

**NOTICE AND AGENDA
Special Board Meeting
Sanitary District No. 5 of Marin County
Wednesday, April 15, 2020**

10:00 A.M. SPECIAL BOARD MEETING

CORONAVIRUS (COVID-19) ADVISORY NOTICE

On March 16, 2020, the Marin County Public Health Officer issued a legal order directing residents to shelter at home for three weeks beginning March 17, and that order was superseded on March 31, 2020, by an updated order that further directed residents to shelter at home until May 3, 2020. The newly issued order continues to limit activity, travel and business functions to only the most essential needs.

Additional information is available at <https://coronavirus.marinhhs.org>

Consistent with Executive Orders No. N-25-20 and No. N-29-20 from the Executive Department of the State of California, the Board Meeting will not be physically open to the public and all Board Members and Staff will be teleconferencing into the meeting.

How to Submit Public Comments:

Comments submitted prior to the commencement of the meeting will be presented to the District's Special Board and included in the public record for the meeting.

Public Comments are to be submitted via email to rdohrmann@sani5.org.

In addition, members of the public who are calling in, will have the opportunity to provide public comments by following the steps below:

How to Participate in the Board Meeting:

Call in number: (425) 436-6355

Participant Code: 707489

ROLL CALL

PUBLIC COMMENTS: The public is invited to address the Board on items that do not appear on the agenda and that are within the subject matter jurisdiction of the Board. The Brown Act does not allow the Board to take action on any public comment. Please limit public comments to no more than three minutes.

DIRECTORS' COMMENTS AND/OR AGENDA REQUESTS:

NEW BUSINESS

1. BUDGET WORKSHOP

- A. Review Fiscal Year 2020-2021 Preliminary Budget (Rubio/Dohrmann)
 - i. Operating Budget Review
 - ii. Capital Budget Review
 - iii. Capital Improvement Program
- B. Review and Consideration of the Fiscal Year 2020-2021 Preliminary SD5 Reserve Policies for the Tiburon and Belvedere zones (Rubio) – Action

2. Review & Discuss Current Strategic Plan (Rubio)
3. Consideration of Approval of the Fiscal Year 2020-2021 Preliminary Budget in Preparation for Public Notice to be Provided at the May 21^h Regular Board Meeting for Consideration of Approval and Adoption of the Fiscal Year 2020-2021 Final Budget (Dohrmann) – Action

ADJOURNMENT

The Board will be asked to adjourn the meeting to a Regular Board Meeting on April 16th, 2020, at 5:00 p.m. at the Main Plant of Sanitary District No. 5 of Marin County, located at 2001 Paradise Drive, Tiburon, California.

The Board of Directors may at its discretion consider agenda items out of the order in which they appear above.

Accessible public meetings: Upon request, the District will provide written agenda materials in appropriate alternate formats, or disability-related modification or accommodation, including auxiliary aids or services to enable individual with disabilities to participate in public meetings. Requests are to be submitted in writing to the District at P.O. Box 227, Tiburon, CA 94920 or rdohrmann@sani5.org at least two days prior to the meeting.

Sanitary District No. 5 of Marin County

FY 2020 - 2021 Draft Budget

April 15, 2020

Prepared by:

Catharine Benediktsson, President

Tod Moody, Vice President

Richard Snyder, Secretary

John Carapiet, Director

Michael Lasky, Director

Tony Rubio, District Manager

Robin Dohrmann, Office Manager

**Sanitary District No. 5
of Marin County**

Operating Budget



FY 2020- 2021

	2019-2020 Operations Budget	2019-2020 Estimated to Close	2020-2021 Operations Budget	Breakdown by Zone		
				Tib Ops	P.C. Ops	Belv Ops
Operating Income						
Tiburon Sewer Service Charge - Ops	2,454,797	2,454,797	2,454,797	2,355,623	99,174	
Belvedere Sewer Service Charge - Ops	1,396,621	1,396,621	1,396,621	0	0	1,396,621
Other User Fees	24,826	42,022	42,022	42,022	0	0
Interest Earnings	25,000	156,402	156,402	96,125	4,051	56,226
Connection & Inspection Permit Fees	20,000	20,524	20,524	12,614	532	7,378
SASM Expense Reimbursement	65,000	85,145	85,145	53,719	0	31,426
Other Income	100	100	100	61	3	36
Total Income	3,986,344	4,155,611	4,155,610	2,560,164	103,759	1,491,688

2019-2020 Operations Budget	2019-2020 Estimated to Close	2020-2021 Operations Budget		Breakdown by Zone		
				Tib Ops	P.C. Ops	Belv Ops

Expense

Administrative Expenses

Advertising	1,000	300	1,000	615	26	360	Legal Notices
Outreach & Newsletter	0	0		0	0	0	
Audit & Accounting	33,700	33,700	35,000	21,511	907	12,583	COLA Increase (3.3%); Perotti & Carrade
Consulting Fees	100,000	100,000	200,000	122,920	5,180	71,900	Nute, HDR (Biosolids), Cassie Prudell (Lab Ops), GovInvest (Pension & OPEB), Ray Morgan (Laserfiche)
Travel & Meetings	15,000	15,000	15,000	9,219	389	5,393	Staff training
Continuing Education	10,000	11,000	10,000	6,146	259	3,595	CWEA, WEF, SRJC Classes
County Fees	16,500	16,500	16,500	10,141	427	5,932	LAFCO, Tax Collection Fees
Directors Fees	9,000	7,000	9,000	5,531	233	3,236	18 Mtgs/yr
Dues & Subscriptions	25,000	27,000	34,000	20,896	881	12,223	Memberships: CWEA, SWRCB, CSDA, Chmb of Comm., The Ark, BNYMellon, DMV, CASA
Elections	0	0	9,000	5,531	233	3,236	
Insurance PLP General Liability	41,387	37,423	43,291	26,607	1,121	15,563	44.9% Increase
PLP (GL) Rating Ajustments	0	-771	0				Rate Adjustments (+/-)
PLP (GL) Dividends	0	-9,818	0				Dividends based on prior years' (1986-87 thru 2012-13) claim results - TBD ea/yr
Insurance APIP (Real) Property	17,377	16,214	23,301	14,321	603	8,377	40% Property Appraisal will be in effect in FY20-21 + Increase due to conttd natural disasters
Insurance Damage - Auto	1,435	1,227	1,435	882	37	516	
Legal	70,000	50,000	50,000	30,730	1,295	17,975	BWS
Office Supplies	7,000	5,000	13,000	7,990	337	4,674	Staples, CostCo, Office Max/Depot; Printers/copying supplies & maintenance (NEW COPIER)
Postage	1,000	1,000	1,000	615	26	360	Stamps + Re-trun-Receipt postage re resident correspondence
Pollution Prevention	4,000	2,500	5,000	3,073	130	1,798	3% of CMSA Public Outreach Program (events, booth rentals, pamphlets, )
Miscellaneous Expense	0	0	0	0	0	0	 swag, etc); East BayMUD/BACWA
Total Administrative	352,399	313,275	466,527	286,728	12,083	167,716	

Ops & Maintenance Expenses

Pumps & Lines Maintenance							
Pumps & Lines Maintenance	200,000	115,000	50,000	30,730	1,295	17,975	Reduced due to Vactor purchase
Emergency Line Repairs	50,000	10,000	50,000	25,000	0	25,000	
Total Pumps & Lines Maintenance	250,000	125,000	100,000	55,730	1,300	42,980	
Main Plant Maintenance							
Plant Maintenance Supplies	10,000	17,223	15,000	9,464	0	5,537	Goodman's, Jackson's, Grainger, Home Depot, etc.
Plant Maint. Parts & Service	50,000	100,000	100,000	63,090	0	36,910	Burlingame Engineers, Ken Grady, Pape, TESCO
Janitorial Supplies & Service	6,000	8,000	9,000	5,678	0	3,322	\$3k Increase
Main Plant Chemicals	105,000	105,000	105,000	66,245	0	38,756	\$5k Increase due to (Univar) price increase @ Dublin/SR Services Distr.; ATP, Solenis, Univar, Wintersun
Lab Supplies & Chemicals	15,000	15,000	15,000	9,464	0	5,537	\$5k Increase due to more usage; ERA, Hach, Ken Grady, Transene, USA Bluebook, VWR Int'l
Electrical & Instrument	5,000	5,500	5,000	3,155	0	1,846	Maltby, Telstar, Grainger, etc.
Grounds Maintenance	8,000	8,150	5,000	3,155	0	1,846	
Main Plant Sludge Disposal	30,000	30,000	40,000	25,236	0	14,764	Redwood Waste Management, Recology, etc. + Lystek
Main Plant Outfall: SASM	0	0	0	0	0	0	Shared with SASM
Total Main Plant Maintenance	229,000	288,873	294,000	185,485	0	108,515	

	2019-2020 Operations Budget	2019-2020 Estimated to Close	2020-2021 Operations Budget		Breakdown by Zone		
					Tib Ops	P.C. Ops	Belv Ops

Paradise Cove Plant Maintenance

Paradise Parts & Service	10,000	10,000	10,000		0	10,000	0
Paradise Supplies & Chemicals	5,000	5,000	5,000		0	5,000	0
Paradise Sludge Disposal	8,000	8,000	0		0	0	0
Total Paradise Cove Plant Maintenance	23,000	23,000	15,000		0	15,000	0

TESCO, O'Reily, Goodman's, etc.
Dublin/SR Services Distr.; ATP, Inc., Solenis, Univar, Wintersun
Full reduction due to Vactor Truck Purchase

Monitoring

Main Plant Lab Monitoring	45,000	45,000	50,000		31,545	0	18,455
Paradise Cove Monitoring	15,000	15,000	15,000		0	15,000	0
Dilution Study	0	20,000	0		0	0	0
Total Monitoring	60,000	80,000	65,000		31,545	15,000	18,455

Brelje & Race, Caltest, SASM - increased testing
Brelje & Race, Caltest, SASM
SD5 (50%) / SASM (50%)

Permits/Fees

Main Plant NPDES Renewal	0	0	0		0	0	0
Permits/Fees - General	40,000	40,000	41,000		25,867	0	15,133
Paradise Cove Permits/Fees	8,000	0	8,000		0	8,000	0
Paradise Cove NPDES Renewal	0	0	0		0	0	0
Total Permits/Fees	48,000	40,000	49,000		25,867	8,000	15,133

Current expenses due to delayed billing; Larry Walker, due 2023
Includes Cove Rd., BAAQMD, SWRCB, RWQCB, Co. of Marin (Hazmat), CUPA, SFEI, BACWA
Includes Cove Rd., BAAQMD, SWRCB, RWQCB, Co. of Marin (Hazmat), CUPA, SFEI, BACWA
Larry Walker, Due in 2021

Truck Maintenance

Fuel	8,000	8,000	8,000		4,917	207	2,876
Truck Maintenance	5,000	5,000	8,000		4,917	207	2,876
Total Truck Maintenance	13,000	13,000	16,000		9,834	414	5,752
Total Ops & Maintenance Expenses	623,000	569,870	539,000		308,460	39,714	190,836

\$1k Increase

Salaries & Benefits

Salaries	1,153,504	1,021,078	1,123,157		690,292	29,090	403,775
Overtime	100,000	108,000	100,000		61,460	2,590	35,950
Standby Pay	69,428	70,000	72,450		44,528	1,876	26,046
Employee Incentives	40,000	20,000	45,000		27,657	1,166	16,178
Vacation Buyout	25,000	25,000	25,000		15,365	648	8,988
Payroll Taxes	94,891	91,427	94,627		58,158	2,451	34,018
Payroll/Bank Fees	5,500	5,500	5,500		3,380	142	1,977
Car Allowance	6,000	6,000	6,000		3,688	155	2,157
PERS Retirement							
PERS Monthly Contributions	147,885	201,910	247,373		152,036	6,407	88,931
PERS Replacement Benefit Fund (RLL)	0	0	0		0	0	0
PERS UAL Payment	20,000	132,364	20,000		12,292	518	7,190
SD5 Retirement Trust	286,555	286,555	313,250		192,523	8,113	112,613
Total PERS Retirement	454,440	620,828	580,623		356,851	15,038	208,734

Includes 3.3% COLA Increase, 5 step-increases, 1 New Hire
3.3% COLA Increase + 2 add'l Ees for S/B
Up to \$5k for 9 Ees
SS, SUI, FUI & Medicare
Add 1 new PEPRA Member
Ended FY18-19
TBD
3.5% of Annual SD5's Share of Calpers' Pooled Market Value Assets (MVA) ;
Legislative split: Belv @ 35.625%; Tib @ 64.375%

SALARY CONT'D				Breakdown by Zone		
	Operations Budget	Estimated to Close	Operations Budget	Tib Ops	P.C. Ops	Belv Ops
Employee Health, Dental, Vision, Life Ins., & LT	217,176	187,083	200,653	123,322	5,197	72,135
Retiree Health	79,551	75,142	80,994	49,779	2,098	29,117
CERBT/OPEB Current Employee Contr	70,200	70,200	72,400	44,497	1,875	26,028
Workers Comp Insurance	29,365	30,301	45,452	27,935	1,177	16,340
Total Salaries & Benefits	2,345,054	2,330,560	2,451,856	1,506,913	63,503	881,443
Other Operating Expenses						
Data/Alarms/IT Support & Licensing	80,000	80,000	80,000	49,168	2,072	28,760
Safety	20,000	20,000	20,000	12,292	518	7,190
Personal Protection Equipment/Uniforms	15,000	15,000	15,000	9,219	389	5,393
Telephone						
Main Plant Telephones	11,000	11,000	11,000	6,940	0	4,060
Paradise Cove Telephones	4,000	4,000	4,000	0	4,000	0
Pumps & Lines Telephones	7,000	7,000	7,000	6,717	283	0
Total Telephone	22,000	22,000	22,000	13,657	4,283	4,060
Utilities						
Water	4,000	5,200	5,000	3,155	0	1,846
Main Plant Utilities	180,000	180,000	180,000	113,562	0	66,438
Paradise Cove Utilities	13,500	13,500	13,500	0	13,500	0
Pump Station Utilities	35,000	35,000	35,000	21,511	907	12,583
Total Utilities	232,500	233,700	233,500	138,228	14,407	80,866
Total Other Operating Expenses	369,500	370,700	370,500	222,564	21,668	126,269
Total Operating Expense	3,689,954	3,584,405	3,827,883	2,324,660	136,970	1,366,264

1 new EEs
6 Retirees; Monthly CalPERS PEMCHA + MidAmerica Costs+ Admin Fees
22% Increase (3 SD5 injuries reported in FY18-19; + Lrg (add'l) Retro Adjmnt +
50% increase @ FY20-21 policy

SCADA Hardware upgrades

**Sanitary District No. 5
of Marin County**

Capital Budget

FY 2020- 2021

	2019-2020 Capital Budget	2018-2019* Estimated to Close	2020-2021 Capital Budget		Breakdown by Zone		
					Tib Cap	P.C. Cap	Belv. Cap
Capital Income							
Property Taxes							
Property Tax Current Secured - Capital	700,000	700,000	700,000		671,720	28,280	0
Prop Tax Current Unsecured	13,000	13,000	13,000		12,475	525	0
Supplemental Assessment Current	15,000	15,000	15,000		14,394	606	0
Supplemental Assessment Redm	500	500	500		480	20	0
Supplemental Unsecured	100	100	100		96	4	0
Prop Tax Prior Unsecured	0	0	0		0	0	0
Excess ERAF	250,000	250,000	250,000		239,900	10,100	0
HOPTR	3,333	3,333	3,333		3,198	135	0
Other Tax (Unitary, RR, Misc.)	0	0	0		0	0	0
Total Property Taxes	981,933	981,933	981,933	0%	942,263	39,670	0
Tiburon Sewer Service Charge - Capital	230,977	230,977	230,977	75%	221,645	9,331	0
Belvedere Sewer Service Charge - Capital	923,348	923,348	923,348	3%	0	0	923,348
Connection Fees							
Collection	100,000	135,000	100,000	22%	61,460	2,590	35,950
Treatment	100,000	160,000	100,000	22%	61,460	2,590	35,950
Total Connection Fees	200,000	295,000	200,000	22.2%	122,920	5,180	71,900
Paradise Drive Sewer Line Extension Fees	13,365	0	13,806	4%	0	13,806	0
Total Capital Income	2,349,622	2,431,258	2,350,063	10.6%	1,286,828	67,987	995,248

3.5% CPI Increase

2019-2020 Capital Budget	2019-2020 Estimated to Close	2020-2021 Capital Budget		Breakdown by Zone		
				Tib Cap	P.C. Cap	Belv. Cap

Capital Expenditures

Main Plant Equip Capital Expense

LED Lighting Upgrades	0	0	0	0	0	0
Boiler Replacement	0	2,187	0	0	0	0
Screw Press Poly Blend Redundancy	0	0	15,000	9,464	0	5,537
Odor Control Upgrades	0	0	0	0	0	0
Headworks Grinder Replacement	15,000	19,588	15,000	9,464	0	5,537
SCADA Upgrade & Replacement	0	1,977	0	0	0	0
Flare Rehabilitation	50,000	0	0	0	0	0
Underground Pipe & Valve Replacement	200,000	12,308	0	0	0	0
Maintenance Shop Replacement/Ops Control	0	0	0	0	0	0
Generator Control Panel	0	0	35,000	22,082	0	12,919
Cl2 Flash Mixer	0	0	15,000	9,464	0	5,537
Office (+Bath) Floor Replacement	0	0	15,000	9,464	0	5,537
Portable Fuel Storage Tank	0	0	15,000	9,464	0	5,537
Total Main Plant Equip Capital Expense	265,000	36,060	110,000	69,400	0	40,600

Pumps & Lines Capital

⤴ Relevant Splits ⤵

Tiburon Sewer Line Rehab	600,000	241,773	0	0	0	0
Pump Station Control Panel Upgrades	40,000	37,178	0	0	0	0
Lateral Camera	0	196	0	0	0	0
Belvedere Sewer Line Rehab	600,000	1,373,617	0	0	0	0
PS Pump & Valve Replacement Program	50,000	52,248	50,000	25,000	0	25,000
PS Generator Replacement	20,000	16,123	0	0	0	0
Tiburon (Mar West) PS#5, Phase I	0	0	0	0	0	0
Mar West PS#5, Phase II Construction	0	0	0	0	0	0
Force Main Rehab - Multiple Sites	400,000	0	700,000	700,000	0	0
Belvedere Pump Station #13 & #14, Communication Project	0	7,215	0	0	0	0
Cove Rd. Force Main Replacement - Engineering	0	14,250	100,000	0	0	100,000
Cove Rd. Force Main Replacement - Construction, Ph. I	600,000	0	1,100,000	0	0	1,100,000
Man Hole Rehabilitation	0	997	70,000	50,000	0	20,000
100kw Portable Generator Replacement	0	0	75,000	37,500	0	37,500
Vactor Truck	300,000	0	0	0	0	0
Tiburon Pump Station Communications (Radio) Upgrade Project	0	1,240	0	0	0	0
Total Pumps & Lines Capital	2,610,000	1,744,838	2,095,000	812,500	0	1,282,500

This will fall under Consultants, once determined

Paradise Cove Capital

⤴ Relevant Splits ⤵

P.C. Communications Upgrade	20,000	0	0	0	0	0
P.C. Sewer Line Rehab Project	0	0	500,000	0	500,000	0
P.C. Influent Wet Well Access Replacement	25,000	0	0	0	0	0
P.C. Plant Grading Replacement - Fiberglass	0	0	20,000	0	20,000	0
P.C. Flow Meter Replacement	10,000	0	0	0	0	0
P.C. Painting at Plant	75,000	0	0	0	0	0
P.C. UV Disinfection	0	0	0	0	0	0
Total Paradise Cove Capital	130,000	0	520,000	0	520,000	0

🔍 Relevant Splits 🔍

2019-2020 Capital Budget	2019-2020 Estimated to Close	2020-2021 Capital Budget		Breakdown by Zone		
				Tib Cap	P.C. Cap	Belv. Cap

Undesignated Capital

Undesignated Cap - Main Plant	25,000	0	25,000		15,773	0	9,228
Undesignated Cap - Paradise Cove Plant	10,000	0	10,000		0	10,000	0
Undesignated Cap - P&L	50,000	32,480	50,000		25,000	0	25,000
Total Undesignated Capital	85,000	32,480	85,000	0%	40,773	10,000	34,228

Acacia Undergrounding, Paradise Park Slide, TPS#2+#3 FM Break

Debt Service

🔍 Relevant Splits 🔍

Debt Service - MPR Bond Principal	470,000	470,000	0	2%	0	0	0
Debt Service - MPR Bond Interest	330,650	167,675	0	-3%	0	0	0
Debt Service - MPR Bond REFI Principal	0	0	660,000	2%	427,548	0	232,452
Debt Service - MPR Bond REFI Interest	0	0	190,457	-3%	123,378	0	67,079
Total Debt Service	801,700	638,725	850,457	0.9%	680	0	370

MPR Splits (do not vary): T @ 0.6478/ B @ 0.3522

MPR Splits (do not vary): T @ 0.6478/ B @ 0.3522

MPR Splits (do not vary): T @ 0.6478/ B @ 0.3522

MPR Splits (do not vary): T @ 0.6478/ B @ 0.3522

Total Capital Expenditures	3,891,700	2,452,100	3,660,460	36.7%	923,350	530,000	1,357,700
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**Sanitary District No. 5
of Marin County**

Capital Improvement Program

FY 2020- 2021 – FY2029/2030

SUMMARY OF CAPITAL IMPROVEMENT PROGRAM

Project Descriptions	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
Main Plant	290,000	135,000	90,000	75,000	300,000	540,000	540,000	40,000	240,000	210,000	2,460,000
Tiburon Pumps & Lines	1,239,450	837,500	375,000	625,000	625,000	775,000	1,125,000	425,000	375,000	425,000	6,826,950
Belvedere Pumps & Lines	1,420,550	1,307,500	700,000	320,000	300,000	535,000	550,000	535,000	1,050,000	315,000	7,033,050
Paradise Cove	140,000	530,000	285,000	60,000	10,000	70,000	35,000	10,000	110,000	10,000	1,260,000
MPR Debt Service + 2020 Refi	638,675	850,457	752,360	752,790	752,848	752,534	751,848	750,790	749,360	752,496	7,504,158
TOTAL	3,728,675	3,660,457	2,202,360	1,832,790	1,987,848	2,672,534	3,001,848	1,760,790	2,524,360	1,712,496	25,084,158

MAIN PLANT CAPITAL IMPROVEMENT PROGRAM

M.P. Project Description	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
Screw Press Poly Blend Redundancy		15,000									15,000
Dry Weather Influent Pump				35,000						35,000	70,000
Wet Weather Influent Pump					60,000					60,000	120,000
Flare Rehabilitation	50,000										50,000
Headworks Grinder Replacement	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
Maintenance Shop Replacement/Ops Control						500,000	500,000				1,000,000
Underground Pipe and Valve Replacement	200,000										200,000
(Utility) Truck Purchase			50,000							75,000	125,000
Emergency Outfall Replacement											0
Aeration Basin Diffuser Upgrade									200,000		200,000
Emergency Generator Replacement					200,000						200,000
Generator Control Panel		35,000									35,000
Cl2 Flash Mixer		15,000									15,000
Office + Bath Room Floor Replacement		15,000									15,000
Portable Fuel Storage Tank		15,000									15,000
MPR Bond Refi		850,457	752,360	752,790	752,848	752,534	751,848	750,790	749,360	752,496	6,865,483
MPR Bond Payment	638,675										638,675
Undesignated Capital Projects	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
<i>Treatment Plant Total</i>	928,675	985,457	842,360	827,790	1,052,848	1,292,534	1,291,848	790,790	989,360	962,496	9,964,158

MAIN PLANT CAPITAL IMPROVEMENT PROJECTS

Main Plant Project Name	DESCRIPTION
Odor Control Upgrade	This Project will evaluate current odor control system and vulnerabilities and also provide for options to replace, add to or enhance the current system.
Dry Weather Influent Pump	These funds will be used to purchase one new dry weather influent pump. These were not part of the MPR project.
Wet Weather Influent Pump	These funds will be used to purchase one new Wet Weather Influent Pump. These were not part of the MPR project.
Headworks Grinder Replacement	These funds will be used to replace grinders that have a useful life of 5-10 years. Grinders were not replaced during MPR Project only the cutting cartridges were replaced.
Truck Purchase	These funds will be used to replace the Utility truck from the current fleet of vehicles.
Emergency Outfall Rehabilitation	This project will consist of rehabilitating the abandoned effluent outfall pipe in order to have it available for use during emergency situations. Emergency Preparedness
Waste Gas Burner Rehabilitation	Tiger mag flow meters with Krohne flow meters. These were not part of the MPR project. This project will evaluate current waste gas burner system and will be enhanced or replaced, dependent on evaluation report.
Aeration Basin Diffuser Upgrade	This project consists of replacing the current diffusers in the off line aeration basin with new style diaphragm type diffusers like the online aeration basin this did not get upgraded during the MPR project
Underground Pipe & Valve Rehabilitation	These funds will be used for the replacement of non-working valves and rusted-out pipes in the shipping/receiving area, as well as next to the secondary clarifiers, as identified during the MPR Project.
Maint Shop/Replacement/Ops Control Room	This project will consist of replacing a 35+ y.o. corrugated metal maintenance shop, not rehabbed during the MPR Project. Consideration will be given to making the building 2 stories for a new operator/maintenance control room.
Sludge Box Replacement	Replacement of Biosolids container, used for hauling bio-solids to Redwood landfill.
Emergency Generator Replacement	This project will consist of replacing the Main Plant Emergency Generator. These were not part of the MPR project. Generator is currently serviceable but planning and budgeting needs to be in line for 2024/25.
Outfall Difuser Upgrades	Current condition of outfall is serviceable. Outfall is inspected every 5 years and must budget a reasonable amount for repairs or upgrades, as determined by future reports.
Undesignated Capital Projects	These funds will be used for unforeseen projects, which may come up after the MPR project is complete.
MPR Bond	Main Plant Rehabilitation Completed in 2014 - Bond Payments to show true annual CIP projections.

BELVEDERE CAPITAL IMPROVEMENT PROGRAM

<i>Belvedere Project Description</i>	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
Sewer Line Rehabilitation Program	600,000		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,600,000
Pump and Valve Replacement Program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
Pump Station Control Panel - Upgrade	40,000						150,000				190,000
Pump Station - Generator Replacement #1 & #2	20,000		100,000								120,000
Cove Rd. Force Main Rehabilitation Project	600,000	1,200,000									1,800,000
Force Main Replacement (multiple sites)						200,000		200,000	750,000		1,150,000
Power Feed Improvement Project (BPS #9, #10, #11)			300,000								300,000
Vactor Truck	110,550										110,550
San Rafael Ave Diverter Line Install							100,000				100,000
Flow Meter Install Project						15,000		15,000		15,000	45,000
100kw Portable Genset		37,500									37,500
Man Hole Rehabilitation		20,000		20,000		20,000		20,000			80,000
Undesignated Capital Projects	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
<i>Belvedere Total</i>	1,420,550	1,307,500	700,000	320,000	300,000	535,000	550,000	535,000	1,050,000	315,000	7,033,050

BELVEDERE ZONE PUMPS & LINES CAPITAL IMPROVEMENT PROJECTS

<i>Belvedere Zone Pumps & Line Project Name</i>	<i>DESCRIPTION</i>
Sewer Line Rehabilitation Program	These funds will be used for the ongoing Board approved 10-year sewer rehabilitation program. 7,644 lf of pipe remain to be rehabbed/replaced from the Harris Reports.
Program	The District has 24 pump stations with 2-3 pumps in each station. The life expectancy for these pumps are 7-10 years. Therefore, the District has a program to replace pumps over a period of time instead of replacing them all at once.
Pump Station Control Panel Replacement	Within the Belvedere Zone, there are many pump stations with single-phase power with capacitors installed in the panel to generate three-phase power. The District is replacing the generators to new standardized control panels. To date - station #15, 14,13,12,5 & 3 control panels have been replaced. Need to purchase panels for #2 & #7
Pump Station Generator Replacement	Standby generators at the Belvedere pump stations were installed in the early 1980. Station #3 Generator recently replaced need to replace station #1 & #2 Generators
Pump Station Comm. Upgrade Project	These funds will be used to provide alarming and communication back to the Main Plant SCADA system, The new communication equipment will be standardized
Cove Rd. Force Main Replacement	These fund will be used to replace 2107 lf of 10' force main. The force main has blown out on two occasions prior to 2005. According to previous Staff, it was difficult to find good pipe material to connect to, when making the repair. Recently the forcemain was compromised as a result of a 3rd party. Same issue was encountered when repairing. The current pipe size also lacks capacity during major wet weather events.
Lagoon Rd. Power Feed Improvement Project	Lagoon Rd. has 3 pump stations which pump sewage to one another. These station have no back-up power. These funds would be available to purchase a generator and install power conduits to connect all three stations in order to provide immediate back up power to these sites and it also reduce staff overtime. Emergency preparedness
Flow Meter Installation Project	This project will consist of installing flow meters at certain corresponding pump stations to record flows from each site. This will assist with flow monitoring and assist District's continued effort to reduce I&I.
San Rafael Ave. Diverter Project	This project will consist of evaluating current flows and collection system capacity at the intersection of Westshore and San Rafael Ave., feeding into TPS #3.
Manhole Rehabilitation Project	This Project will consist of rehabilitating or replacing man holes in the Tiburon area that have have defeciciencies due to hydrogen sulfide deterioration.
CCTV Sewer System	This project will consist of retelivziing the belvedere collection system in order to get an updated condition of the sewer system and to assist in establishing an updated CIP program for sewer rehabilitation projects.
Undesignated Capital Projects	These monies are for unforeseen problems within the collection system.

TIBURON CAPITAL IMPROVEMENT PROGRAM

Tiburon Project Description	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
Sewer Line Rehabilitation Program	600,000		325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	3,200,000
Pump and Valve Replacement Program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
Communications Upgrade Project											0
Force Main Rehabilitation- Multiple Sites	400,000	700,000		200,000	200,000	350,000	700,000				2,550,000
Man Hole Rehabilitation		50,000		50,000		50,000		50,000		50,000	250,000
Flow Meter Upgrade Project					50,000		50,000				100,000
Vactor Truck	189,450										189,450
100kw Portable Genset		37,500									37,500
Undesignated Capital Projects	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
<i>Tiburon Total</i>	1,239,450	837,500	375,000	625,000	625,000	775,000	1,125,000	425,000	375,000	425,000	6,826,950

TIBURON ZONE PUMPS & LINES CAPITAL IMPROVEMENT PROJECTS

Tiburon Zone Pumps & Line Project Name	DESCRIPTION
Sewer Line Rehabilitation Program	These fund will be used for the ongoing Board approved 10 year sewer rehabilitation program. 10,137 lf of pipe remain to be rehabbed/replaced from the Harris Report.
Pump Station Pump and Valve Replacement Program	The District has 24 pump stations with 2-3 pumps in each station. The life expectancy for these pumps are 7-10 years. Therefore the District has a program to replace pumps over a period of time instead of replacing them all at once.
Pump Station Generator Replacement	The District has standby generators located at many of the Pump Stations. Some generators were installed between 1980 - 1983. These generators (in most cases) are located along the waterfront. The salt air has wreaked havoc on some of these generators; All have been replaced as of 7/1/2018
Pump Station Control Panel - Upgrade	These funds will be used for replacement of control panels at the District Pump Stations. The control panels are of various ages, of which most are extremely old/obsolete. / With the exception of stations #6 & #7, which are furthest away from marine conditions, all SD5 tiburon control panels have been replaced as of 7/1/2018
Man Hole Rehabilitation	This project will consist of rehabilitating or replacing man holes in the Tiburon area that have have defeciencies due to hydrogen sulfide deterioration.
CCTV Sewer System New PACP Data	This project will consist of retelevising the entire collection system in order to provide updated information regarding the condition of the system and to assist in establishing a new CIP project regarding sewer line rehabilitation
Station No.5 Replacement	This is a phased project of upgrading the main pump station in the Tiburon Zone: <i>Phase I</i> has been completed, which replaced the motor control center/electrical controls and the installation of a diesel powered standby emergency generator. <i>Phase II</i> has also been completed, which converted the dry-pit configuration into a wet-pit configuration, thus eliminating the need for dry-pit centrifugal pumps (which are now obsolete). The old pumps were replaced with 2 new submersible flygt pumps for standarization with District requirements. This also eliminated a confined-space entry situation. <i>Phase III</i> consists of rehabilitating the force main servicing this site. It is the last phase of this project anticipated around 2024
Flow Meter Installation Project	This project will consist of installing flow meters at certain corresponding pump stations to record flows from each site. This will assist with flow monitoring and assist in the District's continued effort to reduce I&I.
Vactor Truck Purchase	This purchase will allow the District to clean sewer lines more frequently at typical "hot spot" areas (e.g., downtown area, Pt. Tiburon, Tiburon Blvd., Penninsula, San Rafae Ave., etc.). SD5 will also to perform more frequent cleaning at the Main Plant grit chamber, headworks and split box, as well as pump and transport solids from Paradise Cove back to the Main Plant. Recycle Water will be used for sewer cleaning activities
Force Main Rehabilitation Project	This project will consist of rehabilitating several force mains in the Tiburon Zone. Station #2, #3, #6 & #7
Pump Station Communications Project	Phase I completed. Master radio at the Main Plant has been upgraded, as well as the radio at Station #5. As new control panels come on-line in the Tiburon Zone, funds will be needed to bring the remaining 8 sites into the Main Plant communication network.
Undesignated Capital Projects	These funds are for unforeseen problems within the collection system.

PARADISE COVE PLANT CAPITAL IMPROVEMENT PROGRAM

<i>Paradise Cove Project Description</i>	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
Paradise Sewer Line Rehab Project		500,000	250,000								750,000
Grit Removal Project				50,000							50,000
Plant Grating Replacement- Fiberglass		20,000									20,000
Communications Upgrade	20,000										20,000
Influent Wet Well Access Replacement	25,000										25,000
Flow Meter Replacement	10,000										10,000
UV Disinfection						60,000					60,000
Pump Replacement Program			25,000				25,000				50,000
Paint Treatment Plant	75,000								100,000		175,000
Undesignated Capital Projects	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
<i>Paradise Cove Total</i>	140,000	530,000	285,000	60,000	10,000	70,000	35,000	10,000	110,000	10,000	1,260,000

PARADISE COVE ZONE PUMPS & LINES CAPITAL IMPROVEMENT PROJECTS

<i>Paradise Cove Project Name</i>	<i>DESCRIPTION</i>
Influent Pump Replacement Program	Currently there are 6 grinder-style pumps in service at ParadiseCove. Each has a usefule life of 7-10 years. This program is established to replace pumps as needed; not all at once.
Package Plant Coating	Due to its close proximty to the bay, the metal package-plants require marine coatings every 7-10 years.
Influent Well Access Cover Replacement	This project consists of replacing the current access covers with fixed, mounted, flush-to-the-ground, traffic-rated, as there is limited space at the Paradise Cove Plant.
Blower Replacement	The current blowers were installed as part of the 2009 start-up of the upgraded plant. They have a useful life of 7-15 years. SD5 must begin to replace them soon.
Plant Grating Replacement	This project will consist of replacing the current grating with non-rusting fiberglass grating.
Grit Removal Project	This project will consist of evaluating the Paradise Cove Plant for possible grit removal systems in order to prolong the life of the pumps.
UV Disinfection	Possible installation of UV disinfection, which would eliminate the transportation of chemicals to the Paradise Cove plant. Will need a feasibility study. Language included in current permit for future installation date, if feasible.
Undesignated Capital Projects	These funds will be used for unforeseen projects.

**SD5 RESERVE POLICY
RESOLUTION NO. 2020-0X
June 18, 2020**

	OPERATING RESERVE*	CAPITAL IMPROVEMENTS RESERVE	CalPERS RETIREMENT RESERVE*	DISASTER RECOVERY RESERVE*
FUNDING ORDER	#1	#2	#3	#4
FUNDING PURPOSE	To provide sufficient working capital to cover annual operating expenses and cash flow needs, should typical operating funds not be available during the fiscal year	To provide adequate funding A) to support both treatment plants' operation and conveyance systems, B) to fund debt payments of financed capital projects, C) to finance capital projects as listed in the District's budgeted CIP Plan, and D) to reserve funds for future plant +/- or systemic sewer line renovations E) 2012 Main Plant Rehabilitation (MPR) Bond Service	To provide sufficient annual funding of CalPERS potential losses, as described in the CalPERS' Annual Actuarial Valuation Reports under the Miscellaneous Plan's Share of Pool's Investments, Assets & Non-Assets	To provide a level of emergency capital for disaster recovery efforts until long-term financing is established
CURRENT BALANCE	\$949,655* Current Operating Reserve Fund \$5,376,430* Current Operating Fund	\$5,713,435 (Current Capital & Capital Reserve Balance)	\$714,705* (Current Trust Balance)	\$1,000,000*
TARGET BALANCE	\$2,500,000***	\$15,000,000***	\$1,000,000*	\$1,000,000
PROPOSED ANNUAL FUNDING	5% of Sewer Service Charges (FY18/19 Total SS Ops Revenue = \$5,010,545) 5% of Sewer Service Charges ≈ \$251,200**	TBD per Annum	3.5% of SD5's Share of CalPERS' FY18-19 Market Value Assets (\$8.95M) FY18-19 ≈ \$313,250** (From Ops)	N/A
FUNDING PROCESS	≈5% of revenues received for sewer service charges (based on annual flow rates) is to be funded each Fiscal Year, until target balance is achieved; no add'l funding required thereafter. If reserve subsequently dips below target balance, funding is to be reinstated.	Based on Capital needs per annum. Sewer service charges, property taxes and other capital-related funds received to be assessed annually and funded as cashflow permits, based on annual projects; any remaining funds will be reserved for long-term capital needs. (see Funding Purpose above, Items C & D)	3.5% of SD5's Pooled Plan Share of CalPERS Market Value Asset is to be funded each Fiscal Year, until target balance is achieved; no add'l funding required thereafter. If reserve subsequently dips below target balance, funding is to be reinstated.	To be funded one time only, from current Capital Reserve Account. No additional funding required, once target balance is achieved. Finance Committee will evaluate the need to reinstate.
AUTHORITY REQUIRED FOR FUNDING & WITHDRAWALS	District Manager is authorized to make withdrawals as necessary, to cover operating shortfalls, upon review by the Finance Committee, as set forth in this Reserve policy. All other transfers to be presented for review by the Finance Committee and recommended prior to withdrawal. Board approval is required for atypical funding.	District Manager is authorized to make monthly withdrawals for debt payments and capital improvement projects underway, upon review by the Finance Committee, as set forth in this Reserve policy. All other transfers to be presented for review by the Finance Committee and recommended prior to withdrawal. Board approval is required for atypical funding.	District Manager is authorized to make withdrawals for payments to CalPERS for unfunded liabilities upon review by the Finance Committee, as set forth in this Reserve policy. All other transfers to be presented for review by the Finance Committee and recommended prior to withdrawal. Board approval is required for atypical funding.	All withdrawals and transfers to be presented for review by the Finance Committee and recommended to the Board for approval.

* Balances based on SD5 Balance Sheet, as of 4.15.2020

*** Target Balances, Disaster Recovery & CalPERS Retirement Splits are based on SD5's Historical split: Belvedere @ 35.625% ; Tiburon @ 64.375%

**EXHIBIT A: BELVEDERE
SD5 RESERVE POLICY
RESOLUTION NO. 2020-0X
June 18, 2020**

	OPERATING RESERVE*	CAPITAL IMPROVEMENTS RESERVE	CalPERS RETIREMENT RESERVE*	DISASTER RECOVERY RESERVE*
	#1	#2	#3	#4
FUNDING PURPOSE	To provide sufficient working capital to cover annual operating expenses and cash flow needs, should typical operating funds not be available during the fiscal year	To provide adequate funding A) to support both treatment plants' operation and conveyance systems, B) to fund debt payments of financed capital projects, C) to finance capital projects as listed in the District's budgeted CIP Plan, and D) to reserve funds for future plant +/- or systemic sewer line renovations E) 2012 Main Plant Rehabilitation (MPR) Bond Service	To provide sufficient annual funding of CalPERS potential losses, as described in the CalPERS' Annual Actuarial Valuation Reports under the Miscellaneous Plan's Share of Pool's Investments, Assets & Non-Assets	To provide a level of emergency capital for disaster recovery efforts until long-term financing is established
CURRENT BALANCE	\$400,923* Current Operating Belvedere Reserve Fund Working Belvedere Ops Fund: \$3,497,700*	Belvedere: \$2,057,241* Current Capital & Capital Reserve Balance	\$254,615*	\$356,250*
TARGET BALANCE	Belvedere: \$890,625***	Belvedere: \$5,343,750***	Belvedere: \$356,250***	Belvedere: \$356,250***
PROPOSED ANNUAL FUNDING	(\$2,319,967*) 5% of Sewer Service Charges 5% of Sewer Service Charges ≈ \$116,000*	TBD per Annum	3.5% of SD5's Share of CalPERS' Market Value Assets (\$8.95M) FY18-19 ≈ \$313,250*** Belvedere's FY20-21 CalPERS Trust: \$111,600**	N/A
FUNDING PROCESS	≈5% of revenues received for sewer service charges (based on annual flow rates) is to be funded each Fiscal Year, until target balance is achieved; no add'l funding required thereafter. If reserve subsequently dips below target balance, funding is to be reinstated.	Based on Capital needs per annum. Sewer service charges, property taxes and other capital-related funds received to be assessed semi-annually and apportioned as needed, based on annual projects; any remaining funds will be reserved for long-term capital needs. (see Funding Purpose above, Items C & D)	3.5% of SD5 Plan's Share of the CalPERS Pool's Market Value Asset is to be funded each Fiscal Year, until target balance is achieved; no add'l funding required thereafter. If reserve subsequently dips below target balance, funding is to be reinstated.	To be funded one time only, from current Capital Reserve Account. No additional funding required, once target balance is achieved. If reserve subsequently dips below target balance, funding to be reinstated.
AUTHORITY REQUIRED FOR FUNDING & WITHDRAWALS	District Manager is authorized to make withdrawals as necessary, to cover operating shortfalls, as set forth and approved in this Reserve Policy. All other transfers to be presented for review by the Finance Committee, recommended to and approved by the Board prior to withdrawal.	District Manager is authorized to make monthly withdrawals for debt payments and capital improvement projects underway, upon review by the Finance Committee, as set forth in this Reserve policy. All other transfers to be presented for review by the Finance Committee, recommended to and approved by the Board prior to withdrawal.	District Manager is authorized to make withdrawals for payments to CalPERS for unfunded liabilities. All other transfers to be presented for review by the Finance Committee, recommended to and approved by the Board prior to withdrawal.	All withdrawals and transfers to be presented for review by the Finance Committee and recommended to the Board for approval.

* Balances based on SD5 Balance Sheet, as of 4.15.2020

*** Target Balances, Disaster Recovery & CalPERS Retirement Splits are based on SD5's Historical split: Belvedere @ 35.625% ; Tiburon @ 64.375%

**EXHIBIT B: TIBURON/PARADISE COVE
SD5 RESERVE POLICY
RESOLUTION NO. 2020-03
June 18, 2020**

	OPERATING RESERVE*	CAPITAL IMPROVEMENTS RESERVE	CalPERS RETIREMENT RESERVE*	DISASTER RECOVERY RESERVE*
FUNDING ORDER	#1	#2	#3	#4
FUNDING PURPOSE	To provide sufficient working capital to cover annual operating expenses and cash flow needs, should typical operating funds not be available during the fiscal year	To provide adequate funding A) to support both treatment plants' operation and conveyance systems, B) to fund debt payments of financed capital projects (MPR), C) to finance capital projects as listed in the District's budgeted CIP Plan, and D) to reserve funds for future plant +/- or systemic sewer line renovations	To provide sufficient annual funding of CalPERS potential losses, as described in the CalPERS' Annual Actuarial Valuation Reports under the Miscellaneous Plan's Share of Pool's Investments, Assets & Non-Assets	To provide a level of emergency capital for disaster recovery efforts until long-term financing is established
CURRENT BALANCE	\$548,730* Current Operating Tiburon Reserve Fund Working Tiburon Ops Fund: \$1,878,730*	Tiburon: \$3,656,193* Current Capital & Capital Reserve Balance	\$460,090*	\$643,750*
TARGET BALANCE	Tiburon: \$1,609,375***	Tiburon: \$9,656,250***	Tiburon: 643,750***	Tiburon: \$643,750***
PROPOSED ANNUAL FUNDING	(\$2,703,943) 5% of Sewer Service Charges 5% of Sewer Service Charges ≈\$135,200**	TBD per Annum	3.5% of SD5's Share of CalPERS' Market Value Assets (\$8.95M) FY18-19 ≈ \$313,250*** Tiburon's FY20-21 CalPERS Trust: \$201,650**	N/A
FUNDING PROCESS	≈5% of revenues received for sewer service charges (based on annual flow rates) is to be funded each Fiscal Year, until target balance is achieved; no add'l funding required thereafter. If reserve subsequently dips below target balance, funding is to be reinstated.	Based on Capital needs per annum. Sewer service charges, property taxes and other capital-related funds received to be assessed semi-annually and apportioned as needed, based on annual projects; any remaining funds will be reserved for long-term capital needs. (see Funding Purpose above, Items C & D)	3.5% of SD5 Plan's Share of the CalPERS Pool's Market Value Asset is to be funded each Fiscal Year, until target balance is achieved; no add'l funding required thereafter. If reserve subsequently dips below target balance, funding is to be reinstated.	To be funded one time only, from current Capital Reserve Account. No additional funding required, once target balance is achieved. If reserve subsequently dips below target balance, funding is to be reinstated.
AUTHORITY REQUIRED FOR FUNDING & WITHDRAWALS	District Manager is authorized to make withdrawals as necessary, to cover operating shortfalls, as set forth and approved in this Reserve Policy. All other transfers to be presented for review by the Finance Committee, recommended to and approved by the Board prior to withdrawal.	District Manager is authorized to make monthly withdrawals for debt payments and capital improvement projects underway, upon review by the Finance Committee, as set forth in this Reserve policy. All other transfers to be presented for review by the Finance Committee, recommended to and approved by the Board prior to withdrawal.	District Manager is authorized to make withdrawals for payments to CalPERS for unfunded liabilities. All other transfers to be presented for review by the Finance Committee, recommended to and approved by the Board prior to withdrawal.	All withdrawals and transfers to be presented for review by the Finance Committee and recommended to the Board for approval.

* Balances based on SD5 Balance Sheet, as of 4.15.2020

*** Target Balances, Disaster Recovery & CalPERS Retirement Splits are based on SD5's Historical split: Belvedere @ 35.625% ; Tiburon @ 64.375%

**SANITARY DISTRICT NO. 5
OF MARIN COUNTY**

STRATEGIC PLAN

JUNE, 2019



BOARD OF DIRECTORS:

Tod Moody, President

John Carapiet, Vice President

Michael Lasky, Secretary

Catherine Benediktsson, Director

Richard Snyder, Director

DISTRICT MANAGER:

Tony Rubio

Sanitary District No.5 of Marin County

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1. Introduction, History and Overview

Sanitary District No.5 of Marin County was formed in 1922 primarily as a refuse district. In the 1960's a primary treatment plant was constructed at its current location at 2001 Paradise Drive. In the 1980's the District added on a secondary treatment portion to the plant to comply with new local and federal standards of the 1972 Clean Water Act. During that period state and federal grant funding was available for those upgrades which the District took advantage of. Also during the 1980's upgrade the Main Plant treatment facility was designed with a new commonly shared out fall into the SF Bay. The District shares an outfall with SASM (Sewerage Agency of Southern Marin) The District is also responsible for dechlorinating SASM's effluent prior to discharge into the receiving waters of the state of California. In the mid 1980's, a smaller, secondary treatment package plant was constructed on the eastern side of the Tiburon peninsula to serve the unincorporated area of Tiburon, known as the Paradise Cove plant. The District was able to get about 30+ years out of both plants before they were due for major upgrades and were upgraded to improve efficiencies and reliability.

In 2005 the City of Belvedere sewage collection system was annexed to the District. When this task was completed, a new sewer rate had to be established for the City of Belvedere residents, as it was treated as a separate zone per the annexation agreement with Belvedere. In that annexation agreement, the City of Belvedere negotiated keeping the sewer service revenue portion of the property tax, thus the higher rates in the City of Belvedere currently. As of 2018 the Belvedere zone sewer service fee charge is \$1985 per EDU compared to \$1034 per EDU in the Tiburon zone. Prior to annexation into Sanitary District No.5 of Marin County, an investigation of the entire sewer collection was performed by Harris & Associates to assist the District in determining the condition of the collection system and the required repairs that would be needed in the future. A similar study was also performed for the collection system owned by the District for the Tiburon zone. Those studies assisted in determining the rates that are in place today.

In 2009, the smaller Paradise Cove plant was upgraded and enlarged to accommodate a growing population on the eastern Tiburon peninsula. Treatment plant capacity went from 20,000 gallons per day up to 40,000 gallons per day, with a peak flow max of 100,000 gallons per day. In conjunction with the treatment plant upgrades, the Seafirth Estates subdivision constructed 2 pump stations to serve the residents in that area, in order for them (Seafirth Estates) to cease operation of the Seafirth Estates RBC (Rotating Biological Contactor) plant that had reached its useful life. Both pump stations were turned over to the District for ownership and operation after a year of successful operation. In 2018 the District worked with San Francisco State Romberg Center in successfully negotiating an outside sewer service agreement which allowed the university to decommission several septic tanks serving the property and allowed for the construction of a new pump station that the university owns and operates to pump into the Districts publicly available sewer system located on Paradise Drive (Vogt Extension Line). SFSU Romberg began service on January 1, 2019.

In 2014 the District invested \$12 million dollars to upgrade and enhance the Main Treatment plant, which serves the City of Belvedere and the residents eastward of Gilmartin Drive in the Town of Tiburon. The electrical system of the plant was upgraded with a more reliable up-to-date system, major treatment plant equipment was replaced with newer, more energy-efficient equipment, and additional wet weather storage was configured into the project using the existing facilities.

The District has a total of 24 pump stations in its service area and 153,120 lateral feet (29 miles) of gravity sewer lines that range in size from 6'' to 24'' and a total of 26,400 lateral feet (5 miles) of pressure force main. The District is governed by a 5-member Board of Directors, while the day- to-day management is the responsibility of the District Manager, and his or her staff of 9 employees. Many Districts have different priorities, goals and challenges that face them day-to-day and in the future. That is why this District seeks to layout its priorities, address its concerns and prioritize its future challenges with the creation of this strategic plan. This planning would also assist future Board Members and District Managers with staying on-course in

providing the best, safest, and most reliable collection conveyance and treatment of sewage for the Tiburon/Belvedere peninsula residents. The strategic plan shall reflect the direction, insight, and expertise of the Board Members and its District Staff and shall provide for the overall strategic direction of the District.



1920's era –Tiburon Peninsula- Location of future Waste Water Treatment Plant



1960's era- Tiburon Peninsula – Wastewater Treatment Plant in service- Primary Treatment only



1980's era- Tiburon Peninsula- Secondary Treatment additions to Wastewater Treatment Plant



2014 – Tiburon Peninsula –Main Plant Rehabilitation at Wastewater Treatment Plant



1980's era Unincorporated East Tiburon -Paradise Cove Wastewater Treatment Plant



2010 Unincorporated East Tiburon- Upgraded Paradise Cove Wastewater Treatment Plant

2. Mission Statement and Values

Mission Statement

Sanitary District No.5 of Marin County is a special district dedicated to the protection of public health and the environment through effective and economical collection, conveyance, treatment and disposal of wastewater that meets or exceeds all local, state, and federal regulations.

SD5 Values

Sanitary District No.5 of Marin County Board Members and Staff operate under a set of core values in respect to all District Functions. That set of values include:

- Public Health & Sanitation
- Excellent Customer Service
- Fiscal Responsibility
- Public Transparency
- Work Place Safety
- Effective/Reliable Long Term Capital, Operation, Maintenance, Fiscal Planning
- Valued Work Force
- Effective Communication and Decision Making
- Environmental Stewardship

3. Accomplishments

SD5 Accomplishments

A generalized list of recent accomplishments:

Main Treatment Plant:

- Invested \$12 Million dollars and rehabilitated the Main Treatment Plant: this was a 2-year project, which improved treatment plant efficiencies and reliability
- Updated the Sewer Use Ordinance to include sewer lateral inspection and repair mechanism to reduce I&I from the collection system
- Began pump station controls replacement program: 11 of 22 pump stations now have new standardized control panels –Panels have been raised per sea level report study
- 15,500 Linear feet of pipe have been replaced/rehabilitated since 2006
- Completed the Point Tiburon Sewer Line acquisition (a 30+yr dispute/unresolved item)
- Completed the Mar West Phase 1 and Phase 2 Pump Station Upgrade - \$1.5 Million Invested to this site.
- Completed a LED lighting upgrade as part of our continued efforts to conserve energy & keep costs down

Paradise Cove Plant:

- Acceptance of the Seafirth Estates subdivision pump stations: allowed for the decommissioning of Seafirth Estates' Rotating Biological Contactor (RBC) treatment plant
- Acceptance of the Paradise Drive Sewer Line Extension (PDSLE) Line Sewer line: allowed sewer service connections for 52 homes allowing people to decommission septic systems in the unincorporated area of Tiburon an connecting to the public sewer
- Acceptance of Vogt sewer line extension at Paradise Cove which will allow for an additional 12 connections and the connection of the Romberg Tiburon Center
- Established an Outside Sewer Service Agreement with SFSU Romberg Center for Sewer Service
- Paradise Cove Treatment Plant upgrade and installation of new discharge pipe and diffuser: treatment plant capacity doubled and treatment efficiency improvement

Finance & HR:

- Major work on the District's Finances and Capital Improvement Program in FY2009/2010: this led to difficult decisions to increase sewer rates for the prolonged safety and compliance of both treatment plants and its collection system. Prior to 2005, the sewer rates had not been raised in 20+ years
- Made the difficult decisions to cut benefits for new hires, in part of the 2012 Employee Negotiations: this established a lower tier for transferring Classic Members as a result of higher CalPERS pension obligations
- Began funding a California Employee Retirement Benefit Trust (CERBT) for Other Post-Employment Benefits (OPEB) in 2011
- Paid off CalPERS side fund and SD5's unfunded accrued liability, through 2017
- Updated the SD5 Connection Fee Schedule
- Created a District wide succession plan
- Created new Financial Policy & Procedure Manual
- Updated the SD5 Reserve Policy and created a new CalPERS Reserve Trust in order to fund future CalPERS' inability to obtain target returns in their investment strategies

4. Current Conditions, Future Challenges & Opportunities

Current Conditions:

The District overall income is around \$6 million dollars. Total operations and maintenance costs, which includes salary, is averaging around \$3 million dollars (not including CalPERS unfunded liabilities) with about 3% inflation each year. Currently, Capital Expenditures run anywhere between \$1.5 - \$2.5 million dollars yearly including debt service. The Districts net operating/capital income varies between \$500k-\$1 million dollars each year. That is the current overall trend of the District finances as of 2017. Please note that both treatment plants recently were improved so the need for costly capital expenditures at both of these facilities will mostly likely not occur for another 4-9 years.

The current National Pollutant Discharge Elimination System (NPDES) permits, for both facilities, have been in compliance year-in and year-out with our current standard of treatment and configuration of both facilities. Labor, Electricity, and Chemicals are the costliest items for operating and maintaining both facilities. The District has done everything possible to reduce those costs, such as installing automated Supervisory Control and Data Acquisition (SCADA) software for improved reliability and to keep labor costs down, installing new energy-efficient equipment (blowers) & completing a LED lighting upgrade throughout the plant to reduce PG&E costs; and performing annual competitive bidding on chemical purchasing contracts to ensure we get the lowest price from the most competitive suppliers.

In 2013, CalPERS enacted new retirement formulas for new-hire employees into the CalPERS' retirement system (Public Employees' Pension Reform Act - PEPR), which keeps our employee overhead costs down. Currently the District has 5 employees under the Classic Member formula of 2.7% @ 55 formula, and 4 employees under the PEPR formula of 2.0% @ 62. The District has paid its CalPERS pension liabilities up through fiscal year 2016. The Districts OPEB Other Post-Employment Benefits (retiree health) is around 40% funded as of 2017. The District currently has 6 retirees receiving OPEB. The Board of Directors receive compensation of \$100 for attendance at each Board Meeting; no other benefits are granted to the Board of Directors.

Capital Improvement wise, the Districts main function is to provide high quality collection, conveyance, treatment and disposal of the wastewater in this service area. A main priority currently for the District is the rehabilitation of the districts collection system – an ongoing 10 year Capital Improvement Program (CIP) is in place to replace/rehabilitate the collection system based on video reports conducted in 2006 and 2011. Also, the District is currently under way with a project standardizing the control panels at the 24 pump stations, servicing the areas and raising them per the Marin BayWAVE Marin Bay Waterfront Adaptation Vulnerability Evaluation

The District when feasible participates in regional programs/partnerships for the benefit of rate payers and the overall enhancement of services in Marin. Some examples include, mutual aid services agreements which allows the District to call on other sewer agencies that participate in the group for assistance with equipment/staffing in times of need, the Marin County Public Education Group, which collaborates with other agencies in the Districts efforts to inform the rate payers and the general public about pollution prevention, and monthly general manager meetings with the managers of the 5 other Treatment plant agencies in Marin to share ideas and assist one another on critical issues facing the agency or the wastewater community.

Future Challenges and Opportunities:

The District has several challenges in the near and far future. Some of those items include:

Wastewater Treatment System:

- Possible Nutrient limits in National Pollutant Discharge Elimination System (NPDES) permits - requiring expensive upgrades to facilities
- Possible Toxicity Limits in NPDES permit- requiring expensive upgrades to facilities
- More stringent requirements from the Bay Area Air Quality Management District (BAAQMD) -New Sources-Emergency Generators and Portable Pumps must comply with new standards
- Increased electrical costs due to provider raising rates
- Treatment Plant Upgrades in 2040
- Opportunities to enhance collaboration with neighboring agencies on larger items like laboratory service and safety training services

Customer Service:

- Improved web site for ease of customer use
- Development of quarterly newsletter -increased awareness of district activities and accomplishments for customers- for website
- Additional Staff time for permits and Inspections as identified in the recently approved succession plan
- Additional Ark Newspaper Articles

HR and Employee Development:

- Encourage staff to cross train in Operations and Maintenance
- Enhance SR WWTP Maintenance/Collection System Tech Position to a Supervisor to assist in the day to day organization of maintenance and long range planning and responsibility in keeping up to date records- responsible for WDR's (waste discharge requirements) for Main Plant and Paradise Cove (LRO Legally Responsible Official Requirement)-as identified in the recently approved succession plan
- Enhance SR WWTP Operator Position to a Supervisor position to assist in the day-to-day organization of operations and long range planning (Chief Plant Operator) responsible for Main Plant and Paradise Cove permits (designated operator in charge)- as identified in the recently approved succession plan

Renewable Energies and Continued Energy Reduction:

- Investigate all possible paths to energy savings
- Investigate pumping plan development for pumping during off hours and or reducing the start & stops

Organization, Budget and Finance:

- Sewer Rate Sustainability
- CalPERS Pension Sustainability
- Other Post Employee Benefits (OPEB) Sustainability
- Complete scanning project
- Clean up and organize current District administrative database
- Create standards and file storage location, and file storage paths for staff to save work that all staff need access to

Organization, Budget and Finance (Cont'd):

- Connection Fee Rates
- Contracted Services
- Sewer Rate Study- Last sewer rate survey completed in 2010

Facilities and Operations:

- Rebuild the maintenance shop and create 2nd floor for an overall operations/maintenance building.
- Review of Emergency Planning/Preparedness: Boat access to treatment plant sites, and Vector truck availability, and bypass pumping review
- Planning for future Treatment Plant Rehabilitation or Relocation Options
- Office Upgrades – Limited Space
- Complete a Collection System Master Plan in conjunction with Sewer Rate Study- Last full scale sewer system evaluation completed in 2006

5. SD5 Goals

The SD5 Strategic Plan is organized according to six major goals which assumes Financial Stability as the overall goal:

- **Goal One: *Protecting Public Health and Employee Safety***
- **Goal Two: *Infrastructure Reliability***
- **Goal Three: *Fiscal Accountability***
- **Goal Four: *Operational Capability***
- **Goal Five: *Employee Development***
- **Goal Six: *Resource Recovery/Energy Sustainability***

The Goal areas represent Board members overall top priorities. Within each Goal area, Board Members identified their top priorities and programs which are summarized on the following pages.

Goal One: *Protecting Public Health and Employee Safety.*

The Districts main purpose for existing is for the sole purpose of protecting public health through safe and efficient collection, conveyance, treatment, and disposal of wastewater generated in the Districts service area, and to ensure a safe working environment for all staff.

The SD5 Board established the following key objectives:

- Maintain Adequate Staffing and Training of Staff
- Strive to eliminate all SSO's
- Compliance with National Pollutant Discharge Elimination System (NPDES) and Bay Area Air Quality Management Board (BAAQMD) permit requirements
- Maintain Robust safety
- Proactive with our Maintenance Activities

Goal Two: Infrastructure Reliability

In order to protect public health, the Districts infrastructure reliability goes a long way in achieving that primary purpose. Good, sound planning and management of the District's facilities must be in order, while preventive maintenance must also be a top priority.

The SD5 Board established the following key objectives:

- Maintain and evaluate the on-going 10-year Capital Improvement Plan annually
- Maintain a comprehensive CMMS system for tracking and forecasting of future Capital work and to maintain current equipment in service
- Clean 25% of SD5's sewer line each year
- Develop Emergency Plan for abandoned emergency outfall line at the Main Plant
- Review Emergency Plan for plant-access during non-access situations (road closures, etc.)

Goal Three: Fiscal Accountability

To maintain a well-operating and functional District, we must be conscious of its financial obligations, by budgeting accurately and managing the operations of the District fittingly in order to maintain financial stability.

The SD5 Board established the following key objectives:

- Ensure sewer rates are adequate for operation of the District
- Review CalPERS unfunded liabilities annually
- Ensure Achievable CIP Plan is in-line with current level of funding
- Review Sewer Rates (2020-2021)
- Ensure Adequate Sewer Reserves in-line with Reserve Policy
- Review California Employee Retirement Benefit Trust (CERBT) Trust Funding
- Evaluate & Apply for Grant Funding when applicable
- Review MOU obligations regarding Classic and PEPRA and keeping pensions costs down

Goal Four: Operational Capability

Evaluation of operational strategies to ensure satisfactory collection, conveyance and treatment for possible reductions in operational costs.

The SD5 Board established the following key objectives:

- National Pollutant Discharge Elimination System (NPDES) , Occupational Safety and Health Administration (OSHA), and Bay Area Air Quality Management District (BAAQMD) Compliance
- Reduce Inflow and Infiltration (I&I)
- Reclaim Water Program Review for use in sewer cleaning activities
- Maintain good partnership with Sanitary Agency of Southern Marin SASM
- Continue Collaboration, with MASS Group Marin Association of Sanitary Sewers group
- Evaluate Grit Removal System at Paradise Cove Plant
- Review I.T. Information Technology Strategic Plan

Goal Five: Employee Development

A well trained and hard-working staff leads to operational success, and a safe and fun work environment. In order to maintain that type of culture and work space, employee development plays a key role.

The SD5 Board established the following key objectives:

- Create new WWTP Operations Superintendent Position
- Create new WWTP Maintenance & Collection System Superintendent Position
- Create new Permit/Administration Assistant Position
- Maintain Adequate Staffing levels
- Continue Cross training activities
- Review Staff - Bi-annual Performance Evaluations
- Maintain and update succession plan as necessary

Goal Six: Resource Recovery and Energy Reduction

With the operation of two wastewater treatment plants, the District collects, treats, and disposes tons of organic matter each year. That organic matter, which is eliminated during the treatment process, requires a lot of energy to remove it. It also generates energy in the form of methane gas, during the treatment process, which is currently used for heating purposes. Other forms of re-use exist and should be explored. The disposal of bio-solids is becoming increasingly difficult with new regulations and the restrictions of landfills. A comprehensive plan for disposal should be a key objective.

The SD5 Board established the following key objectives:

- Develop Bio-Solids Master Plan
- Develop Energy Saving Master Plan
- Seek Economical Go Green options/projects

6. Strategic Plan Review and Monitoring

Board members and staff agree that the strategic plan should be reviewed annually, in conjunction with the budget, making review process. Annual reports shall be prepared by SD5 staff for presentation to the Board Members in order to explore top priorities in more depth, as needed or requested by the Board.