

Appendix 2

Accomplishments Since the Last Strategic Plan Update

Accomplishments Identified by the Board

- Not just traditional w/w agency – we are in the resource recovery business – those are the best accomplishments (e.g. BERs)
- Implementation of FutureSense recommendations (9 out of 12 completed)
- Focused on staff – our greatest resource – we are on the path to becoming the best
- The organization is moving forward with a coherent strategy
- The things that didn't happen – the plant ran well despite everything else going on

Accomplishments Identified by Staff

- Almost fully staffed
- Co-gen is up and running (sometimes see positive numbers)
- Increased staff communication
- We continue to improve the process for the system failure response and clean up plan
- Participated in Phase 1 of the Regional recycling and storage efforts
- Staff included and involved – more staff engagement efforts and transparency
- More interactions between Board and staff
- Better communication with Board (no interaction since training)
- Purchasing policy and procedures manual has been completed
- Issued bonds in 2017
- Developed Leadership model
- Compensation study will be completed this year
- Been doing the lateral program for 5-6 years – continue to put information in newsletter

Appendix 3

Strengths, Weaknesses, Opportunities and Threats Identified by the Board

Strengths	Weaknesses
1. Progressive and proactive Board	1. Competing interests in use and management of property
2. Small, competent staff (engaged and qualified)	2. Not working together as a team at the staff level
3. Engaged and educated community	3. Staff turnover/loss of institutional knowledge
4. Reasonable cost of service	4. No inter-department cross-training, shadowing or mentoring
5. State-of-the-art recycled water facility	5. Access to facilities (narrow roads)
6. Interagency cooperation	6. No OIT program
7. Purple pipe partners (P3)	7. Admin Building/Treatment plant footprint – both are old
8. Land/location/ponds (reclamation)	8. Public education reduced
9. Low spills	9. Influent strength is increasing which causes treatment challenges
10. Collection software – newer pipes and budgeting	10. Sewage is hidden – people don't talk about it or think about it
11. Great customer service	11. Telecommunication needs (internet is running off a pole – no fiber optic)
12. Treatment plant upgrade	12. Externally imposed treatment requirements
13. Positive public perception (P3)	13. Security concerns
14. Achievements, awards, grants, meeting NPDES requirements	14. Climate change and sea level rise
15. AAA bond rating – financially sound	15. Relationship with adjacent property owner
16. Green, low carbon footprint	16. PR – Bad about blowing our own horn
17. Treatment plant capacity available for future development	17. Missed opportunities for Regional efforts
17. Nimble – able to pivot	18. No recycled water used here to maximum
18. Good safety record	19. Lack of asset management staff
19. Biosolids, biogas and RINS	20. Lab isolated – far away
	21. Future capital funding and technical needs

Opportunities	Threats
1. Agency collaboration for recycled water (e.g. Fire, creeks, public property)	1. Sea level rise
2. More funding may be available because we are a small agency	2. Satellite to larger agency
3. Potential for redevelopment in service area – need to look at connections fees for recovery	3. Future regulatory requirements could dictate major treatment process changes.
4. Take ownership in what we do well	4. CalPERS changing unfunded liability formula
5. PR – what we do and BERS project	5. Attracting local staff because of housing costs
6. Property acquisition	6. Recession
7. Community partnerships	7. Loss of staff
8. Floating solar	8. Drought – additional conservation – additional stuff in the pipes due to reduced flow
9. Solar over parking lot	9. Earthquakes/Natural disasters
10. RINS credits	10. Large change orders
11. Delay sewer charges for low income home owners	11. Theft/Security/Risk (cyber – SCADA goes down, etc.)

Strengths, Weaknesses, Opportunities and Threats Identified by the Staff

Strengths	Weaknesses
1. Highly qualified staff	1. Aging facility – takes time and effort to keep it going
2. Engaged Board of Directors	2. Organization: Chain of command – bureaucracy limits how nimble we can be – Board is very involved in details
3. Employees are friendly and have a good work ethic	3. Lack of project management on previous projects
4. Environmentally conscious – (recycled water, solar, etc.)	4. Wastewater treatment plant equipment (within the fence line)
5. Tools and support to get the work done	5. Some wear too many hats
6. Reclamation area	6. Lack of a master plan (do projects piecemeal/patch holes vs. look at overall direction)
7. Customer service interaction	7. Wi-Fi Internet access – don't have modern telecommunications system
8. Can sell water	8. Lack of historical documentation
9. Collections equipment	9. Financial preparation (asset management)
10. A lot of property/real estate	10. Physically isolated (out of sight, out of mind)
11. Plant upgrade	11. Too many projects at once (lack of priorities)
12. Energy production ability	12. Lack of flexibility (e.g. work hours)
13. S.S.O. Track record	13. Lack of focus on primary objective (treatment and collection of water vs sea level rise)
14. Operator attention to treatment requirements	14. Lack of communications between staff members re: priorities – some last-minute communications vs. planned communication
15. Engaged supportive community	15. Transition to upgrade – don't know what to expect – inconvenience
16. Rate-setting practice	16. Collections equipment (have a brand-new truck, an old truck but no vactor)
17. Organized work practices (SOPs)	20. Board management – Board expectations vs. staff capabilities
21. Daily – strive to achieve the vision	
22. Competitive benefits	
23. Budgeting (good budgeting process)	
24. Wear a lot of hats	

Strengths	
25. A lot of product (water)	
26. Food and celebrations	
27. Few water quality issues	
28. Good safety record	

Opportunities	Threats
1. Facility expansion opportunity to make compliant water	1. Affordability of Marin County impacts recruitment and retention
2. Acquire more real estate (adjacent property)	2. Difficult commute
3. Change over in housing stock means increased taxes and more revenue to District	3. Competition with other agencies for employees
4. McInnis Marsh project	4. Sea-level rise
5. Recycled water – finding more uses	5. Regulatory compliance – have to put money aside and be aware of what’s coming
6. Work more collaboratively with St. Vincent’s, Peacock Ranch, etc.	6. Natural disasters
7. Could do more energy projects	7. Increases in unfunded pension and retirement liability
8. Industrial pre-treatment – do more “in-sourcing”	8. Critical failure of old infrastructure (pipes, pump stations, etc.)
9. Operator-in-training (OIT) program	9. Competition of other agencies: Petaluma, Novato, CMSA
	10. Uncertainty in staffing – don’t know the demands of the upgraded facility

Appendix 4

Work Plan**Goal 1: Upgrade Treatment Plant in a Planned and Sustainable Way and Expand Recycled Water Production**

Leads Responsible: General Manager and Engineering

Assist: Operations and Administration

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
October 4, 2018	Open bids
January 2019	Start construction
December 2019	Determine/obtain gap funding
Spring 2020	Recycled water production
Summer 2020	Activated sludge on-line
December 2021	Project complete

Goal 2: Perform Periodic Classification and Compensation Reviews and Update Job Descriptions (in-process)

Lead Responsible: Administration

Assist: All Departments

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
September 30, 2018	Draft job descriptions from Koff & Associates
November 2018	Job description review by staff and Union
December 2018	Completed

Goal 3: Support Wildlife Habitat

Leads Responsible: General Manager and Operations

Key Dates and Actions

<u>Dates</u>	<u>Actions</u>
November 2018	Meet with Regional Water Board and obtain extension to submit plans.
March 2019	Hire consultant (ensure compliance). Review and revise reclamation maintenance plan – maintain regular Board compliance Include Straw, Audubon and other stakeholders in process
January 2019	Progress report to Regional Board

Goal 4: Real Property Management (in process)

Lead Responsible: Engineering

Assist: Operations and Collections

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
June 30, 2019	Restart process Revisit the system R.P.M scope and timeline

Determine outside resources for assistance in gathering documents
(e.g. Nute Engineering, County of Marin, Title Companies)
Report to Board with documentation required for maintenance

Goal 5: Perform Organizational Analysis for All Organizational Elements of the District and Conduct Organization Chart Review

Lead Responsible: General Manager

Assist: Managers/Supervisors from all Departments

Key Dates and Actions

Key Dates Actions

Calendar year 2019 Identify and select consultant to perform analysis and make recommendations
Evaluate timeline

End of Calendar Present recommendation to the Board

2019 Feed new positions into the rate review (Goal 7)

Actions to be included in this process: 1) identify staffing needs and compensation; 2) identify any functional restructuring

Goal 6: Continue Lateral Program (in process)

Leads Responsible: Collections and Administration

Assist: Engineering

Key Dates and Actions

Key Dates Actions

January 2019 Pass ordinance / approve specifications
Conduct public hearing

On-going Evaluate funding for assistance program

January 2020 Evaluate enforcement for non-compliance

Goal 7: Perform Rate Analysis and Consider Rate Increase

Lead Responsible: Administration

Assist: All Departments

Key Dates and Actions

Key Dates Actions

Fall 2019 Determine whether to outsource or perform internally
Comply with Prop 218 timeline and requirements
Conduct 5 year Capital Plan update
Conduct public outreach

June 30, 2020 Adopt

During this process – consider variable rate or stand-by fee? - update connection fee analysis

Goal 8: Seek Appropriate Grant Funding

Lead Responsible: General Manager and Administration

Assist: Engineering and Operations

Key Dates and Actions

Key DatesActions

FY 19/20

Hire outside entity to identify and submit grants and conduct follow-up reporting and compliance

Develop plan for pursuit of grants

Get input from Engineering, Collections and Operations to identify grant opportunities that dovetail with current planned projects and matching funds

FY 21/22

Bi-annual evaluation to determine effectiveness

Goal 9: Manage System Failure Response and Clean-up Plan

Leads Responsible: Operations and Collections

Assist: Engineering

Key Dates and Actions

Key DatesActions

January 2020

Review emergency response plan for each facility – Identify gaps

Identify potential spill locations for key areas

Locate, review and revise Force Main Study

Develop procedures

Develop implementation plan

Estimate cost of implementation

Goal 10: Enhance Security at the Plant and Other District Facilities

Lead Responsible: Operations

Key Dates and Actions

Key DatesActions

Beginning of 2020

Review existing security and develop scope of work

Identify future needs

Determine cost—get funding

Plan implementation (roll-out)

Goal 11: Biosolids Program, Optimize Energy and Achievement of Carbon Neutrality

Lead Responsible: Operations

Key Dates and Actions

Key DatesActions

In Process

Visit City of San Mateo to learn about their RINS credits registration/process

Learn about LCFS calculator

On-going

Report to Board

2023 Consider Engineering Review/Registration
Identify credit purchasers and enter into agreements
Determine funding requirements (grants?)
Measure carbon foot print

Goal Twelve: Awards and Recognition

Lead Responsible: General Manager

Assist: All Departments

Key Dates and Actions

Key Dates

Actions

Talk to Engineering Consultants and Professional Organizations regarding potential recognition for project
Annually review awards list with staff and apply for awards as appropriate