

**A WAY TO THE
FUTURE**

FIVE-YEAR STRATEGIC PLAN

**2020-2025
COSTA MESA
SANITARY DISTRICT**



OUR VISION

*LEADING A
COMMUNITY
THAT IS FREE
FROM SOLID
WASTE AND
WASTEWATER
POLLUTION*





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BOARD OF DIRECTORS



FROM LEFT TO RIGHT: DIRECTOR MICHAEL SCHEAFER, VICE PRESIDENT ROBERT OOTEN, DIRECTOR ARTHUR PERRY, SECRETARY ARLENE SCHAFER, PRESIDENT JAMES FERRYMAN



DISTRICT STAFF



**BACK: TANISHA TINGLING, BRIAN PRENGER, JOSE GOMEZ, DYANA BOJARSKI, BAO VONG,
SCOTT CARROLL, GINA TERRANEO**

MIDDLE: ED ROBERTS, ALEX ARREOLA, NABILA GUZMAN, STEVE CANO, DAVID GRIFFIN

FRONT: ANGELA COLUNGA, KAITLIN TRAN, NOELANI MIDDENWAY, JOEL ORTIZ



INTRODUCTION

The billionaire founder of one of the world's largest semiconductor facilities, Morris Chang, once said, "Without strategy, execution is aimless. Without execution, strategy is useless." This statement emphasizes the critical reality that strategy drives the best path to achieving the desired results of an organization.

For the past ten years, the Costa Mesa Sanitary District has created and implemented two strategic plans that focused on executing long-term strategies as a roadmap for success. While the District has made significant progress on achieving our desired results, we understand strategic planning as an *"Infinite Game"* where there is no defined endpoint to the vision we are working towards. That is because this vision is an idealized portrait of what we want our community to look like when our grandchildren reach adulthood. We want to inspire others to join the District in the pursuit of this vision because they believe in the cause and will sacrifice their individual interests for its advancement.

After numerous meetings between the District's staff, the Citizens Advisory Committee, the Board of Directors and the public, we have adopted our latest vision, *"Leading a community that is free from solid waste and wastewater pollution."* Solid waste and wastewater, if not properly managed, can devastate the environment and threaten public health. Therefore, we strongly believe in being a leader in the sanitation industry to ensure that we are protecting our community through the use of Best Management Practices to manage solid waste and wastewater collection.

To fulfill our vision, District staff and stakeholders created the 2020-2025 Strategic Plan. Through this collaborative process, the District has adopted explicit strategies for the organization's main objectives. Unlike prior plans, the 2020-2025 Strategic Plan holds District departments to a higher degree of accountability for achieving its full value. We believe the Plan will keep us on the path of continued success.



RECOGNITION

The District thanks the following people and recognizes them for their valuable contributions to creating the 2020-2025 Strategic Plan, "A Way to the Future."

BOARD OF DIRECTORS

James Ferryman, President
Robert Ooten, Vice President
Arlene Schafer, Secretary
Michael Scheafer, Director
Arthur Perry, Director

CITIZENS ADVISORY COMMITTEE

Mike Carey, Chair
Elodie Katz, Vice Chair
Daniel Baume
Dickie Fernandez
Monte Fields
Judith Gielow
Seth Greiner
Sue Lester
Phil Marsh
Andrew Nielson
Judith Takaya

GENERAL PUBLIC

Jim Mosher, District resident

DISTRICT STAFF

Scott Carroll, General Manager
Noelani Middenway, District Clerk/PIO
Kaitlin Tran, Finance Manager
Steve Cano, Wastewater Maintenance Superintendent
Dyana Bojarski, Administrative Services Manager
Gina Terraneo, Management Analyst II
Nabila Guzman, Management Analyst I
Lieu Tran, Accountant
Bao Vong, Engineering Technician
Tanisha Tingling, Administrative Assistant
Angela Colunga, Office Specialist
David Griffin, Facilities Maintenance Assistant
Tony Gomez, SCADA Technician/Industrial Electrician
Joel Ortiz, Wastewater Maintenance Worker III
Alex Arreloa, Wastewater Maintenance Worker II
Jesse Blakely, Wastewater Maintenance Worker II



CMSD HISTORY

BRIEF HISTORY OF THE COSTA MESA SANITARY DISTRICT

In the early 1940s, prior to the incorporation of the City of Costa Mesa in 1953, Costa Mesa community members were disposing their trash in a landfill owned and operated by the City of Newport Beach. As the landfill began nearing capacity, only Newport Beach residents were permitted to use the disposal site. Concerned for their community's health and safety, members of the Costa Mesa community filed a petition with the Orange County Board of Supervisors on June 22, 1943 for the formation of the Costa Mesa Sanitary District under the provisions of California's Health and Safety Code.

The Board of Supervisors appointed J.A. Woolley as the registered civil engineer to draft the proposed boundaries of the District. On December 21, 1943, the Board of Supervisors approved the District's boundaries and ordered special elections to be held on February 8, 1944 to officially determine the formation of the District and for the election of a five-member Board to govern the District.

ELECTION RESULTS

On February 8, 1944, community members voted on the proposition of whether the Costa Mesa Sanitary District should be organized or not. 616 votes were cast. The results were as follows:

- 471 votes in favor of organizing the Costa Mesa Sanitary District
- 145 votes against organizing the Costa Mesa Sanitary District

In addition, community members voted for their new Board of Directors. The following individuals were the District's first Board of Directors:

- Otto M. Dodd
- William E. Lord
- Claire M. Nelson
- H. Paul Norman
- Charles W. Tewinkle



On February 11, 1944, the Board of Supervisors adopted a resolution that officially formalized the Costa Mesa Sanitary District. The District's Board of Directors appointed Charles W. Tewinkle as their first President.

DISTRICT'S FIRST ORDER OF BUSINESS

The District purchased 2.5 acres of property on West 19th Street for a dump site. A few years later, trash and debris were removed from the dump site to allow for new construction. By this time, World War II had ended and the Army was allowing communities to use their disposal site on Bristol Street near Newport Boulevard. The Costa Mesa Sanitary District no longer needed the property on West 19th Street and began using the Army's site as its legal disposal facility.

DISTRICT EXPANDS ITS SERVICES

In the 1940s, Costa Mesa did not have a sewer system. The community had cesspools and septic tanks for containing sewage. Under the Sanitary District Act of 1923, the District could expand its operations to include owning and maintaining a sewer system. In 1944, the first Board of Directors ordered the District to draw plans for a sewer system. After receiving an \$18,000 federal grant, the District hired the firm Bulot & Dondro to perform the planning and engineering and to coordinate with the County of Orange and other local communities which were planning similar projects.

Due to World War II, there was a shortage of cast iron sewer pipe. Once the war ended, the Board of Directors voted for the issuance of bonds to fund Costa Mesa's first sewer system. By 1953, the District had its first, operational sewer system completed.

PARTNERSHIP WITH THE CITY OF COSTA MESA

In 1955, the City and the District entered into a partnership whereby the District would operate and manage the sewer system and residential solid waste disposal operations. This arrangement lasted until 2004, when the District went its separate way and hired its own employees, acquired equipment and established its headquarters at 628 W. 19th Street. To this day, the District and the City have maintained a strong partnership for collaboration and shared services.



2015 - 2020

In 2015, the District became the first public agency in Southern California to implement a residential curbside organics recycling program where green waste and food scraps are converted into Renewable Natural Gas (RNG). The resulting RNG is used to power the refuse trucks that service the District, which produce zero carbon emissions. In 2016, the District relocated its headquarters to 290 Paularino Avenue to accommodate the organization's growth and to host special events like the Citizens Environmental Protection Academy, State of the District, and the District's 75th Anniversary. In 2018, the District created the Citizens Advisory Committee, an eleven-member committee of District residents appointed by the Board of Directors to help advise and make recommendations on District policies and programs. In 2019, the District completed the expansion of the Corporate Yard, which enabled its wastewater operations to centralize its emergency equipment to improve emergency response times. In 2020, the District renamed the Corporate Yard to the Robin Hamers Yard to honor the passing of long-time District Engineer, Robin Hamers.



COPORATE YARD

In 2010, the District completed the construction of its Corporate Yard. The 5,300 square foot facility was designed and built using strategies aimed at improving the environment: energy savings, water efficiency, CO2 emissions reduction, improved environmental quality and stewardship of resources and sensitivity to their impacts. The Corporate Yard received "Platinum" recognition for Leadership in Energy and Environmental Design (LEED) from the U.S. Green Building Council, which is the highest recognition bestowed by the organization.

OUR MISSION

*TO PROTECT
PUBLIC HEALTH
AND THE
ENVIRONMENT
FOR CURRENT
AND FUTURE
GENERATIONS*



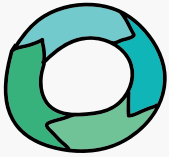
CORE VALUES



Balance: We value a healthy work and life balance.



Dedication: We provide services in a manner that is competent, courteous and responsive.



Fiduciary Responsibility: We provide the highest quality of service at fair, equitable and competitive rates.



Integrity: We act ethically and honestly.



Professional Development: We are continuously learning best practices and implementing advanced technology.



Respect: We treat customers, employees and the general public with mutual respect, sensitivity and empathy.

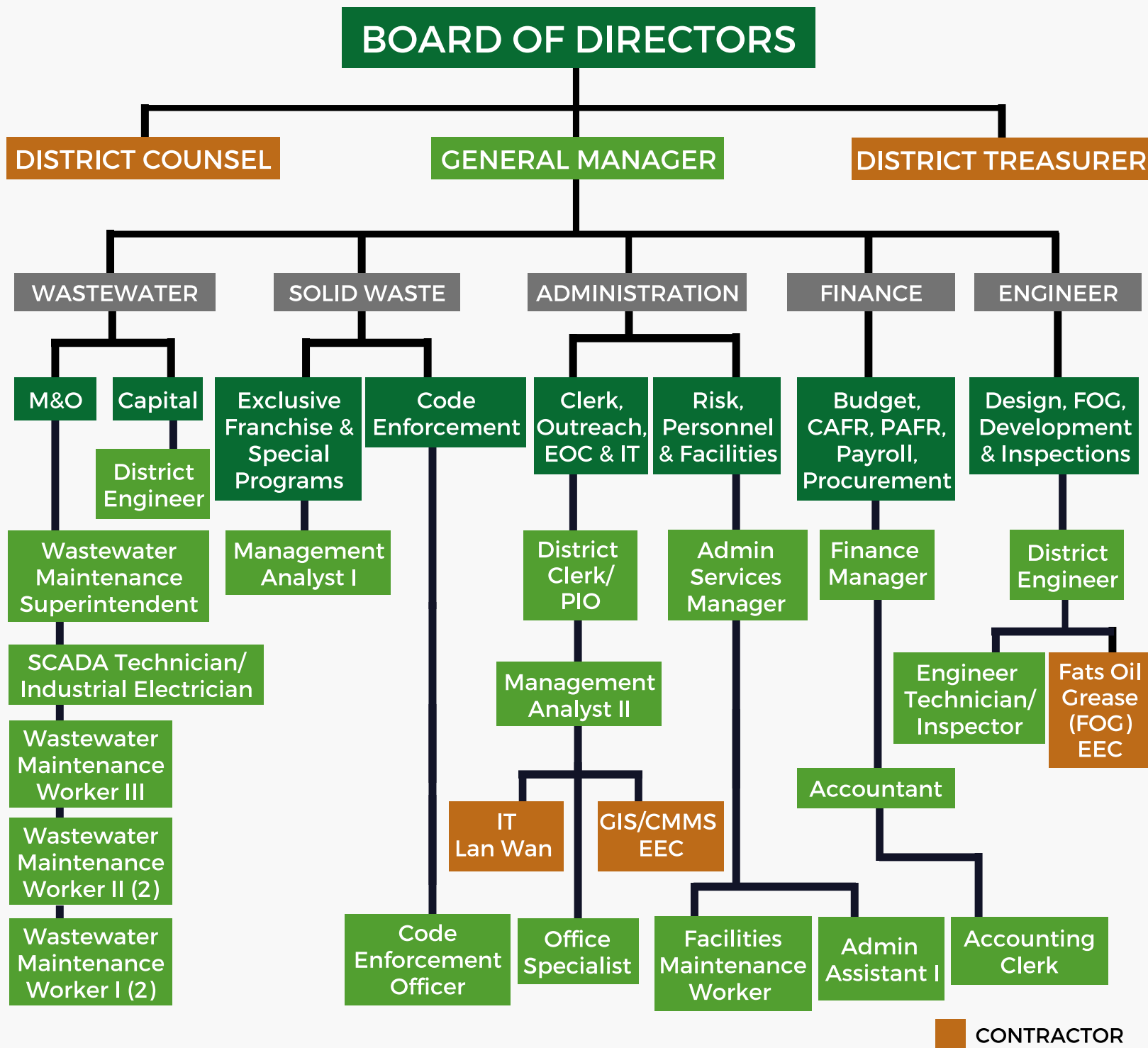


Teamwork: We support, trust, value and empower our colleagues.



Transparency: We believe in an open government where information and documents are easily accessible to the public.

ORGANIZATION CHART



STRATEGIC ELEMENTS

**SEWER
INFRASTRUCTURE**

**SOLID
WASTE**

**EMERGENCY
PREPAREDNESS**

PARTNERSHIPS

**COMMUNITY
OUTREACH &
COMMUNICATIONS**

**ADMINISTRATIVE
MANAGEMENT**

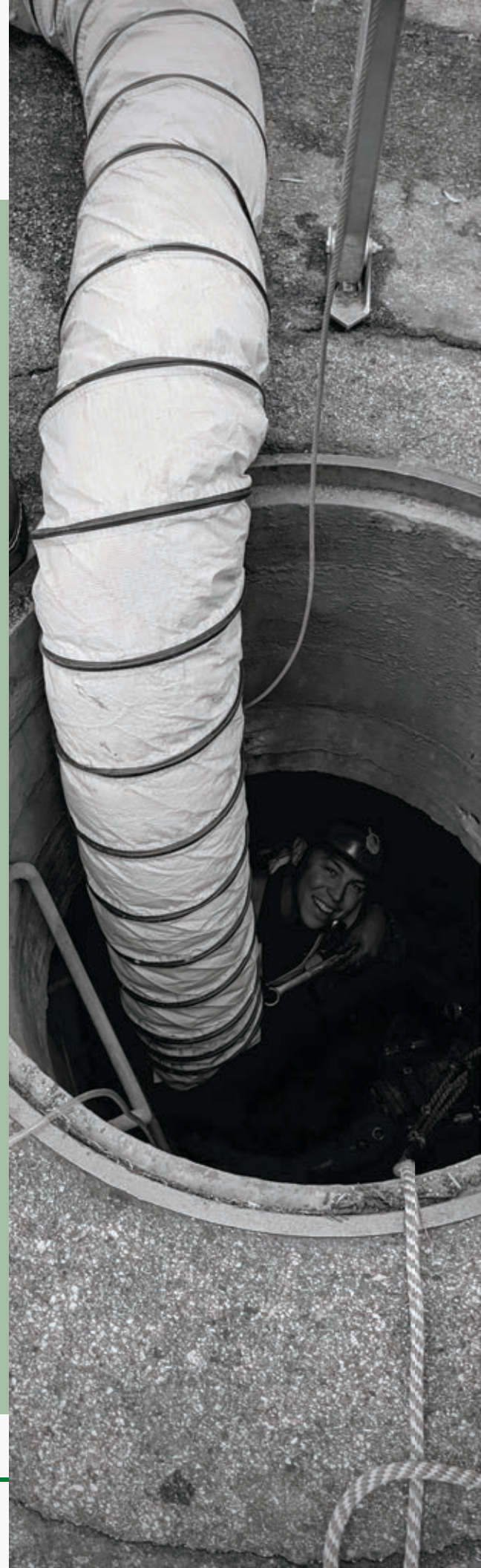
**HUMAN
RESOURCES
MANAGEMENT**

FINANCE



SEWER INFRASTRUCTURE

*OBJECTIVE: TO
MAINTAIN AN
OPTIMAL
WASTEWATER
COLLECTION
SYSTEM.*



STRATEGIES & ACTION PLANS

SEWER INFRASTRUCTURE

1.1 Prevent Sanitary Sewer Overflows (SSOs) - The goal of the District is to have zero SSOs every year.

1. Adhere to the Sewer System Management Plan (SSMP) and Sewer Master Plan and make revisions when necessary

Completion Time:

1. On-going

Performed by:

1. Wastewater

1.2 Clean the District's entire mainline system - Cleaning the mainline system on a regular basis prevents SSOs. The District will clean the system by using combination sewer cleaning trucks.

1. Clean the entire sewer system within 18 months

Completion Time:

1. On-going

Performed by:

1. Wastewater

1.3 Maintain the asset management system - The asset management system allows for the budgeting of short and long-term expenses for capital assets. An asset management plan is beneficial when it is necessary to decide whether to replace, renovate or repair sewer infrastructure.

1. Incorporate new composite manholes to be recorded by location with GPS, date of install, depth, etc. into the Computerized Maintenance Management System (CMMS)
2. Incorporate city storm drain maps into the CMMS, so that the wastewater crew can use maps to clean storm drain systems after SSOs
3. Input asset management information into the Geographic Information System (GIS)

Completion Time:

- 1,3. On-going
2. 2023

Performed by:

- 1-3. Environment Engineering Consulting (EEC)

1.4 Audit and update the Sewer System Management Plan (SSMP) - The SSMP is a document that describes the methods the District uses to manage its wastewater collection system effectively. Auditing the Plan is required by State regulators to identify any deficiencies and steps to correct them.

1. Perform internal audits of SSMP every 2 years

Completion Time:

1. On-going

Performed by:

1. Administration

1.5 Perform preventative maintenance at all lift stations - Preventative maintenance assures optimal working conditions and conserves the lifespan of lift stations.

1. Perform annual inspections for all 20 pump stations annually
2. Install reverse phase switches at pump stations during annual inspections
3. Perform preventative maintenance on Godwin backup systems
4. Perform preventative maintenance on mobile and permanent generators

Completion Time:

- 1-4. On-going

Performed by:

- 1-4. Wastewater

STRATEGIES & ACTION PLANS

SEWER INFRASTRUCTURE

1.6 Rehabilitate and/or replace infrastructure before reaching the end of its life cycle - Being proactive prevents infrastructure failures, which cause SSOs.

1. Rehabilitate and/or replace force main lines of pump stations
2. Continue to replace brick manholes
3. Rehabilitate and/or replace ductile iron pipe in sewer system
4. Replace lift station pumps

Completion Time:

- 1, 2, 4. On-going
3. 2022

Performed by:

- 1-3. Engineer
4. Wastewater

1.7 Repair infrastructure after deficiencies have been identified - Being proactive prevents infrastructure failures, which cause SSOs.

1. Replace worn iron manhole rings and covers with new composites and record into CMMS
2. Complete calcium removal project for sewer mains

Completion Time:

1. On-going
2. 2023

Performed by:

1. Wastewater
2. Engineer

1.8 Enforce the District's Fats, Oils & Grease (FOG) Program - FOG is a significant contributor to SSOs. Ensuring food service establishments (FSEs) are utilizing Best Management Practices will prevent SSOs.

1. Conduct inspections of FSEs

Completion Time:

1. On-going

Performed by:

1. EEC

1.9 Clean lift station wet wells to remove grease and control odors - Being proactive prevents grease build-up and public complaints about odors.

1. Clean lift station wet wells as needed to remove grease and control odors

Completion Time:

1. On-going

Performed by:

1. Wastewater

1.10 Monitor inflow after significant weather events - Inflow can cause SSOs. Achieving a rain ingress of less than or equal to 2% will prevent SSOs.

1. Perform dye tests of sewer system to detect possible illegal connections
2. Perform smoke testing of areas with possible illegal connections

Completion Time:

1. On-going
2. 2021

Performed by:

- 1-2. Wastewater

1.11 Closed Circuit Televis (CCTV) pipeline - Using CCTV technology helps determine the condition of pipeline and then allows the District to create a plan to address pipeline deficiencies.

1. CCTV 250,000 feet annually (the third crew will clean for two days, and during the other two days, they will CCTV the cleaned area; switch Wastewater Maintenance Worker with CCTV Operator approximately every month)
2. Incorporate CCTV program Granite XP into CMMS

Completion Time:

1. 12/31/2022
2. 2023

Performed by:

1. Wastewater
2. Wastewater & Administration

STRATEGIES & ACTION PLANS

SEWER INFRASTRUCTURE

1.12 Provide education and training to staff - A well-educated and trained staff will ensure an optimum sewer collection system and a safe workplace culture.

1. Continue monthly safety classes
2. Send wastewater crew to California Water Environment Association (CWEA) events and CWEA Santa Ana River Basin Section (SARBS) events for contact education hours (CEU)
3. Make Tri-state Conference available to staff for CEUs
4. Make CWEA Annual Conference available to staff for CEUs
5. Encourage staff to obtain or renew National Association of Sewer Service Companies (NASSCO) Pipeline Assessment Certification

Completion Time:

- 1-5. On-going

Performed by:

1. Risk Management
- 2-5. Wastewater

1.13 Inventory equipment and replacement parts - Ensuring equipment, parts and supplies are continually available will reduce maintenance downtime because staff will not be waiting for deliveries.

1. Develop inventory for pump station parts, personal protective equipment, sewer tools, fluids, etc. within CMMS
2. Acquire Equipment Vehicle Maintenance Program to track costs and schedule preventative maintenance (PM) for basic inspection terminals on vehicles and inspections for generators (permanent and mobile) and Godwin systems

Completion Time:

1. 2020
2. 2021

Performed by:

1. EEC
2. Wastewater & Administration

1.14 Assess the capacity of the wastewater collection system - A Sewer Master Plan is designed to serve as a roadmap for the District to proactively manage and maintain adequate capacity of the local sanitary sewer system. The primary purpose of this planning document is to evaluate the capacity of the District's existing sewer system under current condition, and plan for the capacity required by future conditions associated with new development projects in the District's service area.

1. Perform hydraulic study
2. Create 2 new work orders that need to be completed on an annual basis before the rainy season starts: 1 work order for plugging manholes only and another work order for plugging and sealing manholes

Completion Time:

1. 2024
2. 2020

Performed by:

1. Engineer
2. EEC

1.15 Plan check designs and perform inspections in accordance with the Standard Plans and Specifications for the Construction of Sanitary Sewers - New CMSD Inspector will perform inspections for public works projects.

1. New Inspector will perform inspections for sewer projects

Completion Time:

1. On-going

Performed by:

1. Inspections

STRATEGIES & ACTION PLANS

SEWER INFRASTRUCTURE

1.16 Make GIS data remotely accessible - Accessibility will allow District staff to operate more efficiently because they will have access to digital maps and work orders on mobile devices

1. Continue providing remote accessibility of GIS data

Completion Time:

1. 2022

Performed by:

1. Wastewater & Administration

1.17 Incentivize residential property owners to maintain private sewer laterals - Maintaining private sewer laterals will reduce private SSOs and prevent District SSOs caused by failed laterals. For instance, pieces of broken lateral pipe can fall into the District mainline and cause an SSO.

1. Continue offering a program to create incentives

Completion Time:

1. 2023

Performed by:

1. Wastewater & Administration



SOLID WASTE

***OBJECTIVE: TO
PROVIDE AN
EFFICIENT SOLID
WASTE COLLECTION
SYSTEM TO REDUCE
WASTE AND
INCREASE
DIVERSION WHILE
MAINTAINING
ENVIRONMENTAL
INTEGRITY.***



STRATEGIES & ACTION PLANS

SOLID WASTE

2.1 Focus on generating less contaminated materials - Less contaminated recycling materials will result in a higher diversion rate because the recyclables will be cleaner and therefore accepted in the markets.

1. Reduce contamination in the curbside recycling and organics programs

Completion Time:

1. Quarterly

Performed by:

1. Solid Waste

2.2 Collect sharps and pharmaceuticals - Safely collecting sharps will protect sanitation workers and community members. Safely collecting pharmaceuticals will prevent contamination of our local waterways.

1. Explore opportunities to provide pharmaceutical and sharps collection drop boxes

Completion Time:

1. June 2021

Performed by:

1. Solid Waste

2.3 Provide a convenient method of disposing Household Hazardous Waste (HHW) - A convenient method will prevent people from illegally disposing of these materials, thus protecting the environment.

1. Increase HHW program participation by 5%

Completion Time:

1. June 2022

Performed by:

1. Solid Waste

2.4 Biomass conversion of solid waste material - Biomass conversion is another method of diverting solid waste away from from landfills.

1. Determine the feasibility of a biomass conversion project

Completion Time:

1. June 2022

Performed by:

1. Solid Waste

2.5 Provide a program for collecting large items - Large Item Collection is a convenient program for items that cannot fit in trash carts. It is also an opportunity to collect and recycle white goods such as refrigerators, washers and dryers, etc.

1. Increase Large Item Collection program participation by 5%

Completion Time:

1. June 2023

Performed by:

1. Solid Waste

2.6 Improve waste stream and recycling reporting - Data needs to be accurate and reliable to determine the diversion rate and the progress being made toward achieving the District's goal of diverting 75%.

1. Conduct a waste characterization study

Completion Time:

1. Quarterly in FY 2021-2022;
Annually in FY 2024-2025

Performed by:

1. Solid Waste

STRATEGIES & ACTION PLANS

SOLID WASTE

2.7 Exemplifying sustainability internally - The District must lead by example to achieve its Vision.

1. Purchase, acquire and use sustainable products internally

Completion Time:

1. On-going

Performed by:

1. Administration

2.8 Recycle green waste and food scraps - Continue using anaerobic digestion technology and other methods to recycle green waste and food scraps.

1. Continue compost giveaway event

Completion Time:

1. Annually

Performed by:

1. Solid Waste

2.9 Enhance Code Enforcement presence - Code Enforcement is necessary to discourage scavenging of recyclable materials and storing trash carts in public view.

1. Increase Code Enforcement presence in the community and target areas with increased scavenging activity
2. Focus on decreasing response time of Code Enforcement issues by establishing and upholding target response times to customer inquiries and issues.

Completion Time:

1. 2022
2. On-going

Performed by:

1. Solid Waste
2. Code Enforcement & Administration

2.10 Collect and retire American flags - Provide a convenient program to prevent U.S. flags from ending up in landfills and/or transfer station.

1. Coordinate with local Boy Scout troop for proper disposal of American flags

Completion Time:

1. On-going

Performed by:

1. Solid Waste



EMERGENCY PREPAREDNESS

***OBJECTIVE: TO
MAINTAIN
RESPONSIBLE
EMERGENCY
MANAGEMENT
PRACTICES TO
PROTECT PUBLIC
HEALTH, SAFETY
AND DISTRICT
RESOURCES.***



STRATEGIES & ACTION PLANS

EMERGENCY PREPAREDNESS

3.1 Conduct regular emergency testing, training and exercises - Exercises enhance knowledge of emergency plans, allow employees to improve their own performance and identify opportunities to improve capabilities to respond to real events. Exercises are a great method to evaluate the preparedness of the District and identify planning and procedural deficiencies.

1. Participate in Water Emergency Response Organization of Orange County (WEROC) emergency preparedness exercises
2. Complete required emergency management trainings (i.e. NIMS/SEMS, radio, AlertOC, WebEOC, EOC section training)
3. Participate in the Great California Shake Out earthquake preparedness drill
4. Conduct regular equipment testing and emergency exercises (i.e. 800 MHz radios, generators)

Completion Time:

1. Biennially
2. As needed
3. Annually
4. Monthly

Performed by:

- 1-3. All Departments
4. Administration & Wastewater

3.2 Maintain responsible emergency planning documents, supplies, and equipment - Having emergency documents, supplies and equipment on hand will better prepare the District to respond to emergencies.

1. Audit emergency supplies and vendor lists
2. Review and update Emergency Operations Plan (EOP)
3. Conduct a feasibility study to install batteries for the photovoltaic solar system at District headquarters

Completion Time:

1. Annually
2. Biennially
3. 12/31/2022

Performed by:

1. Administration, Wastewater, Solid Waste
- 2-3. Administration



PARTNERSHIPS

***OBJECTIVE: TO
CULTIVATE AND
MAINTAIN
COLLABORATIVE
RELATIONSHIPS
WITH OTHER
ORGANIZATIONS TO
ACHIEVE DESIRED
GOALS AND
OUTCOMES.***



STRATEGIES & ACTION PLANS

PARTNERSHIPS

4.1 Build relationships with local agencies, small businesses, and non-profit agencies to promote sustainable practices - Working with other organizations to promote an awareness of sustainable practices will encourage a shift in behavior and daily practices to focus on protecting the environment and the public's health

1. Create and implement a sustainability checklist for businesses. Those who qualify can be highlighted through the District's outreach channels
2. Establish relationships with local businesses to promote CMSD programs. For example: local furniture stores can help promote the Large Item Collection Program
3. Develop a system for local real estate agents to notify the District of new residents
4. Feature partner agencies in workshops and tours as part of the Citizens Environmental Protection Academy (CEPA)

Completion Time:

1. June 2021
2. June 2022
3. June 2024
4. Biannually

Performed by:

1. Solid Waste
- 2-3. Solid Waste & Administration
4. Public Outreach

4.2 Disseminate information through Costa Mesa Chamber of Commerce - With over 500 members, the Costa Mesa Chamber of Commerce can be a beneficial source for disseminating important information to the community.

1. Add District events and programs to Costa Mesa Chamber of Commerce's website and mobile application

Completion Time:

1. On-going

Performed by:

1. Administration

4.3 Cross-promote public outreach content that applies to the District's service area - The District will consider sharing outreach content from other organizations if such content adds value to the District and will be beneficial to residents.

1. Coordinate promotion of awareness campaigns with public agencies within the District's service area
2. Continuously monitor relative information posted by local agencies to share with the public

Completion Time:

- 1-2. On-going

Performed by:

- 1-2. Public Outreach

4.4 Monitor the Orange County Local Agency Formation Commission's (LAFCO) activities - LAFCO is responsible for coordinating logical and timely changes in local government boundaries, conducting special studies that review ways to reorganize, simplify, and streamline governmental structure and preparing a sphere of influence for each city and special district within the county.

1. Monitor LAFCO activities by regularly attending meetings and briefing the District's Board of Directors

Completion Time:

1. On-going

Performed by:

1. Administration

STRATEGIES & ACTION PLANS

PARTNERSHIPS

4.5 Work with the Cities of Costa Mesa and Newport Beach to enhance services - Providing shared services can improve the efficiency and effectiveness of government services. This strategy will explore ways shared services between the two cities can benefit both organizations and the public.

1. Work with the Cities of Costa Mesa and Newport Beach to create an enforced workflow sheet for projects requiring a sewer permit

Completion Time:

1. January 2021

Performed by:

1. Permits & Finance

4.6 Educate students enrolled in learning institutions - Teaching students sustainable living practices will support a shift in behavior at an early age and have a long-term impact on the community's shift toward sustainability

1. Create show and tell visits at elementary schools
2. Partner with educational institutions to establish free learning opportunities for the public (CEPA, Discovery Cube)

Completion Time:

1. June 2022
2. CEPA - biannually
Discovery Cube - monthly/on-going

Performed by:

1. Wastewater & Public Outreach
2. Solid Waste, Wastewater, Public Outreach

4.7 Participate in community events to increase visibility - Community events are very effective for engaging with the public while at the same time disseminating information about District programs.

1. Create opportunities for the Citizens Advisory Committee to engage with the public about District programs
2. Participate in well-attended community events to increase District visibility

Completion Time:

1. On-going
2. Quarterly

Performed by:

- 1-2. All Departments

4.8 Collaborate with Orange Coast College (OCC) Recycling Center - The OCC Recycling Center is a pioneer of buy-back recycling centers and a fixture in the community. Partnering with OCC Recycling Center could enhance District recycling programs.

1. Meet with OCC Recycling Center officials to discuss potential new collection programs

Completion Time:

1. June 2021

Performed by:

1. Solid Waste



COMMUNITY OUTREACH & COMMUNICATIONS

***OBJECTIVE: ENGAGE
WITH THE
COMMUNITY
THROUGH CLEAR,
INFORMATIVE AND
ACCESSIBLE
COMMUNICATION
AND LEARNING
OPPORTUNITIES.***



STRATEGIES & ACTION PLANS

COMMUNITY OUTREACH & COMMUNICATIONS

5.1 Highlight residents who promote sustainability - The District's 2016 Organics Recycling Behavior Study found that when people learn their neighbors were participating in the Organics Recycling Program, they began participating too. Recognizing residents for being stewards of sustainability will encourage others to do the same.

1. Establish a campaign to highlight residents practicing sustainability, incentivize residents with giveaway items and promote residents' efforts on social media
2. Select a "star" resident through CR&R's cart-to-cart outreach program
3. Implement "Sustainability Hero of the Month" shout-out on social media
4. Recognize students who model good recycling practices

Completion Time:

1. December 2020
2. Quarterly
3. Monthly
4. Quarterly

Performed by:

- 1-4. Public Outreach

5.2 Offer sustainable promotional products - Offering sustainable promotional products to the public can demonstrate the District's commitment to sustainability.

1. Purchase and promote sustainable household items that relate to District goals and practices

Completion Time:

1. On-going

Performed by:

1. Public Outreach

5.3 Standardize District communications to ensure uniformity - Streamlining communications will reduce public confusion and enhance the effectiveness of District messaging.

1. Implement a style guide for District communications
2. Re-design District website with approved style guide

Completion Time:

1. December 2022
2. June 2022

Performed by:

- 1-2. Public Outreach

5.4 Track and report communications metrics - Using metrics helps staff track the success of the District's programs and helps determine where improvements are needed.

1. Monitor and report communications metrics (i.e. social media, website, event attendance, GoGov requests, email).

Completion Time:

1. Quarterly

Performed by:

1. Public Outreach

5.5 Use clear messaging and education to engage the community in District programs and activities - This strategy supports District transparency efforts by keeping the public informed and aware of District operations.

1. Promote awareness and inform residents of progress and milestones of District projects
2. Issue resident surveys with short yes or no questions regarding District services to analyze awareness and behavior via text, email, and/or social media

Completion Time:

1. On-going
2. January 2021;
On-going

Performed by:

- 1-2. Public Outreach

STRATEGIES & ACTION PLANS

COMMUNITY OUTREACH & COMMUNICATIONS

5.6 Enhance communications platforms - To further engage the community, the District can use various platforms to reach larger populations, especially traditionally hard to reach populations.

1. Implement a robust email marketing platform
2. Update the District's social media policy
3. Conduct promotional campaigns through regularly scheduled social media posts
4. Investigate methods of reaching traditionally hard to reach populations, and identify outreach and engagement gaps and create a plan to address those gaps
5. Continue to assess and improve upon GoGov mobile app, ensuring users are able to find answers to questions, solutions to problems, and report concerns
6. Consider adding texting capability as an option for residents to communicate quickly and easily with the District
7. Conduct community outreach survey

Completion Time:

1. June 2021
2. Biennially
3. Weekly
4. Annually
5. Quarterly
6. 2022
7. 2022 & 2024

Performed by:

- 1-2. Public Outreach & Administration
- 3-6. Public Outreach
7. Administration

5.7 Provide workshops, educational events and special events - Allowing residents to see District operations can give them a sense of pride about their sanitary district and encourage them to become more active in participating in District programs.

1. Host community workshops, tours, and special events (i.e. CEPA, State of the District, Town halls)
2. Coordinate tours of solid waste and wastewater facilities for local officials and legislators

Completion Time:

1. CEPA - biannually;
State of the District - annually; Town halls - as needed
2. Annually

Performed by:

- 1-2. Administration



ADMINISTRATIVE MANAGEMENT

*OBJECTIVE: TO
ENSURE ETHICAL,
LEGAL AND
TRANSPARENT
MANAGEMENT OF
THE DISTRICT WHILE
PROMOTING A SAFE,
PRODUCTIVE AND
HEALTHY WORK
ENVIRONMENT.*



STRATEGIES & ACTION PLANS

ADMINISTRATIVE MANAGEMENT

6.1 Maintain accuracy and accessibility of customer records - Having accurate records can improve customer service by making records accessible for viewing and it will help staff respond to public inquiries by providing reliable data.

1. Audit customer records to ensure accuracy

Completion Time:

1. Annually

Performed by:

1. All Departments

6.2 Promote a values-driven organizational culture that reinforces ethical behavior and increase public trust - Core values are distinct characteristics that describe *how* CMSD operates and the unique way we are going about realizing our vision.

1. Display the District's core values at headquarters and the District Yard

Completion Time:

1. December 2020

Performed by:

1. Human Resources
& Administration

6.3 Plan periodic reviews and updates of District policies and procedures - Periodically reviewing and updating policies and procedures ensures the District is up to date on current trends and methods.

1. Review current performance management protocols and update methods and procedures where necessary.

Completion Time:

1. 2021

Performed by:

1. Human Resources
& Administration

6.4 Ensure consistency with regional operational policies - To avoid confusion and ensure consistency, it may be appropriate to consider adopting policies that are similar to regional policies.

1. Review the Orange County Sanitation District's (OCSD's) policies to determine if consistency is necessary

Completion Time:

1. 06/30/2021

Performed by:

1. Administration

6.5 Assess standard operating procedures (SOPs) to ensure organizational efficiency - Organizational effectiveness can be improved by standardizing core processes, where the tools, skills and activities of a process are understood by all.

1. Audit SSMP and SOPs for responding to SSOs
2. Assess SOPs for all departments to ensure organizational efficiency

Completion Time:

1. 2020; 2022;
2024

2. Annually

Performed by:

1. Administration &
Wastewater
2. All Departments

STRATEGIES & ACTION PLANS

ADMINISTRATIVE MANAGEMENT

6.6 Stay informed of Federal and State legislation - Federal and State legislation can impact District operations. It is important to stay abreast of proposed bills and rules and to be proactive in communicating District opposition or support of legislation for the betterment of the District, while also ensuring the District is in compliance with emerging laws and regulations.

1. Subscribe to receive email notifications about proposed federal laws through the California Special Districts Association and South Coast Air Quality Management District notifications
2. Conduct legislative analysis of pending state legislation
3. Comply with new applicable government regulations and laws, and continue to be proactive in addressing employment issues by reviewing compliance with current and emerging employment regulations and by providing on-going supervisor training

Completion Time:

1. 12/31/2020
2. Quarterly
3. On-going

Performed by:

- 1-2. Administration
3. Human Resources

6.7 Optimize the use of technology to drive efficiency, productivity, and customer service - Governments are increasingly relying on connected technologies to deliver better services. Driven by evolving citizen behavior and the need to accomplish basic tasks, the District is pursuing innovative new tools and adopting cloud technologies.

1. Connect with City of Newport Beach and City of Costa Mesa Permits/Planning Departments
2. Explore using artificial intelligence
3. Assess the efficiency and ease of public interaction by creating and providing a customer survey for District transactions (i.e. a secured iPad in the Lobby for the public to give immediate feedback and/or a pop-up window for all who visit the website)

Completion Time:

1. 2025
2. On-going
3. 2021

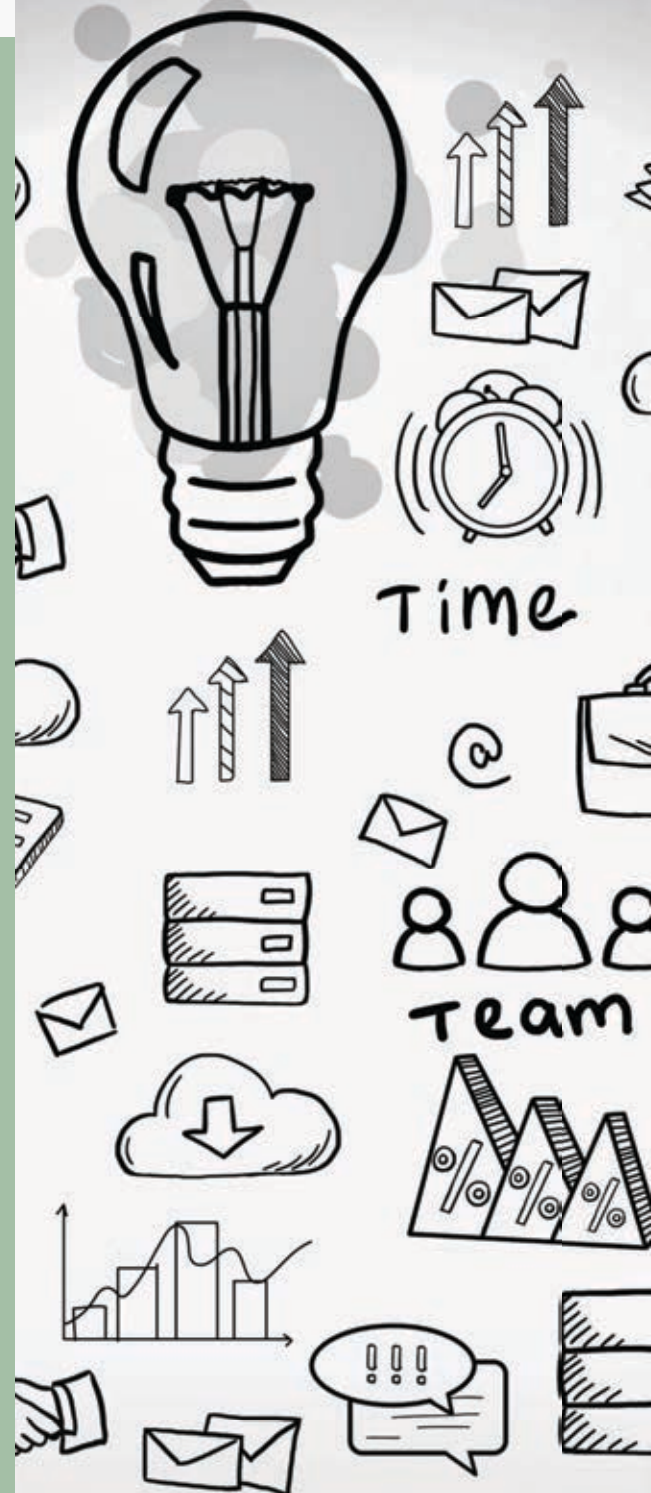
Performed by:

1. Administration & Permits
- 2-3. Administration



HUMAN RESOURCES MANAGEMENT

***OBJECTIVE: TO
CREATE A CULTURE
THAT IS BASED ON
SAFETY, TRUST,
COOPERATION AND
DEVELOPMENT THAT
RESULTS IN A HIGH
PERFORMING
ORGANIZATION.***



STRATEGIES & ACTION PLANS

HUMAN RESOURCES MANAGEMENT

7.1 Value and appreciate employees - The District understands that organizational success depends on a healthy, productive and efficient workforce. Methods for motivating employees must be updated to keep employees engaged. Employees who feel appreciated and valued at work will perform better.

1. Implement a recognition board; employees can post thank you notes, photos, and announcements to share with staff
2. Demonstrate appreciation for employees through recognition and benefits that promote a healthy work life balance (i.e. recognition in newsletter/all hands, gym reimbursement, 9/80 schedule)
3. Provide effective work-life wellness services and education that promotes healthy lifestyles and improves health status

Completion Time:

1. September 2020
- 2-3. On-going

Performed by:

- 1,3. Human Resources
2. Human Resources & Administration

7.2 Continue succession strategies - Transferring institutional knowledge and developing employees from within to ensure that the organization will continue operating successfully as employees separate from the District.

1. Promote the Individual Development Plan

Completion Time:

1. Annually

Performed by:

1. All Departments

7.3 Keep employees engaged - Employee engagement strategies have been proven to reduce staff turnover and improve productivity and efficiency, while improving morale and ultimately the culture of the organization.

1. Issue employee surveys with short yes or no questions to analyze employee satisfaction
2. Establish a method for employees to provide feedback on District programs, policies and values
3. Collect feedback from District employees through Employee Survey and address key issues with action plans

Completion Time:

1. Monthly
2. On-going
3. Annually

Performed by:

1. Human Resources
- 2-3. Human Resources & Administration

7.4 Provide opportunities to improve individual skills, knowledge, and leadership through professional development - Providing opportunities to improve individual skills, knowledge, and leadership through professional development will improve the District's capacity and capability to deliver the outcomes and services of the Strategic Plan.

1. Continue to offer professional development opportunities through seminars, workshops, trainings, and conferences

Completion Time:

1. On-going

Performed by:

1. All Departments

STRATEGIES & ACTION PLANS

HUMAN RESOURCES MANAGEMENT

7.5 Maintain high level of employee satisfaction - Studies show that employee satisfaction plays a vital role in both attracting and retaining employees, as well as in reducing turnover and its related costs. Employee surveys are a targeted strategy that determine more specifically where problems and strengths exist, while creating an opportunity for the development of an action plan to address key issues.

1. Conduct a comprehensive employee satisfaction survey

Completion Time:

1. Annually

Performed by:

1. Human Resources

7.6 Maintain open and clear communication - Providing clear, timely and accurate information fosters trust and encourages employee engagement, while promoting operational productivity.

1. Promote open enrollment and benefit options through the annual Benefits Fair
2. Develop clear and understandable policies

Completion Time:

1. Annually during open enrollment
2. On-going

Performed by:

- 1-2. Human Resources

7.7 Provide competitive compensation, benefits package and incentives - Offering a competitive benefits package enhances employee recruitment and retention, while promoting employee satisfaction.

1. Perform Classification and Compensation Study once every five year
2. Stay abreast of current trends for total rewards, ensuring the District remains competitive in order to both attract and retain the caliber of employees that have the right skills and competencies to meet evolving District needs
3. Review District incentives and compare with other organizations

Completion Time:

1. 2024
2. On-going
3. 06/30/2021

Performed by:

- 1-3. Human Resources

7.8 Provide a safe work environment - The District's safety culture is one of prevention, education and training. The District has a duty to promote safe work practices, while providing a safe working environment for all employees.

1. Maintain District facilities and perform routine preventative maintenance service on District equipment
2. Conduct Occupational Safety and Health Administration (OSHA) required training and quarterly Safety Committee meetings
3. Promote a healthy and safe work environment that mitigates risk and potential loss, while maintaining compliance with state and federal regulations
4. Have the Special District Risk Management Authority (SDRMA) perform on-site loss control visit and risk analysis
5. Submit reimbursement requests for safety equipment through SDRMA

Completion Time:

- 1,3,5. On-going
2. Annually
4. 2021, 2023, 2025

Performed by:

1. Administration
- 2, 4, 5. Risk Management
3. All Departments

STRATEGIES & ACTION PLANS

HUMAN RESOURCES MANAGEMENT

7.9 Provide mentorship opportunities - A mentor serves as an on-going teacher or advisor to someone with less experience and may provide guidance, motivation, emotional support and role modeling. Mentoring also provides professional socialization and personal support to facilitate employee success.

1. Continue to provide and promote coaching and mentoring opportunities for staff

Completion Time:

1. On-going

Performed by:

1. Administration

7.10 Utilize technology to streamline processes - Exploring new technology and optimizing existing platforms can increase efficiency and productivity, while improving services.

1. Continue to offer and seek additional user-friendly technology and mobile platforms that support expanded self-service for employees

Completion Time:

1. On-going

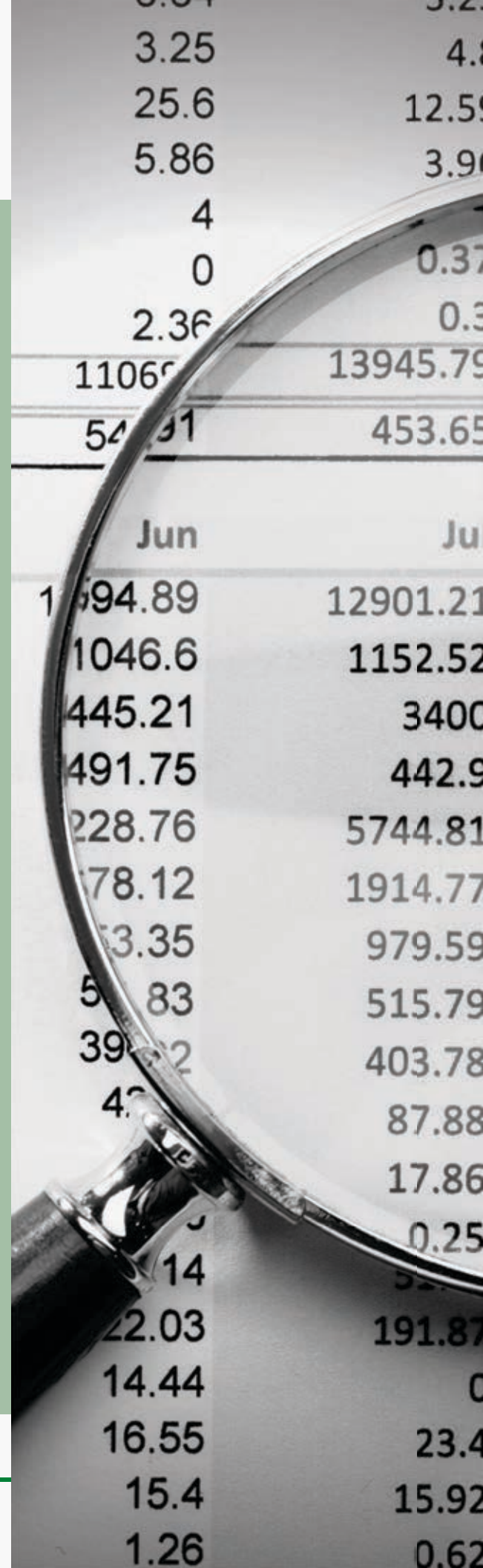
Performed by:

1. Administration



FINANCE

***OBJECTIVE: TO
MAINTAIN A
STRONG AND
SUSTAINABLE
FINANCIAL
POSITION THAT
ENSURES FISCAL
RESPONSIBILITY.***



STRATEGIES & ACTION PLANS

FINANCE

8.1 Achieve financial excellence awards - Demonstrate that the District is using best practices and goes beyond the minimum requirements of generally accepted accounting principles.

1. Audit District finances in accordance with the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP)
2. Strive for an unmodified (clean) auditor's opinion
3. Complete and submit the Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) to Government Finance Officers Association (GFOA)

Completion Time:

1-3. Annually

Performed by:

1-3. Finance

8.2 Adopt a balanced budget - A balanced budget is a financial plan that includes estimates of proposed expenditures and the proposed means of financing them during a fiscal year. The budget serves as the primary tool in allocating financial resources to programs and services. The budget should serve as a means for policy implementation, as a communication device and as a benchmark for performance and financial management.

1. Review and update Refund Policies
2. Review fixtures and plan check fees
3. Review and follow up on unpaid permits

Completion Time:

1. 2020
2. 2022
3. On-going

Performed by:

1. Finance, Solid Waste, & Permits
- 2-3. Finance, Permits & Engineer

8.3 Forecast revenues and expenditures - A forecast of projected revenues and expenditures is a useful management and policymaking tool that enables the District to evaluate the impact of various Board decisions over time, and it will detect early problems giving management more time to consider corrective actions.

1. Create a five-year revenue and expenditure projection.

Completion Time:

1. Biennially

Performed by:

1. Finance

8.4 Maintain appropriate reserve levels - Maintaining appropriate reserve levels will help to ensure the long-term sustainability of the organization and its programs by providing a cushion to deal with operating deficits that arise from unexpected events.

1. Evaluate and maintain an appropriate reserve program and reserve policy for District funds

Completion Time:

1. Biennially

Performed by:

1. Finance

8.5 Evaluate the District's Investment policy annually - Evaluating the investment policy will determine if the current investment objectives apply to achieving the desired return on investments or if amendments need to be made.

1. Provide an overview of District investment policies to the Board of Directors

Completion Time:

1. Annually

Performed by:

1. Finance, Treasurer

STRATEGIES & ACTION PLANS

FINANCE

8.6 Develop a long-term Capital Improvement Plan (CIP) - A CIP is a long-range plan, usually ten years, which identifies capital projects and provides a planning schedule.

1. Review asset life cycles in the Asset Management Plan and determine which assets reach the end of their life cycles within five years
2. Develop a ten-year capital expenditure plan

Completion Time:

1. On-going
2. Biennially

Performed by:

1. Finance, Engineer & Wastewater
2. Finance, Engineer, Administration & Wastewater

8.7 Ensure rates are not among the highest in the County - Conducting rate studies helps determine where the District stands among other agencies when it comes to setting rates. The goal is not to have the highest or lowest rates, but rather a competitive rate that is fair and just.

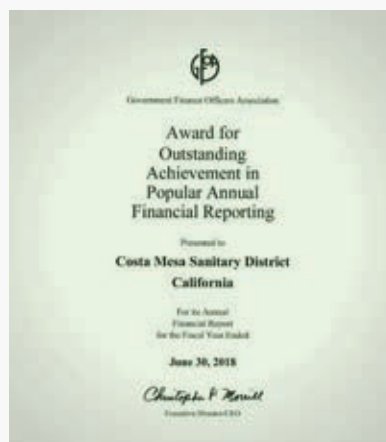
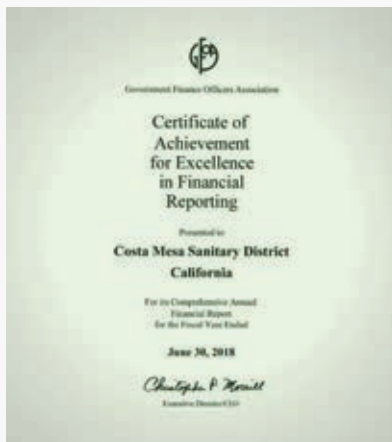
1. Perform a wastewater rate study and set a competitive rate
2. Perform a solid waste rate study and set a competitive rate

Completion Time:

1. FY 2021-2022
2. FY 2023-2024

Performed by:

1. Finance, Engineer & Wastewater
2. Finance & Solid Waste



CMSD FACTS & FIGURES

LOCATION: Orange County INCORPORATED: February 11, 1944 POPULATION: 116,700

SERVICE AREA: The City of Costa Mesa & portions of Newport Beach & Unincorporated Orange County

FORM OF GOVERNMENT: Five Board of Directors each elected to a two-year term

Sewer:

Miles of force main.....	4.8
Miles of gravity sewers.....	219.4
Estimated total miles of laterals.....	108
Service lateral connections.....	24,870
Sewer manholes.....	4,707
Food Service Establishments (FSE).....	730
Lift Stations.....	20
Gallons collected per day (in millions).....	10.1

CMSD Large Sewer Customers:

South Coast Plaza
Segerstrom Center of the Arts
Orange County Fair & Event Center
The Westin South Coast Plaza
Ayres Hotel & Suites
Marriott
City of Costa Mesa
Vanguard University
Orange Coast College

Solid Waste:

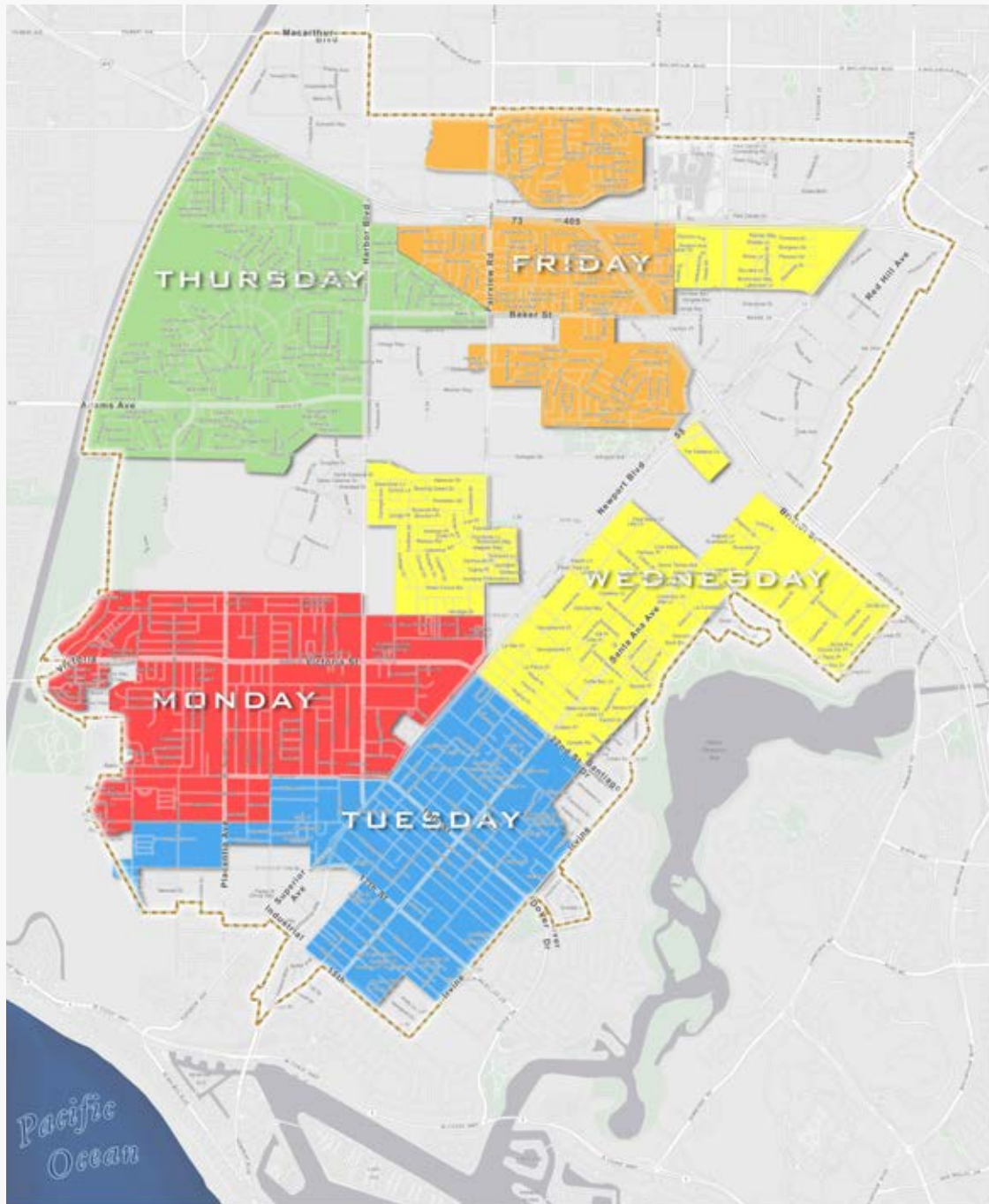
Total tonnage collected.....	44,206
Total tonnage recycled.....	27,224
Total tonnage landfilled.....	16,983
Diversion rate.....	61.58%
Total automated carts.....	66,987
Number of households served.....	22,939



CMSD Awards:

Platinum Level District of Distinction - Transparency Certificate of Excellence - Collection System of the Year 2012 & 2015 - Gold Recognition in Good Governance - Program Excellence in Governance - Outstanding Household Hazardous Waste Recycling - Certificate of Achievement for Excellence in Financial Reporting - Award for Outstanding Achievement in Popular Annual Financial Reporting - Overall Excellence in Talent - Gold Excellence Integrated Solid Waste Management System - Community Engagement & Outreach Project of the Year - Staff Member of the Year - Ralph Heim Exception Outreach & Advocacy

CMSD SERVICE MAPS - SOLID WASTE



CMSD SERVICE MAPS - SEWERS

