	In process	+ Consultant	June 2013
1.5.5	2	Develop employee recognition program reward and encourage excellence in service	HR	In process		June 2013
1.6.0		Promote a safe work environment.				
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	Complete	+ Consultant	March - June 2012
1.6.2	2	Evaluate continuing Wellness Program	BJ	Complete		July 2012
1.6.3	2	Implement Employee Safety Recognition Program	BJ	Complete	Board Approved	March 2012
1.6.4	1	Continue: multi-agency safety program of inspections, audits, training, standards w/annual report to Board	DT	Ongoing		August 2012
1.6.5	3	Consider a train the trainer program to lower costs	DT	In process		FY 2012/13
1.6.6	2	Evaluate safety program to identify any areas of improvement	DT/BJ	In process	continuous	FY 2012/13
1.7.0		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.				
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 RFP	CD	In process		July 2013
1.7.3	3	Develop records retention policy and plan	JB	In process		June. 2013
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			December 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	D			September 2013
1.8.0		Develop a process for evaluating operations.				
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.	Prt.	Action	Lead	Status	Comments	Timing
2.0.0		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.				
2.1.0		Identify cost-effective opportunities to increase the amount of internally generated energy.				
2.1.1	3	Develop onsite energy generation feasibility plan	SSK		In CIP	FY 2013/14
2.2.0		Manage the collection system with the objective of zero spills and zero permit violations.				
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	In review		March 2013
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
2.3.0		Actively pursue opportunities to expand recycled water production and use.				
2.3.1	1	Develop O&M plan for new Recycled Water Plant	BJ	Complete		Aug 2012
2.3.2	1	Participate and support NBWRA, BACWA and IRWMP	BJ	Ongoing		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
2.4.0		Ensure the outfall remains compatible with Hamilton wetlands project.				
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	In Process	Outfall relocation permitting started	Ongoing
2.5		Manage treatment facility with objective of zero permit violations and long-term preservation of assets.				
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 st year complete	Monthly
2.6.0		Develop a plan to meet real property needs into the future.				
2.6.1	2	Develop real property plan	BJ			June 2014

No.	Prty.	Action	Lead	Status	Comments	Timing
3.0.0		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.				
3.1.0		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.				
3.1.1	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
3.2.0		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.				
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
3.3.0		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.				
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

No.	Prty.	Action	Lead	Status	Comments	Timing
3.4.0		Update board policies and code of behavior.				
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	In process		August 2012 - August 2014
3.5.0		The District is committed to being a good neighbor, particularly when its activities directly impact the public				
3.5.1	1	Address concerns of immediate neighborhood with regards to odors, noise and aesthetics	BJ	In process		Ongoing
3.5.2	1	Continue outreach with neighbors	JB	In process		Ongoing
3.5.3	1	Continue collection system construction and maintenance related communication, and programs to minimize impact on public	TOC	In process		Ongoing
4.0.0		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				
4.1.0		Achieve an organization wide commitment and make progress toward that: zero accidents, zero sanitary sewer overflows, zero waste, and zero permit violations.				
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			
4.2.0		Continue moving the District from being primarily a disposal agency to a renewable resources and clean energy agency.				
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.				

Sdrive:Board Committees:Strategic Planning and New Facilities:Strat Plan - NSD TABLES rev 2.28.13.docx