



The Mission of the Las Gallinas Valley Sanitary District is to protect public health and the environment by providing effective wastewater collection, treatment, and recycling services.

DISTRICT BOARD
Megan Clark
Rabi Elias
Craig K. Murray
Judy Schriebman
Crystal J. Yezman

DISTRICT ADMINISTRATION
Mike Prinz,
General Manager
Michael Cortez,
District Engineer
Mel Liebmann,
Plant Manager
Greg Pease,
Collection System/Safety Manager
Vacant
Administrative Services Manager

BOARD MEETING AGENDA

May 21, 2020

On March 12, 2020, Governor Newsom issued Executive Order N-25-20, which enhances State and Local Governments' ability to respond to COVID-19 Pandemic based on Guidance for Gatherings issued by the California Department of Public Health. The Executive Order specifically allows local legislative bodies to hold meetings via teleconference and to make meetings accessible electronically, to protect public health. Considering this, the May 21, 2020 meeting of the LGVSD Board will be held via Zoom electronic meeting. There will be NO physical location of the meeting. Due to the current circumstances, there may be limited opportunity to provide verbal comments during the meeting. Persons who wish to address the Board for public comment or on an item on the agenda are encouraged to submit comments in writing to the Board Secretary (tlerch@lgvsd.org) by 5:00 pm on Wednesday, May 20, 2020. In addition, Persons wishing to address the Board verbally must contact the Board Secretary, by email (tlerch@lgvsd.org) and provide their Name; Address; Tel. No.; and the Item they wish to address by the same date and time deadline for submission of written comments, as indicated above. Please keep in mind that any public comments must be limited to 3 minutes due to time constraints. Any written comments will be distributed to the LGVSD Board before the meeting.*

**Prior to the meeting, participants should download the Zoom app at:*

https://zoom.us/download A link to simplified instructions for use of the Zoom app is:

<https://blog.zoom.us/wordpress/2018/07/03/video-communications-best-practice-guide/>

REMOTE CONFERENCING ONLY

Join Zoom Meeting online at:

<https://us02web.zoom.us/j/82258562869>

OR

By teleconference at: +16699009128 Meeting ID 822 5856 2869

MATERIALS RELATED TO ITEMS ON THIS AGENDA ARE AVAILABLE FOR PUBLIC INSPECTION ON THE DISTRICT WEBSITE WWW.LGVSD.ORG

NOTE: Final board action may be taken on any matter appearing on agenda

Estimated Time

CLOSED SESSION:

3:45 PM

- 1. **CONFERENCE WITH LEGAL COUNSEL—ANTICIPATED LITIGATION** – Significant exposure to litigation pursuant to paragraph (2) of Government Code § 54956.9: One potential case.
- 2. **PUBLIC EMPLOYEE PERFORMANCE EVALUATION – GENERAL MANAGER:** pursuant to subdivision (b)(1) of Government Code Section 54957.

OPEN SESSION:

4:30 PM

- 1. **PUBLIC COMMENT**
This portion of the meeting is reserved for persons desiring to address the Board on matters not on the agenda and within the jurisdiction of the Las Gallinas Valley Sanitary District. Presentations are generally limited to three minutes. All matters requiring a response will be referred to staff for reply in writing and/or placed on a future meeting agenda. Please contact the General Manager before the meeting.

4:35 PM

- 2. **CONSENT CALENDAR:**
These items are considered routine and will be enacted, approved or adopted by one motion unless a request for removal for discussion or explanation is received from the staff or the Board.
 - A. Approve the Board Minutes for April 27 and May 7, 2020
 - B. Approve the Warrant List for May 21, 2020
 - C. Approve Board Compensation for April, 2020
 - D. Approve Virtual conference attendance for Schriebman – 2020 WateReuse June 24-25
 - E. Approve EOA Inc Contract Proposal for July 1, 2020 to June 20, 2021
 - F. Approve Contract Amendment 1 – Hazen and Sawyer
 - G. Approve 12 Month Contract for Univar Solutions to furnish Liquid Sodium Bisulfite and Liquid Sodium Hypochlorite to June 30, 2021
 - H. Approve Application of Allocation of Capacity for APN 178-101-39- Monk’s Kettle
 - I. Approve Memorandum of Agreement between the County of Marin and LGVSD
 - J. Approve Contract Amendment 1 to MWA Architects
 - K. Approve Spring/Summer 2020 Newsletter – Final Draft
 - L. Approve Final Draft of Administrative Services Manager Recruitment Brochure
 - M. Approve General Manager’s Amendment to Employment Agreement
 - N. Approve Extension of Designation of the Secondary Treatment Process Upgrade and Recycled Water Expansion Project as an Essential Governmental Function per Marin County Public Health Order

Possible expenditure of funds: Yes, Items B through M.

Staff recommendation: Adopt Consent Calendar – Items A through N.

- 4:50 PM** **3. ORGANIZATIONAL ANALYSIS REPORT FINAL DRAFT**
Board to review the Organizational Analysis Report Final Draft from Regional Government Services.

- 5:30 PM** **4. INFORMATION ITEMS:**
A. STAFF/CONSULTANT REPORTS:
 1. General Manager Report - Verbal
 2. SCADA Support Services Agreement FY 2020-21
 3. Land Development Projects Update

- 6:00 PM** **5. BOARD MEMBER REPORTS:**
1. CLARK
 a. NBWA Board Committee, NBWA Conference Committee, Ad Hoc HR Committee re: 2019 GM Evaluation, Ad Hoc HR Committee re: 2019 Employee Climate Survey, Other Reports
2. ELIAS
 a. NBWRA, Ad Hoc Engineering Committee re: STPURWE, Other Reports
3. MURRAY
 a. Marin LAFCO, CASA Energy Committee, Ad Hoc HR Committee re: 2019 GM Evaluation Other Reports
4. SCHRIEBMAN
 a. JPA Local Task Force, NBWA Tech Advisory Committee, Ad Hoc HR Committee re: 2019 Employee Climate Survey, Other Reports
5. YEZMAN
 a. Gallinas Watershed Council/Miller Creek Watershed Council, Flood Zone 7, CSRMA, Ad Hoc Engineering Committee re: STPURWE, Other Reports

- 6:20 PM** **6. BOARD REQUESTS:**
A. Board Meeting Attendance Requests – Verbal
B. Board Agenda Item Requests – Verbal


- 6:25 PM** **7. VARIOUS ARTICLES AND MISCELLANEOUS DISTRICT CORRESPONDENCE**

- 6:30 PM** **8. ADJOURNMENT**

FUTURE BOARD MEETING DATES: JUNE 4, JUNE 18TH, AND JULY 2, 2020

AGENDA APPROVED:	Rabi Elias Board President	Patrick Richardson, Legal Counsel
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CERTIFICATION: I, Teresa Lerch, District Secretary of the Las Gallinas Valley Sanitary District, hereby declare under penalty of perjury that on or before May 18, 2020 at 3:45 p.m., I posted the Agenda for the Board Meeting of said Board to be held May 21, 2020 at the District Office, located at 101 Lucas Valley Road, Suite 300, San Rafael, CA.



Teresa L. Lerch
District Secretary

The Board of the Las Gallinas Valley Sanitary District meets regularly on the First and Third Thursday of each month. The District may also schedule additional special meetings for the purpose of completing unfinished business and/or study session. Regular meetings are held at the District Office, 101 Lucas Valley Road, Suite 300, San Rafael, CA.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District at (415) 472-1734 at least 24 hours prior to the meeting. Notification prior to the meeting will enable the District to make reasonable accommodation to help ensure accessibility to this meeting.

SPECIAL MINUTES OF APRIL 27, 2020

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THE BOARD OF DIRECTORS OF THE LAS GALLINAS VALLEY SANITARY DISTRICT MET IN OPEN SESSION BY ZOOM CONFERENCE ON APRIL 27, 2020 AT 9:02 AM AND STAFF BY ZOOM CONFERENCE AT THE DISTRICT OFFICE, 101 LUCAS VALLEY ROAD, SUITE 300 CONFERENCE ROOM, SAN RAFAEL, CA. 94903

BOARD MEMBERS PRESENT: (By Roll Call): M. Clark R. Elias C. Murray
J. Schriebman, C. Yezman

BOARD MEMBERS ABSENT: None

STAFF PRESENT: Mike Prinz , General Manager; Teresa Lerch, District Secretary; Robert Ruiz, District Treasurer; Greg Pease, Collections Manager; Mike Cortez, District Engineer; Associate Engineer Irene Huang; Sahar Golshani, Environmental Services Director; Pam Amatori, Administrative Assistant.

OTHERS PRESENT: Pat Richardson, District Counsel; Sophia Selivanoff, Regional Government Services

ANNOUNCEMENT: President Elias announced that the agenda had been posted as evidenced by the certification on file in accordance with the law.

PUBLIC COMMENT: None.

FISCAL YEAR 2020-2021 REVISED PROPOSED BUDGET.
Board and staff reviewed revised proposed budget. Discussion ensued

APPROVE RESOLUTION 2020-2185 SETTING TIME AND PLACE FOR PUBLIC HEARING FOR THE BUDGET AND RESOLUTION 2020-2186 SETTING TIME AND PLACE FOR PUBLIC HEARING FOR THE SEWER SERVICE CHARGE RATES.
Board and staff discussed amending Resolutions 2020-2181 and Resolution 2020-2182 and approving Resolution 2020-2185 and Resolution 2020-2186.

ACTION:
Board approved (M/S Schriebman/Murray 5-0-0-0) Resolution 2020-2185 and Resolution 2020-2186 setting the Public Hearing for the Budget and the Public Hearing for the Sewer Service Charge Rates for June 18, 2020.

Roll Call:
AYES: Clark, Elias, Murray, Schriebman and Yezman.
NOES: None.
ABSENT: None.
ABSTAIN: None.

APPROVE PROPOSITION 218 FLYER
Board and staff discussed the final Proposition 218 flyer.

54 **ACTION:**
55 Board approved (M/S Schriebman/Murray 5-0-0-0) the final Proposition 218 flyer deleting the reference to
56 the construction of the Biogas Energy Recovery System and mentioning we are increasing staff capacity
57 to help reduce risk from aging assets.

58 Roll Call:
59 AYES: Clark, Elias, Murray, Schriebman and Yezman.
60 NOES: None.
61 ABSENT: None.
62 ABSTAIN: None.

63 **ACTION:**
64 Board approved (M/S Yezman/Murray 3-2-0-0) increasing the Sanitary Service Unit (SSU) by 4.44% to
65 \$968 per year.

66 Roll Call:
67 AYES: Elias, Murray, and Yezman.
68 NOES: Clark, Schriebman
69 ABSENT: None.
70 ABSTAIN: None.

71
72 **REVIEW BOARD POLICIES B-80-B-100, B-150 AND B-160.**
73 Due to a lack of time, this item was not discussed and will be brought back in a future Special Board Meeting.
74

75 **ADJOURNMENT:**

76
77 **ACTION:**
78 Board approved (M/S Murray/Schriebman 5-0-0-0) the adjournment of the meeting at 12:07 pm.
79 Roll Call:

80 AYES: Clark, Elias, Murray, Schriebman and Yezman.
81 NOES: None.
82 ABSENT: None.
83 ABSTAIN: None.

84
85 The next Board Meeting is scheduled for May 7, 2020.
86

87
88 **ATTEST:**

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91 _____
92 Teresa Lerch, District Secretary
93

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95
96 **APPROVED:**

97
98
99
100 _____
101 Judy Schriebman, Vice President

SEAL

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2
3 **MINUTES OF MAY 7, 2020**

4 THE BOARD OF DIRECTORS OF THE LAS GALLINAS VALLEY SANITARY DISTRICT MET IN OPEN
5 SESSION BY ZOOM CONFERENCE ON MAY 7, 2020 AT 3:20 PM AND STAFF BY ZOOM
6 CONFERENCE AT THE DISTRICT OFFICE, 101 LUCAS VALLEY ROAD, SUITE 300 CONFERENCE
7 ROOM, SAN RAFAEL, CA. 94903

8 **BOARD MEMBERS PRESENT:** (By Roll Call): M. Clark, R. Elias, C. Murray,
9 J. Schriebman, C. Yezman

10 **BOARD MEMBERS ABSENT:** None

11 **STAFF PRESENT:** Mike Prinz , General Manager Teresa Lerch, District
12 Secretary,

13 **OTHERS PRESENT:** Pat Richardson, District Counsel; David Byers, District
14 Counsel

15 **ANNOUNCEMENT:** President Elias announced that the agenda had been
16 posted as evidenced by the certification on file in
17 accordance with the law.

18 **PUBLIC COMMENT:** None.

19 **ACTION:**

20 THE BOARD OF DIRECTORS OF THE LAS GALLINAS VALLEY SANITARY DISTRICT ADJOURNED TO
21 CLOSED SESSION ON MAY 7, 2020 , AT 3:21 PM, BY ZOOM CONFERENCE AND AT THE DISTRICT
22 OFFICE, 101 LUCAS VALLEY ROAD, SUITE 300, CONFERENCE ROOM, SAN RAFAEL, CALIFORNIA.

23 Lerch left at 3:21 pm.

24 **CLOSED SESSION:**

25 **PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE:** pursuant to subdivision (b)(1) of Government
26 Code Section 54957.

27 **PUBLIC EMPLOYEE PERFORMANCE EVALUATION – General Manager:** pursuant to subdivision (b)(1)
28 of Government Code Section 54957.

29 **ADJOURNMENT:**

30 **ACTION:**

31 The Board of Directors of the Las Gallinas Valley Sanitary District reconvened the Regular Session on
32 May 7, 2020 at 4:36 pm.

33 **BOARD MEMBERS PRESENT:** (By Roll Call): M. Clark ,R. Elias, C. Murray,
34 J. Schriebman, C. Yezman

35 **STAFF PRESENT:** Teresa Lerch, District Secretary; Mel Liebmann, Plant
36 Manager; Mike Cortez, District Engineer

37 **OTHERS PRESENT:** Mark Moses, Regional Government Services

56 **PUBLIC COMMENT:** None.

57

58 **REPORT ON CLOSED SESSION:** Patrick Richardson, District Counsel reported that the General
59 Manager's salary was increased to an annual rate of \$232,887.56 retroactive to November 26, 2019. The
60 motion passed unanimously.

61

62 Prinz introduced Mark Moses from Regional Government Services to the Board.

63

64 **CONSENT CALENDAR:**

65 These items are considered routine and will be enacted, approved or adopted by one motion unless a request for
66 removal for discussion or explanation is received from the staff or the Board.

67

A. Approve the Board Minutes for April 16 and April 17, 2020

68

B. Approve the Warrant List for May 7, 2020

69

C. Approve Schriebman attending the Adapting Tides Webinar April 28

70

D. Approve Murray attending the Budgeting for the Covid-19 Recession Webinar May 5

71

E. Approve Resolution 2020-2187 – A Resolution Proposing an Election

72

F. Approve Extension of Designation of the Secondary Treatment Process Upgrade and
73 Recycled Water Expansion Project as an Essential Function per Marin County Public Health
74 Order

75

Items B and F were discussed.

76

77 **ACTION:**

78 Board approved (M/S Schriebman/Yezman 5-0-0-0) the Consent Calendar items A through F.

79

Roll Call:

80

AYES: Clark, Elias, Murray, Schriebman and Yezman.

81

NOES: None.

82

ABSENT: None.

83

ABSTAIN: None.

84

85 **FEE AGREEMENT FOR LEGAL SERVICES**

86 Board reviewed the proposed fee Agreement for legal services from Byers/Richardson. Discussion ensued.

87

88 Board approved (M/S Yezman/Schriebman 5-0-0-0) the fee Agreement for legal Services from
89 Byers/Richardson.

90

Roll Call:

91

AYES: Clark, Elias, Murray, Schriebman and Yezman.

92

NOES: None.

93

ABSENT: None.

94

ABSTAIN: None.

95

96 **PROPOSED ORDINANCE 182 AN ORDINANCE AMENDING TITLE 2, CHAPTER 1 SANITARY CODE
97 OF THE LAS GALLINAS VALLEY SANITARY DISTRICT – CAPITAL FACILITIES CHARGE**

98

99 Board reviewed the proposed draft Ordinance 182 – An Ordinance Amending Title 2, Chapter 1 Sanitary
100 Code of the Las Gallinas Valley Sanitary District which will update the capital facilities charge based on the
inflationary adjustment as provided for in the Ordinance. Board set a Public Hearing date for Ordinance No
182, An Ordinance Amending Title 2, Chapter 1 Sanitary Code of the Las Gallinas Valley Sanitary District.

101

102 **ACTION:**

103 Board approved (M/S Schriebman/Yezman 5-0-0-0) modifying the title of Ordinance 182 and setting a
104 Public Hearing for Ordinance 182, An Ordinance Amending Title 2 Chapter 1 of the Ordinance Code of the
105 Las Gallinas Valley Sanitary District on July 2, 2020.

106

Roll Call:

107

AYES: Clark, Elias, Murray, Schriebman and Yezman

108

NOES: None.

109

ABSENT: None.

110

ABSTAIN: None.

111 **APPROVE THE REVISED CONTRACT AMOUNT WITH PG&E FOR CONSTRUCTION OF PHASE 2**
112 **POWER LINE REALIGNMENT PROJECT**

113 Board discussed the revised contract amount with PG&E for construction of Phase 2 Power Line
114 Realignment Project.

115
116 **ACTION:**

117 Board approved (M/S Murray/Schriebman 5-0-0-0) the revised contract amount and authorized the
118 General Manager to execute the revised contract with PG&E for Phase 2 Power Line Realignment Project.
119 Roll Call:

120 AYES: Clark, Elias, Murray, Schriebman and Yezman
121 NOES: None.
122 ABSENT: None.
123 ABSTAIN: None.
124

125 **BID AWARD – BIOSOLIDS SURFACE INJECTION AND RECLAMATION PASTURELAND IRRIGATION**
126 **OPERATIONS AND MAINTENANCE SERVICES**

127 Board and staff discussed the bid award for the Biosolids Surface Injection and Reclamation Pastureland
128 Irrigation Operations and Maintenance Services.

129 **ACTION:**

130 Board approved (M/S Schriebman/Yezman 5-0-0-0) the bid award for the Biosolids Surface Injection and
131 Reclamation Pastureland Irrigation Operations and Maintenance Services

132 Roll Call:

133 AYES: Clark, Elias, Murray, Schriebman and Yezman.
134 NOES: None.
135 ABSENT: None.
136 ABSTAIN: None.
137

138 **APPROVE BOARD APPOINTMENT ACTING DISTRICT TREASURER**

139 Board discussed appointing the General Manager as the Acting District Treasurer. No action was taken.

140
141 **APPROVE THE DRAFT SPRING NEWSLETTER**

142 Board discussed the draft Spring Newsletter .The Board suggested some changes and the final Newsletter
143 will be brought back to the next Board meeting for approval.

144
145 **INFORMATION ITEMS:**

146 **STAFF / CONSULTANT REPORTS:**

- 147 1. General Manager's Report – Verbal – Prinz reported.
148 2. Retention of CPSHR Consulting for Administrative Services Manager Recruitment Services – no
149 discussion.
150 3. Retention of Regional Government Services for Temporary Assistance – no discussion.
151 4. Marin County Civil Grand Jury Follow-up Report on Web Transparency of Agency Compensation Practices
152 Lerch and Prinz reported.
153

154 **BOARD MEMBER REPORTS:**

- 155 1. CLARK
156 a. NBWA Board Committee – verbal report.
157 b. NBWA Conference Committee– no report
158 c. Ad Hoc HR Committee re: 2019 GM Evaluation-no report
159 d. Ad Hoc HR Committee re: 2019 Employee Climate Survey – no report
160 e. Other Reports– no report
161
162 2. ELIAS
163 a. NBWRA– no report

- 164 b. Ad Hoc Engineering Committee— verbal report
- 165 c. Other Reports— no report
- 166
- 167 3. MURRAY
- 168 a. Marin LAFCO— verbal report
- 169 b. CASA Energy Committee— verbal report
- 170 c. Ad Hoc HR Committee re: GM Evaluation – no report
- 171 d. Other Reports— Special districts Chapter Meeting— verbal report
- 172 4. SCHRIEBMAN
- 173 a. JPA Local Task Force— no report
- 174 b. NBWA Tech Advisory Committee— no report
- 175 c. Ad Hoc HR Committee re: 2019 Employee Climate Survey – no report
- 176 d. Other Reports— Special Districts Chapter Meeting – verbal report and Marin County Stormwater
- 177 Pollution Prevention Program Advisory Committee (MCSTOPP)- verbal report
- 178 5. YEZMAN
- 179 a. Gallinas Watershed Council/Miller Creek Watershed Council— no report
- 180 b. Flood Zone 7— no report
- 181 c. CSRMA— no report
- 182 d. Ad Hoc Engineering Committee— verbal report
- 183 e. Other Reports— no report
- 184

BOARD REQUESTS:

- 186 A. Board Meeting Attendance Requests – None.
- 187 B. Board Agenda Item Requests – None.
- 188

VARIOUS ARTICLES AND MISCELLANEOUS DISTRICT CORRESPONDENCE:

189 Discussion ensued.

ACTION:

193 Board approved (M/S Yezman/Schriebman 5-0-0-0) the adjournment of the meeting at 7:13 pm. in memory

194 of Harry Schriebman.

195 Roll Call:

- 196 AYES: Clark, Elias, Murray, Schriebman and Yezman.
- 197 NOES: None.
- 198 ABSENT: None.
- 199 ABSTAIN: None.
- 200

201 The next Board Meeting is scheduled for May 11, 2020.

ATTEST:

208 _____
Teresa Lerch, District Secretary

APPROVED:

217 _____
Judy Schriebman, Vice President

SEAL

Las Gallinas Valley Sanitation District
Warrant List 5/21/2020 DRAFT

Agenda Item 2B
Date May 21, 2020

	Date	Num	Vendor	Original Amount	Addition and Adjustment	Total Amount	Description for Items
1	5/21/2020	EFT1	ADP	1,864.75		1,864.75	Records Retention (storage) for May
2	5/21/2020	ACH	A & P Moving	84.70		84.70	Payroll Processing Charges
3	5/21/2020	N/A	All-Star Rents	515.63		515.63	Bobcat Rental for Mulligan Pump Station Improvements
4	5/21/2020	N/A	AQUA Engineering	16,481.30		16,481.30	Secondary Treatment Upgrade Project
5	5/21/2020	N/A	ArcSine Engineering	16,717.06		16,717.06	SCADA Support
6	5/21/2020	N/A	AT&T	363.56		363.56	Teleconference Services
7	5/21/2020	N/A	Banner Bank	124,340.13		124,340.13	Retention #14 fee for Myers & Sons Construction
8	5/21/2020	N/A	Bolt Staffing	1,660.00		1,660.00	Temp Collections Help Week Ending 5/3
9	5/21/2020	ACH	Brown & Caldwell	10,926.65		10,926.65	STPURWE Engineering Services
10	5/21/2020	ACH	Byers Law Office	14,500.00		14,500.00	Legal Services through May 12th
11	5/21/2020	ACH	California Generator Service	3,450.36		3,450.36	Install New Controller Screen for Volvo Standby Generator
12	5/21/2020	EFT	CalPERS 457	3,663.30		3,663.30	Employees Deferred Comp. for Paydate 4/24/2020
13	5/21/2020	EFT	CalPERS Retirement	17,820.55		17,820.55	EE & ER Payment towards Retirement, Paydate 4/24
14	5/21/2020	ACH	Caltest Analytical Lab	2,054.86		2,054.86	Outside Lab Testing
15	5/21/2020	ACH	Central Marin Sanitation Agency	2,441.73		2,441.73	FOG Program Quarterly Payment
16	5/21/2020	N/A	City National Bank	644,165.20		644,165.20	Loan Agreement #13-038
17	5/21/2020	N/A	Contractor Compliance and Monitoring Inc.	3,947.25		3,947.25	Labor Compliance on Construction Projects
18	5/21/2020	ACH	CORE Utilities	2,340.00		2,340.00	IT Services for April
19	5/21/2020	ACH	Data Instincts	5,447.50		5,447.50	Public Awareness & Information Services
20	5/21/2020	EFT	Discovery Benefits	100.00		100.00	FSA Administration
21	5/21/2020	ACH	Edelstein, Daniel	2,827.00		2,827.00	Canada Goose Project
22	5/21/2020	ACH	Elias, Rabi	200.00		200.00	Health Insurance Reimb
23	5/21/2020	ACH	EOA Inc.	19,038.54		19,038.54	Technical Assistance for Regulatory Permits
24	5/21/2020	ACH	Gardeners Guild	1,123.00		1,123.00	Landscape Maintenance for May
25	5/21/2020	N/A	Jackson's Hardware	24.95		24.95	Head Key & Whip Hose
26	5/21/2020	ACH	Kennedy/Jenks Consulting	20,822.10		20,822.10	Integrated Wastewater Master Plan
27	5/21/2020	N/A	KleinFelder Inc.	15,915.79		15,915.79	Construction Inspection & Materials Testing
28	5/21/2020	ACH	Koff & Associates Inc.	1,540.00		1,540.00	Progress on FLSA Audit of Classifications
29	5/21/2020	N/A	Marin Independent Journal	456.97		456.97	Public Notices printed in Local Paper

**Las Gallinas Valley Sanitation District
Warrant List 5/21/2020 DRAFT**

	Date	Num	Vendor	Original Amount	Addition and Adjustment	Total Amount	Description for items
30	5/21/2020	ACH	Murray, Craig	125.00		125.00	Health insurance Reimb
31	5/21/2020	N/A	MWA Architects	21,883.02		21,883.02	Admin Building Site Evaluation
32	5/21/2020	N/A	Myers & Sons Construction	2,362,462.49		2,362,462.49	STPURWE Construction Contract (Ret #14)
33	5/21/2020	N/A	National Auto Fleet	145,512.42		145,512.42	Collections- Ford F-450 w/ 1/2 Flusher
34	5/21/2020	ACH	Nute Engineering	1,022.00		1,022.00	O&M Engineering Services
35	5/21/2020	N/A	Operating Engineers	960.00		960.00	Union Dues for paydate 5/8 & 5/22
36	5/21/2020	N/A	PG&E	10,620.12		10,620.12	Electricity
37	5/21/2020	N/A	PG&E	5,683.43		5,683.43	Pump Stations
38	5/21/2020	N/A	PG&E	26.28		26.28	Solar
39	5/21/2020	EFT	PG&E	290,409.14		290,409.14	Underground Existing Overhead Electrical Facilities
40	5/21/2020	N/A	Rathlin Properties	8,596.00		8,596.00	Rent for 101 Lucas Valley
41	5/21/2020	ACH	Retiree Augusto	188.03		188.03	Retiree Health
42	5/21/2020	ACH	Retiree Burgess	188.03		188.03	Retiree Health
43	5/21/2020	ACH	Retiree Cummins	200.43		200.43	Retiree Health
44	5/21/2020	ACH	Retiree Cutri	515.06		515.06	Retiree Health
45	5/21/2020	ACH	Retiree Emanuel	245.78		245.78	Retiree Health
46	5/21/2020	ACH	Retiree Gately	212.39		212.39	Retiree Health
47	5/21/2020	ACH	Retiree Guion	212.39		212.39	Retiree Health
48	5/21/2020	ACH	Retiree Johnson	664.55		664.55	Retiree Health
49	5/21/2020	ACH	Retiree Kermoian	200.43		200.43	Retiree Health
50	5/21/2020	ACH	Retiree Mandler	200.43		200.43	Retiree Health
51	5/21/2020	ACH	Retiree McGuire	591.50		591.50	Retiree Health
52	5/21/2020	ACH	Retiree Memmott	200.43		200.43	Retiree Health
53	5/21/2020	ACH	Retiree Petrie	188.03		188.03	Retiree Health
54	5/21/2020	ACH	Retiree Petty	184.74		184.74	Retiree Health
55	5/21/2020	ACH	Retiree Provost	245.78		245.78	Retiree Health
56	5/21/2020	ACH	Retiree Reelz	539.86		539.86	Retiree Health
57	5/21/2020	ACH	Retiree Reilly	200.43		200.43	Retiree Health
58	5/21/2020	ACH	Retiree Vine	200.43		200.43	Retiree Health

**Las Gallinas Valley Sanitation District
Warrant List 5/21/2020 DRAFT**

	Date	Num	Vendor	Original Amount	Addition and Adjustment	Total Amount	Description for Items
59	5/21/2020	ACH	Retiree Wettstein	628.00		628.00	Retiree Health
60	5/21/2020	ACH	Retiree Williams	628.00		628.00	Retiree Health
61	5/21/2020	ACH	Schriebman, Judy	200.00		200.00	Health insurance Reimb
62	5/21/2020	N/A	SiteOne	84.04		84.04	Pipe & Sockets
63	5/21/2020	N/A	State Water Resources Control Board	285,464.45		285,464.45	Principal/Interest Loan Payment- Primary Clarification System Improvement Project
64	5/21/2020	N/A	State Water Resources Control Board	568.00		568.00	Annual Permit Fee
65	5/21/2020	N/A	Synectic Technologies	164.64		164.64	Quarterly Warranty Agreement of Phone System
66	5/21/2020	N/A	Terminix	165.00		165.00	Pest Control at Plant
67	5/21/2020	ACH	Terryberry	362.21		362.21	S. Golshani 5-Year Gift, M. Cortez 10-Year Gift
68	5/21/2020	N/A	TPx Communications	639.61		639.61	Phone Services
69	5/21/2020	N/A	Unicom Group	2,400.00		2,400.00	Newsletter Publication - Estimated Postage
70	5/21/2020	ACH	Univar	3,739.71		3,739.71	Sodium Hypochlorite
71	5/21/2020	N/A	Verizon	1,123.23		1,123.23	Cell Phones
72	5/21/2020	N/A	Water Components & Building Supplies	1,699.20		1,699.20	Misc Parts & Supplies to Outfit New Truck and Repair Flusher Truck
73	5/21/2020	ACH	Yezman, Crystal	200.00		200.00	Health insurance Reimb

Do not change any formulas below this line.

TOTAL \$ 4,085,377.59 \$ - \$ 4,085,377.59

EFT1	EFT1 = Payroll (Amount Required)	1,864.75	1,864.75	Approval:
EFT2	EFT2 = Bank of Marin loan payments	0.00	0.00	Finance
PC	Petty Cash Checking	0.00	0.00	
>1	Checks (Operating Account)	0.00	0.00	GM
N/A	Checks - Not issued	3,672,639.77	3,672,639.77	
EFT	EFT = Vendor initiated "pulls" from LGVSD	311,992.99	311,992.99	Board
ACH	ACH = LGVSD initiated "push" to Vendor	98,880.08	98,880.08	
	Total	\$ 4,085,377.59	\$ 4,085,377.59	

Difference:

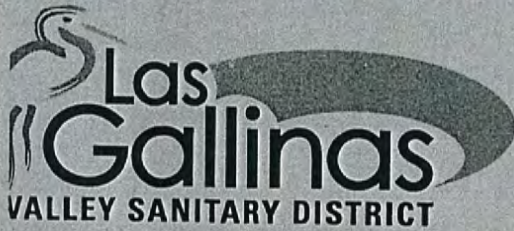
\$ _____

Agenda Item 2C
Date May 21, 2020

Directors' Meeting Attendance Recap

<u>Name</u>	<u>Total Meetings</u>
Megan Clark	4
Rabi Elias	4
Craig Murray	6
Judy Schriebman	5
Crystal Yezman	<u>4</u>
Total	<u><u>23</u></u>

Meeting Date: 5/21/2020
Paydate: 5/22/2020



300 Smith Ranch Road, San Rafael, CA 94903

Office: 415.472.1734 Fax: 415.499.7715

BOARD MEMBER ATTENDANCE FORM

Director's Name: MEGAN CLARK Month: APRIL 2020

Board Members shall be compensated for up to the legal limit of six (6) meeting per month and one (1) per day. Board members are limited to four (4) conferences or seminars per year. For multi-day conferences, compensation shall be at a maximum of one (1) meeting per day.

REGULAR and SPECIAL MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
1 ST	Reg	X	
10th	Zoom training - Special <1.5 hrs	X	
16 th	Reg	X	
17 th	Special - Budget	X	
TOTAL			

MSP

4

OTHER MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
4/27/2020	Budget Mtg	X	
TOTAL			

Total Meetings for which I am Requesting Payment: 4 total
 Max of six (6) per Health & Safety Code §4733

I hereby certify that the meetings as set forth above are true and correct and are for the purpose of conducting official business for the Las Gallinas Valley Sanitary District.

Megan Clark
 Signature
5/13/2020
 Approved By/ Date

5-13-20
 Date
 Pay Date



300 Smith Ranch Road, San Rafael, CA 94903

Office: 415.472.1734 Fax: 415.499.7715

BOARD MEMBER ATTENDANCE FORM

Director's Name: Rabi Elias Month: April 2020

Board Members shall be compensated for up to the legal limit of six (6) meeting per month and one (1) per day. Board members are limited to four (4) conferences or seminars per year. For multi-day conferences, compensation shall be at a maximum of one (1) meeting per day.

REGULAR and SPECIAL MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
4/2/20	Regular	✓	
4/16/20	Regular	✓	
TOTAL		2	

OTHER MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
4/17/20	Budget Workshop	✓	
4/27/20	special Proposed Budget	✓	
TOTAL		2	

TOTAL MEETINGS CHARGED (Max of six per Health & Safety Code #4733):	4
--	---

I hereby certify that the meetings as set forth above are true and correct and are for the purpose of conducting official business for the Las Gallinas Valley Sanitary District.

Rabi Elias
 Signature
[Signature]
 Approved By/ Date 5/3/2020

5/12/20
 Date
 Pay Date



300 Smith Ranch Road, San Rafael, CA 94903

Office: 415-472-1734 Fax: 415-499-7715

BOARD MEMBER ATTENDANCE FORM

Director's Name: MURRAY, Craig K. Month: April 2020

Board Members shall be compensated for up to the legal limit of six (6) meeting per month and one (1) per day. Board Members are limited to four (4) conferences or seminars per year.

For multi-day conferences, compensation shall be at a maximum of one (1) meeting per day.

REGULAR and SPECIAL MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
4/2/20	Board Meeting	X	
4/16/20	Board Meeting	X	
4/17/20	Special Board Meeting	X	
4/27/20	Special Board Meeting	X	
TOTAL		4/4	

OTHER MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
4/5, 12, 26/20	Merrydale Road/Las Gallinas Creek Headwater Litter Removal c/o City of San Rafael: 2/5: 2.0 hours; 2/29: 0.5 hours; 2/26: 1.5 hours		XXX
4/1/20	City of San Rafael BPAC Meeting		X
4/1/20	Webinar COVID 19 CWEA, WEF, CASA	X	
4/9/20	Webinar #2 COVID 19 CWEA		X
4/15/20	Webinar #3 COVID 19 CWEA		X
4/16/20	APWA – Government Facility Security Programs & Technology		X
4/16/20	LAFCo Vice Chair EO Coordinating Meeting		X
4/20/20	LGVSD Board Member General Manager Coordinating Meeting		X
4/23/20	CASA Air Quality, Climate Change & Energy (ACE) Workgroup Meeting – Walnut Creek In Person	X	
4/28/20	Webinar US EPA Harmful Algal Blooms (HAB) and Algal Toxins		X



300 Smith Ranch Road, San Rafael, CA 94903


Office: 415-472-1734 Fax: 415-499-7715

BOARD MEMBER ATTENDANCE FORM

4/28/20	Marin County Special Districts Association Executive Committee – Zoom Meeting		X
4/30/20	Merrydale Road, Rafael Meadows Pump Station - Cal Trans Maintenance Manager I Chad Klein, North Bay Region District 4 Initial Field Meeting		X
4/30/20	Webinar #4 COVID 19 CWEA		X
4/30/20	LAFCo – Regular Board Meeting (moved from original date of 4/9)		X
TOTAL		2/15	

Total Meetings for which I am Requesting Payment/Approved: Board Members maximum of six (6) per Health & Safety Code §4733	6/19
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I hereby certify that the meetings as set forth above are true and correct and are for the purpose of conducting official business for the Las Gallinas Valley Sanitary District.



 Signature _____ Date April 28, 2020

 Approved By/ Date 5/13/2020 Pay Date _____



300 Smith Ranch Road, San Rafael, CA 94903
 Office: 415.472.1734 Fax: 415.499.7715

**BOARD MEMBER ATTENDANCE
 FORM**

Director's Name: Crystal Yezman Month: April 2020

Board Members shall be compensated for up to the legal limit of six (6) meeting per month and one (1) per day. Board members are limited to four (4) conferences or seminars per year. For multi-day conferences, compensation shall be at a maximum of one (1) meeting per day.

REGULAR and SPECIAL MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
04/02	Regular Board Mtg	X	
04/16	Regular Board Mtg	X	
TOTAL			

OTHER MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
04/17	Special Board Meeting	X	
04/27	Special Board Meeting	X	
04/09	Zoom Training 2.5 hrs	X	
TOTAL			

Total Meetings for which I am Requesting Payment: 5
 Max of six (6) per Health & Safety Code §4733 4

I hereby certify that the meetings as set forth above are true and correct and are for the purpose of conducting official business for the Las Gallinas Valley Sanitary District.

Crystal J Yezman 05/05/2020
 Signature Date
[Signature] 5/13/2020
 Approved By/ Date Pay Date

AGENDA ITEM 2D
DATE May 21, 2020



BOARD MEMBER MEETING ATTENDANCE REQUEST

Date: 5/7/2020 Name: Judy Schriebman

I would like to attend the Virtual Conference Meeting of
2020 WaterReuse California

To be held on the 24 day of June from 8 - 6 am/pm. to 25 day of
June from 8 - 6 a.m. / p.m.

Location of meeting: My house; its virtual

Actual meeting date(s): June 24th and 25th

Meeting Type: (In person/Webinar/Conference) Webinar conference Zoom

Purpose of Meeting: opportunity to learn, share knowledge, and network with peers re: Recycled Water. conveniently from your office or home office. Sessions will launch June 24-25, 2020 and continue to be available for viewing until July 31, 2020.

Other meeting attendees: _____

Meeting relevance to District: Recycled water info

Frequency of Meeting: 1x

Estimated Costs of Travel (if applicable): N/A

Date submitted to Board Secretary: May 7, 2020

Board approval obtained on Date: _____

Please submit to the District Administrative Assistant, no later than 2:00 p.m. on the Friday prior to the Board Meeting.



Agenda Summary Report

To: Mike Prinz, General Manager *MP*
From: Mel Liebmann, Plant Manager
Mtg. Date: May 21, 2020
Re: EOA, Inc. Contract Proposal for July 1, 2020 to June 30, 2021
Item Type: Consent XX Discussion _____ Information _____ Other _____
Standard Contract: Yes XX No _____ (See attached) Not Applicable _____

STAFF RECOMMENDATION

Board approve EOA, Inc. Contract Proposal for July 1, 2020 to June 30, 2021.

BACKGROUND

District consultant, Ray Goebel of EOA, has provided sewage collection system and treatment plant discharge regulatory compliance consulting services to the District for over 15 years. Mr. Goebel's regulatory expertise has proven essential in meeting existing and new regulatory requirements. In addition to his advisory skills, Mr. Goebel completes numerous mandatory regulatory reports outlined in the attached EOA proposal.

Mr. Goebel's familiarity with the District's facilities and compliance history has been instrumental on several occasions when staff has had questions regarding the interpretation, intent and history of the many permits for which the District is required to maintain compliance. Mr. Goebel regularly reviews written correspondence between the District and the Regional Water Quality Board to improve the effectiveness of communication. He also keeps staff informed of pending or future requirements that could impact District operations. EOA has an exemplary record of providing reports on time and being responsive to Staff requests throughout their years of service to the District.

Staff is currently working with Mr. Goebel on NPDES Permit reissuance and work related to the Secondary Treatment Plant Upgrade and Recycled Water Expansion Project (STPURWE). Mr. Goebel has attended several STPURWE Project related meetings and has provided guidance to staff in making decisions regarding process selection and design that will result in a treatment facility that will exceed existing regulations and ensure compliance for years to come.

The table below lists the last seventeen years of annual costs for regulatory compliance consulting services from EOA, Inc. The EOA, Inc. 2019-20 proposal for consulting services is \$185,200. The EOA, Inc. 2019-20 proposal totaled \$187,200 and the District has been billed \$90,000 through April 1, 2020 against this current year's contract. The anticipated expenditures for the balance of this FY are estimated at \$38,000, bringing the estimated total to \$135,000.



Fiscal Year	Total Cost	Difference	Fiscal Year	Total Cost	Difference
2018-19	\$159,300		2009-10	\$165,870	+\$53,809
2017-18	\$132,557	-31,655	2008-09	\$112,061	\$14,1663
2016-17	\$164,212	+865	2007-08	\$126,724	+\$37,311
2015-16	\$163,347	+\$4,485	2006-07	\$89,413	+\$11,317
2014-15	\$158,862	+\$5762	2005-06	\$78,096	+\$15,402
2013-14	\$153,100	+\$19,769	2004-05	\$62,694	+\$40,475
2012-13	\$133,331	+\$12,960	2003-04	\$103,169	+\$18,920
2011-12	\$146,291	+\$6,792	2002-03	\$84,249	+\$20,649
2010-11	\$139,499	-\$26,371	2001-02	\$63,600	+\$13,426

Staff believes that continuing to utilize EOA as a regulatory consultant is the best way to ensure consistent and effective regulatory compliance and technical support at a critical time in the District's history.

PREVIOUS BOARD ACTION

Approval of EOA, Inc. Contract Proposal for July 1, 2019 to June 30, 2020 at June 27, 2019 Meeting.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT:

\$167,300

**EOA Scope of Work for Las Gallinas Valley Sanitary District
Technical Support for Regulatory Permits and NPDES Permit Reissuance
July 1, 2020 – June 30, 2021**

BACKGROUND

The District’s NPDES discharge permit (Order R2-2015-0021) was reissued at the Water Board’s May 13, 2015 hearing, with an effective date of July 1, 2015. The District is also subject to the Water Board’s regional Mercury and PCBs Permit (Order R2-2017-0041), the regional Nutrient Permit (Order R2-2019-0017), the District’s Reclamation Permit (Order 92-064), the recycled water facility’s General Order for Water Reuse (Order R2-96-011)¹, the State Water Board’s General Order for Sanitary Sewer Systems (Order 2006-003-DWQ), two addition “minor” NPDES permits that affect monitoring requirements, various Permits to Operate issued by the Bay Area Air Quality Management District (BAAQMD) for treatment plant and pump station generators and equipment, and other regulations established by these agencies and the USEPA.

The current NPDES permit expires on June 20, 2020. EOA prepared, and the District submitted, the application for reissuance prior to the October 21, 2019 deadline. The permit reissuance is currently scheduled for the July 20, 2020 Water Board hearing, but will likely be further delayed because of Water Board meeting cancellations associated with COVID-19 emergency. The existing permit requirements will be administratively extended until a new permit is issued.

EOA provides technical and regulatory support to the District related to the above permits and regulations. Work performed by EOA on behalf of the District includes assistance in securing the permits (where applicable), preparation of permit-mandated reports, documents and plans, coordination of permit-mandated studies, support for the District’s data management and reporting systems, participation in plant upgrade planning processes, and technical support to the District staff on various operational, regulatory, and permit compliance issues.

SUMMARY OF FY 2019/20 WORK

Under its FY 2019/20 contract with the District, EOA prepared the following documents for submittal to the Water Board as required by the District’s NPDES and other permits:

- Annual NPDES Self-Monitoring Report (2/1/20)
- Plant O&M Manual, Contingency Plan, Wastewater Treatment Plant Reliability Assurance Plan, Wastewater Facilities Report, and Wet Weather Improvements Plan: conducted annual reviews, updated as needed and prepare status reports (2/1/20)
- Annual Reclamation Project Report (2/18/20)
- Annual Recycled Water Facility Report (3/16/20)

EOA assisted District staff in the preparation of the Annual Pollution Prevention Report and Annual Biosolids Report.

¹ As required by the Statewide Recycled Water Policy, permittees operating Regional General Permits (such as Order R2-96-011) will be transitioned to the Statewide Recycled Water General Permit (Order WQ 2016-0068-DDW). The transition is expected to be completed in Spring 2020.

EOA also provided technical support to District staff in a number of other areas, including:

- Support to plant operations and laboratory, primarily in areas related to compliance with the above-referenced permits, but also general support (e.g., treatment process performance evaluation, development of SOPs, etc.)
- Support for the laboratory data management system (Operator 10), which hosts monitoring data required by the NPDES, Recycled Water and Reclamation permits, as well as other data used by plant operations for process control.
- STPURWE Project: Providing input to designers on regulatory and technical issues, review of design documents, and targeted participation in construction meetings associated specifically with permit issues.
- Support to the collection system operations, and implementation of the District's Sewer System Management Plan (SSMP), including the biannual SSMP audit conducted in Spring 2020.
- Assistance in responding to inquiries from regulatory agencies and discharger organizations, and review of documents prepared by those entities (e.g. BACWA and CASA surveys)
- Participation on District's behalf in permit-mandated regional activities, and in the activities of Bay Area Clean Water Agencies (BACWA) on issues of importance to the District (e.g. regional nutrient permit reissuance).
- Tracking local and State regulatory developments that will impact the District (e.g. State Water Board recycled water policy and chronic toxicity policy).
- Updating of the Reclamation Area O&M Plan. (A large portion of this update was done under a no-cost time extension of EOA's 2018/19 contract approved by the District Board).
- Miscellaneous support and advice to District managers and staff on a range of technical and regulatory issues

EOA SCOPE OF WORK FOR FY 2020/2021

Consistent with past District practices, this scope of work is designed to provide the District with assistance in implementing requirements of the District's various permits described above. The scope and budget presented herein are for the period July 1, 2020 through June 30, 2021. The hour estimates contained in this scope of work are based on assumptions regarding the level of support needed by the District and necessary to generate the various work products, and that EOA's work effort will not vary significantly from current expectations. Hours may be reallocated among tasks to respond to unanticipated issues or needs raised by regulatory agencies or District management. Compensation for EOA's services will be charged on a time and expense reimbursable basis, in accordance with EOA's FY 2020/2021 Fee Schedule – LGVSD (Attachment A).

Table 1 list tasks and/or deliverables required by the District's various permits (or other regulatory mandates) in FY 2020/2021, the tasks under which those deliverables will be prepared, and the specified due dates. Except where indicated, EOA has the lead role in preparing these reports. Many of the Permit deliverables are due during the January-March period.

EOA will continue to provide District staff with an annual schedule of permit-mandated reports and milestones, and will coordinate with the District’s other consultants or contractors on issues related to compliance, operations, and facilities.

Table 1. FY 2018/2019 NPDES Permit Tasks and Deliverables

Permit Provision	Permit Due Date	EOA Task #	Description
Attach. G Prov. VC.1	Monthly	Task 1	Prepare Monthly Compliance Reports (support to LGVSD staff)
Attach. G Prov. VC.1	2/1/20	Task 1	Prepare Annual NPDES Report
Attach. G Prov. VC.1.f	2/1/20	Task 2	Plant O&M Manual, Contingency Plan, Wastewater Facilities Status Report: update as needed and prepare status report for inclusion in the NPDES Annual Report
Provision VI.C.5.a	2/1/20	Task 2	Reliability Assurance Plan: update as needed and prepare status report for inclusion in the NPDES Annual Report
Provision VI.C.5.b	2/1/20	Task 2	Report on progress in implementing Wet Weather Improvement Plan, private sewer lateral ordinance, and other measures to reduce blending, and prepare status report for inclusion in the NPDES Annual Report.*
Provision VI.C.4.a	2/19/20	Task 1	Provide support to LGVSD staff for preparation of the Annual EPA Biosolids Report.
Provision VI.C.5.a	2/28/20	Task 1	Assist staff in reviewing Annual Pollution Prevention Program Report (prepared by CMSA)
Reclamation Permit	3/15/20	Task 1	Prepare Annual Reclamation Project Report (Order 92-064)
Recycled Water Permit	4/30/20	Task 6	Prepare Annual Recycled Water Report (Statewide Order WQ 2016-0068-DDW)

*Specific requirements may be different under re-issued NPDES permit

Tasks to be performed by EOA under this scope of work are as follows:

Task 1. Support for Permit Self-Monitoring Programs, Data Management, and Compliance and Operational Assistance

Under Task 1, EOA will provide ongoing technical assistance to District staff in meeting the self-monitoring program requirements specified in the District’s NPDES Permit, Reclamation Permit, the regional NPDES permits for mercury, PCBs, and nutrients, the USEPA biosolids regulations, and in preparing monthly and annual self-monitoring compliance reports required by these permits; support for the District’s toxicity testing programs; support for the laboratory/operations data management (Operator 10 database); support to staff in responding to inquiries and requests for information from regulatory agencies, and for other “as needed” assistance related to monitoring, reporting, permit



compliance, and plant operations.² Historically, EOA has provided only limited support for the District's Pollution Prevention Program (i.e., advice on program implementation and review of Annual Report), since primary support for this Program is provided by CMSA. As in previous years, EOA does not expect to play a lead role on air-related issues (e.g. securing BAAQMD permits and preparing reports) but will continue to assist District staff in that area where requested.

Estimated Hours: 264 hr, plus 24 hr clerical/technician

Task 2. Plant Reports and Documents- Review, Revise and Develop Status Updates

The Permit requires the District to annually review, revise and provide status updates for the plant O&M Manual, Contingency Plan, Spill Prevention Plan, and Wastewater Facilities Status Report. Historically, EOA has had primary responsibility for maintaining all of these documents except the Contingency Plan, and we assume this division of responsibility will remain the case in FY 2020/21. (EOA did a significant update of the Contingency Plan in 2018 within the Task 2 budget). Aside from fulfilling a permit requirement, the O&M Manual (and related plant SOPs) are used as training and reference documents for new operations staff, and are important for retaining "institutional memory" of treatment plant practices. The O&M Manual/SOPs also document that the plant's wet weather blending practices are an integral part of the plant design, and are applied in a consistent and traceable manner.³ Significant updates to the Plant O&M Manual will be required for new secondary treatment facilities to be constructed under the STPURWE project. Although those facilities are not likely to be in operation during the FY 2010/21 period, initial work on the manual updates for those facilities will be started under Task 2.

The NPDES Permit required preparation a Reliability Assurance Plan for the treatment plant, and an updated Wet Weather Improvement Plan that addresses measures taken by the District to reduce blending. Both of these Plans were prepared under EOA's FY2015-16 contract. Time requirements for follow-up and annual status reporting related to these documents are now relatively small. For that reason, and because there are no other permit-mandated "special studies" in progress, updating of these Plans has been incorporated into Task 2, rather than being broken out into a separate task.

Estimated Hours: 80, plus 4 hr clerical

Task 3. Participation in Discharger Organizations and Regional Regulatory Mandates

Organizations such as BACWA, CASA, and CWEA play a critical role in representing the interests of treatment plant and collection system agencies in regulatory and policy making decisions by State and local regulatory agencies. In addition, these organizations provide member agencies with resources and technical support to meet shared permit requirements, such as the Regional

² District staff have responsibility for all permit-required monitoring and for the preparation of monthly and quarterly self-monitoring reports. EOA's role in these reports is limited to support and (when needed) review. However, EOA takes the lead role in preparing the various annual reports.

³ The practice of "blending" (bypassing high wet weather flows around certain treatment processes to avoid wash-out of biological processes) remains controversial. It is essential that a treatment plant that employs blending have the practice recognized in its NPDES permit, and that the practice be well documented as being a part of the plant design and operations.

Monitoring Program (RMP), the Copper and Cyanide Action Plans, requirements of the regional Mercury & PCBs Permit, and of the regional Nutrient Permit (Order R2-2014-0014).⁴

The Statewide Sanitary Sewer Systems General Permit (State Board Order WQ-2006-003) may be reissued during the FY 2020/21 period. The reissuance process is being closely monitored by the BACWA Collections Committee, which has provided significant input to State Board staff in the development of permit requirements.

Task 3 provides for 2 hr/month for EOA to track and/or participate in the activities of these organizations on the District's behalf, with an emphasis on the BACWA Permits, Collection System, and Recycled Water committees (the latter is generally through review of meeting minutes and occasional attendance at committee meeting for items of particular relevance to the District). EOA will periodically update District staff and Board on important developments that emerge from these committees.

Estimated Hours: 24

Task 4. Support for STPURWE Project

Task 4 provides for support related to the STPURWE project, including response to District questions related to regulatory issues, coordination with Regional Water Board staff regarding the project, participation in the development of control strategies and review of submittals or changes that have regulatory impacts, and follow-up work related to the Recycled Water Facility's Engineering Report Update (completed by EOA in FY 2018/2019). The latter includes response to questions or issues raised by the Regional Water Board or Division of Drinking Water staff, which has not yet completed its review of the updated report. EOA will also submit additional other information required by the Regional Water Board for the transition to the Statewide Recycled Water General Permit (Order WQ 2016-0068).

Estimated Hours: 72

Task 5. Support for Sewer System Management Plan and Collection System Issues

In 2005, the Regional Water Board issued a requirement that all wastewater collection system agencies develop Sewer System Management Plans (SSMPs), to reduce or eliminate occurrences of sanitary sewer overflows (SSOs). The State Water Board also issued SSMP requirements in the form of a General Order No. 2006-003 that closely paralleled similar requirement imposed by Regional Water Board. The District's SSMP was completed and certified in August 2008, and recertified in October 2013. The SSMP was last updated in August 2018.⁵ The required SSMP review and biannual internal have audits been conducted by EOA and District staff in the spring of even numbered years. As noted above, the State Water Board may reissue the Statewide General Order in FY 2020/21.

⁴ The District is required to contribute financially to monitoring activities and regional special studies required under the Nutrient Permit. The District's role in the study is limited to providing certain information to the study coordinator and reviewing study documents that relate to District facilities for accuracy. Under Task 3, EOA will continue supporting the District's role in the study.

⁵ The August 2018 update did not include significant changes that would require recertification by the District Board.

Under Task 5, EOA will continue to support the District's implementation of the SSMP and provide ongoing support to staff on issues related to the collection system, including any follow-up to the 2018/19 SSMP audit to be conducted in Spring 2020. The budget does not include revisions to the District's SSMP resulting from possible adoption of the new Statewide General Order in FY 2020/21, as such work would most likely occur in subsequent years.

Estimated Hours: 24

Task 6. Support for Recycled Water Permit

The recycled water facility will likely be operating under the Statewide Order WQ 2016-0068 by FY 2020/21. LGVSD's role under this order is limited to that of recycled water Producer, while NMWD is responsible for distribution and regulation of recycled water use sites. (The same inter-agency permitting relationship will exist with MMWD when the RWF expansion is completed). Order WQ 2016-0068 requires ongoing monitoring of recycled water quality (performed by District laboratory staff) and preparation of an annual report. Under Task 6, EOA will prepare the Recycled Water Annual Report for submittal by April 30, 2021 and provide support to District staff on operational and compliance issues related to the RWF. Work related to expansion of the RWF is covered under Task 4.

Estimated Hours: 36

Task 7. NPDES Permit Reissuance

The permit application is due on October 24, 2019. The reissued permit, first scheduled for adoption at the May 2020 Water Board hearing, was rescheduled for July 2020, and will likely be rescheduled again as a result of the Covet-19 emergency. However, adoption will almost certainly occur in the FY 2020/21 period. Work anticipated under this task is described in the following subtasks. In the event a particular subtask requires a greater level of effort than expected, hours may be shifted among subtasks (or if necessary, other primary tasks) subject to the overall project budget.

Subtask 7-1. Communication with Regional Water Board Staff Informal meetings with regulatory agency staff can be an effective way to reach agreement on permit language and requirements prior to the issuance of the administrative draft or tentative order, eliminating the need and expense associated with extensive formal written comments and responses. EOA has experience and understanding of those areas where Water Board staff may be flexible versus those where flexibility is not likely. This task provides for a meeting (and/or teleconference) with Water Board staff, plus associated correspondence, preparation of an agenda and meeting materials, and/or meeting summary, and follow-up.

EOA and District managers met with Water Board staff on June 5, 2019 discuss changes in the design and schedule of the STPURWE Project. At that time there was also discussion of some key issues associated with the permit reissuance. Among the items discussed were continued use of a

dilution credit for chronic toxicity⁶ and permit changes when the new secondary facilities come on line. Water Board staff indicated that the existing dilution credit would again be used in calculating chronic toxicity limits in the next permit, and that a new study would not be required. Staff also indicated that provisions for the new facilities could be “built in” to new permit and that a permit re-opener would not be necessary. Some modest reduction to the District’s existing TSS limit might be incorporated to ensure “equivalent protection”, as the new plant will not utilize filtration as part of the treatment process.⁷

Estimated Hours: 24

Subtask 7-2. Review / Comment on Administrative Draft and Tentative Order The Water Board typically sends out an Administrative Draft (AD) version of the permit with very little time (e.g. one week) for review and comment. Ideally, before the AD is released, most issues have been resolved through meeting(s) and/or informal correspondence with Water Board staff. The AD is the best opportunity for resolving issues, since Water Board staff are less likely to make changes once the formal Tentative Order (TO) is issued. Still, comments on the TO are often made to put something in the record and/or appeal directly to Water Board members on issues that could not be resolved at the staff level.

Estimated Hours: 20

Subtask 7-3. Attend Regional Board Permit Adoption Hearing EOA will attend the Water Board hearing and, if necessary, prepare testimony for delivery by District staff or officials. The minimal budget allocated to this task is based on our expectation that permit issues will be resolved before issuance of the TO so that the permit can be adopted as a consent item.

Estimated Hours: 8

Total Task 7 Estimated Hours: 52

Task 8. Miscellaneous & Contingency

At the discretion of the General Manager and subject to the allocated budget, EOA will provide technical and regulatory support for miscellaneous and/or unanticipated issues that may arise during the course of this contract that do not fall under Tasks 1-6.

Estimated Hours: 24

BUDGET

⁶ Aside from cyanide, chronic toxicity is the only LGVSD effluent limit for a dilution credit is allowed. Under the new Statewide Toxicity Policy, expected to be adopted in 2020, a different methodology based on USEPA “Test for Significant Toxicity TST) will be adopted. That methodology evaluates test results on a “pass-fail” basis, and specifically allows use of a dilution credit in determining the Instream Waste Concentration (IWC), which represents the percentage of plant effluent used in the chronic toxicity test solution. The credit is critical for compliance, in that the District was historically unable to meet the permit limits (which were “triggers” in previous permits) without a dilution credit. The use of a modest (2.25:1) dilution credit has allowed the District to remain in consistent compliance under the current permit.

⁷ “Equivalent protection” is a basis for an exception the Basin Plan’s prohibition on wastewater treatment plant discharges that do not provide a minimum of 10:1 initial dilution.

EOA's budgets for each of the above-described tasks are listed in Table 2. This proposal provides for approximately 576 hours of engineering/scientist staff time, plus 28 hours of technician/clerical support. The not-to-exceed budget of \$167,300 includes a \$1,200 allowance for expenses. Work will be performed on a time and materials basis in accordance with the attached FY 2020/2021 fee schedule.

STAFFING

The Project Manager will be Ray Goebel, P.E., who will perform the majority of the work. He will be supported by Kristin Kerr, P.E, who has also worked with the District on permit issues for over 15 years. Other qualified EOA staff may provide support as appropriate.

**Table 2
EOA Budget for FY 2018/2019**

Task No.	Task Description	Task Budgets		
		EOA	Expns	Total
1	Support for NPDES, Reclamation, and Recycled Water Permit Self-Monitoring Programs, Plant Operations, Data Management, and Compliance Assistance	\$77,000		\$70,400
2	Prepare Various Plant Reports for Submittal to Water Board	\$23,100		\$23,100
3	Participation in Discharger Organizations and Regional Regulatory Efforts	\$6,800		\$6,800
4	Support for Planning of Secondary Treatment Process Improvements	\$20,500		\$20,500
5	Support for Sewer System Management Plan and Collection System Issues	\$6,800		\$6,800
6	Support for Recycled Water Permit	\$10,300		\$10,300
7	NPDES Permit Reissuance	\$14,800		\$14,800
8	Miscellaneous & Contingency	\$6,800		\$6,800
XP	Project Expenses		\$1,200	\$1,200
	Total Project Budget	\$166,100	\$1,200	\$167,300

TOTAL NOT-TO-EXCEED BUDGET: \$167,300

Attachment A: 2012-2021 LGVSD Fee Schedule





Environmental and Public Health Engineering

EOA FEE SCHEDULE LGVSD Preferred Rates for FY 2020-2021

The following fee schedule covers personnel rates for EOA, Inc. staff.

Our charges are divided into two categories: personnel, and outside direct expenses. A new fee schedule is issued at the beginning of each year. Charges for all work, except where other arrangements have been made, are based on the new schedule of charges.

PERSONNEL

Personnel charges are for any technical, clerical or administrative work necessary to perform the project. Work tasks include geologic and environmental consulting, engineering and computer services, regulatory liaison, and report preparation. Personnel rates are as follows:

Personnel Category	Hourly Rates
Principal	\$285
Managing Engineer/Scientist III	\$276
Managing Engineer/Scientist II	\$261
Managing Engineer/Scientist I	\$248
Senior Engineer/Scientist III – Project Leader	\$230
Senior Engineer/Scientist II	\$210
Senior Engineer/Scientist I	\$192
Associate Engineer/Scientist III	\$183
Associate Engineer/Scientist II	\$173
Associate Engineer/Scientist I	\$149
Technician	\$116
Clerical/Computer Data Entry	\$82

Charges for professional services are in increments of one quarter-hour.

Depositions/legal testimony charged portal-to-portal, at 200% of standard rates, with a four-hour minimum charge. In accordance with California Civil Procedure 2037.7, where applicable, the



Environmental and Public Health Engineering

FEE SCHEDULE (Continued)

minimum fee must be paid prior to commencement of testimony. Preparation for court cases is charged on a time-and-materials basis as outlined in this fee schedule.

OUTSIDE DIRECT EXPENSES

Reimbursement for expenses directly related to services provided will be charged at cost plus 10%. Examples of such direct expenses include:

- Costs of sub-consultants or subcontractors
- Costs of special fees (insurance, permits, etc.)
- Costs of long-distance telephone, copying, drafting, blueprints, etc. (EOA copies charged at \$0.10 each for black and white, \$0.35 for color)
- Costs of color map production supplies (color ink and large format paper)
- Costs or rental of special equipment
- Costs of authorized travel outside Bay Area
- Automobile mileage directly related to services (at allowable IRS rate, currently \$0.575/mile)

INVOICES

Invoices are prepared and submitted on a monthly basis, as either final or progress billings and are payable upon receipt unless prior arrangements have been made. Interest of 1-1/2% per month, or the maximum rate allowed by law, is payable on accounts not paid within 30 days.



Agenda Summary Report

To: Mike Prinz, General Manager *MP*
 From: Michael P. Cortez, PE, District Engineer
 Mtg. Date: May 21, 2020
 Re: Approve Contract Amendment 1 to Hazen & Sawyer
 Item Type: Consent Discussion _____ Information _____ Other _____
 Standard Contract: Yes No _____ (See attached) Not Applicable _____

STAFF RECOMMENDATION

Board to approve Contract Amendment 1 to Hazen & Sawyer.

BACKGROUND

The Headworks and Primary Clarifiers #2 and #3 have been identified by Kennedy Jenks during the Business Risks and Vulnerability Analysis (BRVA) phase of the master planning effort as high-risk facilities and inadequate to today's design standards. Two (2) of the Flow Equalization System site alternatives currently under evaluation by Hazen & Sawyer (Hazen) are adjacent to these facilities. Future changes to these facilities must be fully understood in order to determine long term viability of adjacent flow equalization facility sites. In response to District staff request, Hazen has submitted a proposal to add the following tasks to the original scope of work for the design of the Flow Equalization System:

	<u>Amount</u>
1. Headworks Design Criteria and Site Evaluation	\$19,200
2. Primary Clarifiers Design Criteria and Site Evaluation	\$19,800
Total:	\$39,000

The scope of work includes the following:

1. Review existing design criteria and compare with current design standards.
2. Recommend new design criteria and preliminary sizing.
3. Evaluate up to two locations for headworks.

Hazen is the ideal consultant for this task because outcomes of this evaluation could affect the final Flow Equalization System design and site evaluation. District staff reviewed the proposal and deemed the scope of services and total fee estimate reasonable.

PREVIOUS BOARD ACTION

Board awarded a contract to Hazen & Sawyer for Engineering Services for the Flow Equalization System project, and authorized the General Manager to execute the contract on November 7, 2019.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

\$39,000

LAS GALLINAS VALLEY SANITARY DISTRICT FLOW EQUALIZATION SYSTEM AMENDMENT 1 HEADWORKS AND PRIMARY CLARIFIER DESK TOP EVALUATION

Request By: Mike Cortez, District Engineer
Irene Huang – District Project Manager
Mel Liebmann – Plant Manager
Mike Prinz – General Manager

Background and Purpose

Hazen and Sawyer (Hazen) is currently designing a Flow Equalization System for the Las Gallinas Valley Sanitary District's (District's) Wastewater Treatment Plant (WWTP). We are currently evaluating site location alternatives, including one near the Headworks and one near the Primary Clarifiers. The District has requested that Hazen conduct a desktop evaluation of the Headworks and Primary Clarifiers to review the existing design against typical design standards, provide recommendations on sizing and design criteria for replacement costs, develop associated planning level costs and prepare a Technical Memorandum (TM) summarizing the results of this effort.

Scope of Work

Hazen will perform the following tasks for this Amendment 1:

Task 11 - Headworks Desktop Evaluation:

The headworks were constructed over 20 years ago, and the influent screens and washer compactors at the Las Gallinas Valley Sanitary District (District) have been in operation since 2005 and are approaching the end of their useful life. The District would like to evaluate the existing headworks including the headworks equipment and determine concept level costs for replacements including the recommended sizing and design criteria. The evaluation will look at the current issues with the existing influent screens and channel, and structure to verify that these issues are mitigated with a new headworks structure:

- Washer compactor evaluation
- Channel modifications
- Scum mitigation
- Modification of the screen channel isolation gates
- Rock trap modification
- Improving access around the screens

The Headworks Desktop Evaluation will include the following subtasks:

Subtask 11.1: Develop Existing Headworks Design Criteria

Hazen will develop design criteria for the headworks that include existing flow requirements and compare them to industry standards. The design criteria will also include redundancy and reliability and based on a firm capacity to meet future flow requirements.

Subtask 11.2: Develop New Headworks Design Criteria

Hazen will evaluate replacement alternatives to the existing headworks in up to two locations. The sizing of the replacement headworks will be based on design criteria for a new headworks. This evaluation will also look at screening technology alternatives for the new headworks location.

Subtask 11.3: Review the Condition of the Existing Headworks

Hazen will review the condition of the existing headworks and document the physical condition of the headworks. This review will be done using photos of the existing facility. A summary of the condition will be included in the technical memorandum.

Subtask 11.4: Headworks Operational Review Workshop

Hazen will conduct a one-hour conference call with plant staff to get their input on the current operational and maintenance issues.

Subtask 11.5: Develop Technical Memorandum (TM)

Hazen will prepare a TM summarizing the evaluation of the headworks desktop evaluation and present findings in a one-hour review meeting. The draft TM will include sketches of the proposed headworks. Hazen will finalize the TM based on feedback from the District during the meeting as well as to the draft TM.

Subtask 11.6: TM Review Meeting

Hazen will present findings in a one-hour review meeting to solicit feedback from the District on the draft TM and findings. Feedback from this meeting will be used to finalize the TM.

Task 11 Deliverables:

- *Meeting agendas and minutes*
- *Draft TM*
- *Final TM*

Task 12 – Primary Clarifiers Desktop Evaluation:

The primary clarifiers approaching the end of their useful life, and also appear to not meet typical design standards (e.g., water depth). The District would like to evaluate the existing primary clarifiers and determine concept level costs for replacements including the

recommended sizing and design criteria. The evaluation will look at the current issues with the existing primary clarifiers to verify that these issues are mitigated with new primary clarifiers.

The Primary Clarifiers Desktop Evaluation will include the following subtasks:

Subtask 12.1: Develop Existing Primary Clarifier Design Criteria

Hazen will review historical flow and Total Suspended Solids (TSS) loading data provided by the District to understand historical loading and performance of the existing primary clarifiers. Available record drawings will be reviewed and existing design criteria will be listed. These criteria will be compared to current industry standards. It should be noted that two of the existing clarifiers are relatively shallow compared to current design standards.

Subtask 12.2: Develop New Headworks Design Criteria

Based on historical loading conditions and assumptions regarding future design conditions, Hazen will develop preliminary design criteria for replacement primary clarifiers based on industry standards.

Subtask 12.3: Review the Condition of the Existing Primary Clarifiers

Hazen will review the condition of the existing primary clarifiers and document the physical condition of the primary clarifiers. This review will be done using photos of the existing facility. A summary of the condition will be included in the technical memorandum.

Subtask 12.4: Primary Clarifiers Operational Review Workshop

Hazen will conduct a one-hour conference call with plant staff to get their input on the current operational and maintenance issues. It is envisioned that this call will be combined with the Headworks call described in the previous section.

Subtask 12.5: Develop Technical Memorandum (TM)

Hazen will prepare a TM summarizing the findings of the analysis and preliminary design criteria for the new primary clarifiers. This information will be bundled into the TM summarizing the Headworks analysis.

Subtask 12.6: TM Review Meeting

Hazen will present findings in a one-hour review meeting to solicit feedback from the District on the draft TM and findings. Feedback from this meeting will be used to finalize the TM.

Task 12 Deliverables:

The Task 12 deliverables will be bundled with the Task 11 deliverables.

Schedule:

The proposed schedule for this task order is summarized below:

- Notice-To-Proceed: May 4, 2020
- Conference Call: week of May 25, 2020
- TM Submittal: June 5, 2020
- TM Review meeting: week of June 22, 2020

Budget

The proposed budget for this task order is \$39,000 as summarized below:

Task No.	Task Name	Hours	Budget
11	Headworks Desk Top Evaluation	120	\$19,200
12	Primary Clarifiers Desk Top Evaluation	128	\$19,800
Total		248	\$39,000

Project Team:

The task order team will be as follows:

- Project Principal: Marc Solomon
- Project Manager: Gregg Cummings
- Headworks: Allan Briggs, Victoria Boschmans
- Primary Clarifiers: Justin Irving, Grant Groshans



Agenda Summary Report

To: Mike Prinz, General Manager *MP*
From: Mel Liebmann, Plant Manager
Mtg. Date: May 21, 2020
Re: 12 Month Contract Extension for Univar Solutions to Furnish Liquid Sodium Bisulfite & Liquid Sodium Hypochlorite to June 30, 2021
Item Type: Consent XX Discussion _____ Information _____ Other _____
Standard Contract: Yes XX No _____ (See attached) Not Applicable _____

STAFF RECOMMENDATION

Board approve 12-month contract extension, with FY-2019-20 pricing, for Univar Solutions to furnish liquid sodium bisulfite (25% concentration) & liquid sodium hypochlorite (12.5% Concentration) beginning July 1, 2020 and ending June 30, 2021.

BACKGROUND

Staff received notification from the Bay Area Chemical Consortium (BACC) coordination team on March 24, 2020 that bids for Fiscal Year Ending 2021 would be cancelled because of the COVID-19 pandemic.

The current FYE 2020 bid document contained the following stipulation (Section 4.11):

The term of the contract between the respective BACC agency and the successful bidder will be twelve (12) months commencing July 1, 2019, and expiring June 30, 2020, with an option to extend the contract on a year to year basis, not to exceed (3) yearly renewals if conditions and service are satisfactory to both the respective BACC agency and the successful bidder. The price for any succeeding periods of service shall be determined by negotiation between the respective BACC agency and the successful bidder.

BACC is recommending that each participating agency exercise the extension option in their current contract with suppliers.

The District currently has a contract with Univar Solutions for furnishing both Sodium Bisulfite and Sodium Hypochlorite. The BACC reached out to all participating bulk chemical vendors to gauge their interest in honoring current pricing and contract terms if member agencies were to request a 12-month extension to the existing contracts. A response letter from Univar Solutions dated March 19, 2020 states:

Univar will extend our current bulk water treatment chemical supply agreements on the following terms:

- *Sodium Hypochlorite: honor the current pricing and extend any of our current supply contract for another year.*



- *Sodium Bisulfite: honor the current pricing and extend any of our current supply contract another year*

BACC FY 2019-20
Bid Tabulation

Bidder	Unit Price Per Gallon
Univar USA Inc.	\$1.163
Chemurgic	\$1.380

In order to maintain continuity of service and operational resiliency, staff recommends exercising the contract extension as recommended by BACC. Sodium bisulfite is used for de-chlorination of plant effluent disinfected with sodium hypochlorite to remain in compliance with the Wastewater Treatment Plant NPDES permit requirements.

PREVIOUS BOARD ACTION

Award of Contract at May 24, 2019 Meeting for Univar Solutions to Furnish Liquid Sodium Hypochlorite (12.5% Concentration) and Liquid Sodium Bisulfite (25% Concentration) for the twelve-month period between July 1, 2019 to June 30, 2020

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

The draft FY-20-21 budgeted amount for sodium bisulfite is \$46,000 and \$53,000 for Sodium Hypochlorite

March 24, 2020

To all members of the Bay Area Chemical Consortium,

The Bay Area Chemical Consortium (BACC) coordination team is informing you that we are canceling the bids for Fiscal Year Ending 2021 (FYE 2021) that was posted on Wednesday March 18, 2020 with Addendum No. 1 posted on the same day. We have reached this difficult decision in recognition of the high level of uncertainty and limited resources at both our member agencies as well as our chemical suppliers due to the current COVID-19 global crisis. This unprecedented crisis impacts every aspect of our operations and is of unknown duration. We are responding to feedback from our members and suppliers that this is not the time be reevaluating and renegotiating supply chains and logistics.

The current FYE 2020 bid document contained the following stipulation (Section 4.11):

The term of the contract between the respective BACC agency and the successful bidder will be twelve (12) months commencing July 1, 2019, and expiring June 30, 2020, with an option to extend the contract on a year-to-year basis, not to exceed three (3) yearly renewals if conditions and service are satisfactory to both the respective BACC agency and the successful bidder. The price for any succeeding periods of service shall be determined by negotiation between the respective BACC agency and the successful bidder.

BACC recommends that each participating agency exercise the extension option in their current contract with suppliers. We have reached out to Univar, Chemtrade, Thatcher, and Olin Chlor regarding their willingness to extend FYE 2020 prices for another year. So far, Univar has committed to extend the prices. We will pass along communications from our FYE 2020 chemical suppliers as we receive them.

To the agencies that are new participants this year and do not have an existing BACC contract, let us know if there is anything we can do to help.

We very much appreciate all the work your agency has put into providing information to support the FYE 2021 bid and are hopeful that we will be able to successfully coordinate a new bid for FYE 2022. Thank you for your understanding.

Addendum No. 2 for Notice of Bid Cancellation will be issued as soon as possible within this week.

Best regards,

Lorien Fono, BACWA Executive Director
Jeff Carson, Operations Manager, Dublin San Ramon Services District
Gemma Lathi, Administrative Analyst II, Dublin San Ramon Services District

Attachments:

Univar extension letter 3/19/20
Chemtrade extension offer 3/24/20
Thatcher reply 3/24/20
Olin Chlor reply 3/24/20

Date: March 19, 2020

To: Gemma Lathi, Administrative Analyst II,
Operations Department of Dublin San Ramon.

Subject: Bulk Water Treatment Chemicals Availability and Contract Terms

Univar Solutions is proud to be your bulk water treatment chemical supplier of sodium hypochlorite, sodium hydroxide & sodium bisulfite. We recognize the need for certainty in these unsettled times. Univar, as the largest distributor of bulk water treatment chemicals in United States, has a critical role in the manufacture, distribution, and supply of these bulk chemicals. To ensure Univar has product for all our municipalities and retail bottlers, Univar along with our Supply Partners have implemented some new processes that include:

- *Implementing business continuity plans at all our locations. Some details include daily wipe down of equipment and with non-overlapping employee shifts.*
- *All non-production essential employees will work remotely*
- *Increased raw material purchases at our manufacturing locations*
- *Increased stock of all of our packaged materials at our warehouses*

Planning is key to our success to ensuring we meet everyone's needs during this period. We ask your team keep us informed of any material changes to your particular needs or demand pattern.

If helpful to your Organization, Univar will extend our current bulk water treatment chemical supply agreements on the following terms:

- ***Sodium Hypochlorite: honor the current pricing and extend any of our current supply contract for another year.***
- ***Sodium Hydroxide: A \$50 per dry short ton reduction in current pricing and extend any of our current supply contract for another year***
- ***Sodium Bisulfite: honor the current pricing and extend any of our current supply contract for another year***

Please let your Univar municipal specialist know if this of value to your community and supply planning.

Thank you for your trust and your business

Univar Solutions

From: [Schroeder, Michele](#)
 To: [Gemma, Luba](#)
 Cc: [Byrd, Betty](#); [Haranik, Robert](#)
 Subject: RE: BACC Bids and COVID-19 situation
 Date: Tuesday, March 24, 2020 12:09:23 PM
 Attachments: [image002.png](#)

EXTERNAL – check for red flags!

Good afternoon, Gemma,

Hope you are doing well & staying safe during this unprecedented time as well!

We do not anticipate any supply chain interruption. Our key raw materials are procured from North American sites and we are back loaded as well with our Sulfuric Acid and Alumina TriHydrate suppliers. Additionally, we are able to source product from other Chemtrade locations due to our 39 water plants in North America. I don't believe other Alum suppliers would have this same infrastructure available in the event of any disruption. During this uncertain time, we believe it would be risky to change suppliers. The data below shows last's bid results and our offer on renewal below that.

If the BACC agencies decided to extend for 6 months or for 12 months beginning 7/1, the renewal offer would be: \$0.8968/Gal delivered on Alum, \$1.0153/Gal delivered for 5% Acidized and \$1.092/Gal delivered for 7% Acidized.

Name of Bidder	2019-2020 BACC Bid Results 44-49% Alum Liquid Solution Unit Price Per Gallon					Optional 5% Acidized Unit Price per Gal	Optional 7% Acidized Unit Price per Gal
	Central Valley	North Bay	Sacramento	South Bay	Tri Valley	North Bay	North Bay
Chemtrade Logistics US LLC	\$0.7717	\$0.7617	\$0.7481	\$0.7838	\$0.7717	\$0.8084	\$0.8864
Thatcher Company of California, Inc	\$1.0152	\$1.0152	\$1.0152	\$1.0152	\$1.0152	\$1.4979	\$1.5716
Univar USA	no bid	no bid	no bid	no bid	no bid	no bid	no bid

Name of Bidder	Chemtrade's Renewal Offer effective July 1, 2020 44-49% Alum Liquid Solution Unit Price Per Gallon					Optional 5% Acidized Unit Price per Gal	Optional 7% Acidized Unit Price per Gal
	Central Valley	North Bay	Sacramento	South Bay	Tri Valley	North Bay	North Bay
Chemtrade Logistics US LLC	\$0.8968	\$0.8968	\$0.8968	\$0.8968	\$0.8968	\$1.0153	\$1.0920

Please let us know if the agencies decide to bid out the requirements or renew for a period of 6 or 12 months. Stay safe and be well!

Thank you!

Best Regards,

Michele Schroeder
 Business Manager
 Chemtrade Logistics Inc.
 90 E Halsey Rd. Parsippany, NJ 07054-3713
 Office: (973) 515 1841 | Cell: (862) 309-0083
 E-mail: mschroeder@chemtradelogistics.com | Website: www.chemtradelogistics.com

From: [Mike Mitchell](#)
To: [Gemma Lathi](#)
Subject: BACC Renewals
Date: Monday, March 23, 2020 11:52:50 AM

[EXTERNAL – check for red flags]

Gemma,

I hope that you are well and staying healthy.

This is a follow-up email to our conversation this morning.

We are evaluating holding the prices on both chlorine and ferric chloride; this is all about having our suppliers hold our costs as well for another 12 months. We have reached out to our suppliers for their commitment.

In regards to supply/logistics, we currently do not have any supply/delivery issues for any of our raw materials required to support the BACC. This includes aluminum sulfate, chlorine, ferric chloride, calcium nitrate, sodium bisulfite or any other product required from the BACC. While we are not a supplier to many of these commodities, we have no issue supporting BACC customers in the event your primary distributors cannot meet your requirements.

In addition to supply, we have multiple facilities that we can support BACC customers to include: Stockton, Sacramento, Sparks, NV, Henderson, NV and Salt Lake City.

Regardless, I will follow-up with you promptly on BACC renewals for 2020-2021 contract year.

Mike

Michael Mitchell
Thatcher Company
Direct: (801) 924.1401 | M: (779) 227-5389
1905 Fortune Rd. Salt Lake City, UT 84104
mike.mitchell@tchem.com

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Gemma Lathi

From: Schabacker, John M TRAC <JMSchabacker@olin.com>
Sent: Tuesday, March 24, 2020 11:32 AM
To: Gemma Lathi
Cc: 'Lorien Fono'; Jones, Bret S TRAC; Eells, Kathy E TRAC
Subject: RE: BACC bids

[EXTERNAL – check for red flags]

Hello Gemma,

Yes, as long as renewals are confirmed in writing and bids cancelled before the bid due dates. I believe it may be in every ones' best interests to do so given the current uncertainty of supply due to COVID-19.

Also,

You may recall, some BACC members did not follow your awards to Olin from last years' bid due to some biased false rumors that were circulated in the Sacramento region and disproven. As a result we received less business than we deserved based on lowest bid prices. Our costs and prices were based upon the volume of a full award of all the associated regional member agencies. As the lead agency, can you ask them in good faith to please follow your awards to Olin for this next term?

Thank you,



John M. Schabacker

Business Director – West Bleach

26700 S. Banta Rd

Tracy, CA 95304 USA

T: 209.221.8265

F: 209.835.9760

jmschabacker@olin.com

From: Gemma Lathi <lathi@dsrsd.com>
Sent: Tuesday, March 24, 2020 11:08 AM
To: Schabacker, John M TRAC <JMSchabacker@olin.com>
Cc: 'Lorien Fono' <lfono@bacwa.org>; Jones, Bret S TRAC <BSJones@olin.com>; Eells, Kathy E TRAC <KEEells@olin.com>
Subject: RE: BACC bids

<< THIS EMAIL ORIGINATED FROM OUTSIDE OF OLIN >>

Good morning John,

Would Olin be willing to offer the same prices for any chemicals under BACC contract this year should the agencies exercise the renewal option for next year? That is, if all BACC bids are canceled this year.

Thanks and regards,
Gemma



Agenda Summary Report

To: Mike Prinz, General Manager *MP*
From: Michael P. Cortez, PE, District Engineer
Mtg. Date: May 21, 2020
Re: Application of Allocation of Capacity for APN 178-101-39
 Monk's Kettle
Item Type: Consent Discussion Information Other
Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Board to approve the issuance of a Will Serve Letter to Monk's Kettle.

BACKGROUND

The owner of 655 Del Ganado Rd has submitted plans for interior remodeling of Monk's Kettle restaurant. Based on plans and information submitted, a Will Serve Letter has been drafted and a connection fee of \$7,775 has been assessed for the addition of 25 plumbing fixture units.

PREVIOUS BOARD ACTION

N/A

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

Connection fee revenue of \$7,775.



DISTRICT BOARD
 Megan Clark
 Rabi Elias
 Craig K. Murray
 Judy Schriebman
 Crystal Yezman

DISTRICT ADMINISTRATION
 Mike Prinz,
 General Manager
 Michael Cortez,
 District Engineer
 Mel Liebmann,
 Plant Manager
 Robert Ruiz,
 Administrative Services Manager
 Greg Pease,
 Collection System/Safety Manager

Date: May 21, 2020
 Property Owner: MK TL Properties, LLC
 Property Owner Address: 655 Del Ganado Rd
 San Rafael CA 94903
 Applicant: Crome Architecture
 Project Name: Monk's Kettle
 Project Address: 9655 Del Ganado Rd
 San Rafael, CA 94903
 Project APN: APN 178-101-39

Re: Will-Serve Letter

You have requested a **Will-Serve Letter** from the Las Gallinas Valley Sanitary District ("LGVSD") at the May 21, 2020 Board Meeting.

Subject to the terms and conditions in this letter, LGVSD will serve the project with additional twenty-five (25) Plumbing Fixture Units (PFU). This letter may be used to submit to another local agency to satisfy a condition for either tentative subdivision map approval or any other permit approval.

The standard terms and conditions of approval are as follows:

Initial	Item	Condition of Approval
	1	You pay for the facility capacity fee (new connection fee) in accordance with LGVSD ordinances and policies. Please note payment date obligation and amount obligation.
	2	You agree to abide by all conditions of approval of the Board of Directors.
	3	This Will Serve approval terminates three (3) years from the Board meeting date unless all building permits have been issued for the project.
	4	After the lateral inspection is completed and the connection verified, the property will be added to the sewer user charge and will receive a charge for this service, if applicable.

The remodeled building has 41 PFUs per information submitted. Applicant will receive a credit of 16 PFUs for the existing plumbing fixtures. At \$311 per Plumbing Fixture Unit according to current District Ordinance, the connection fee for 25 additional PFUs is \$7,775.

The Connection Fee approved by the Board is as follows:

Connection Fee for 25 PFU at \$311/PFU:	\$	7,775
Application Fee:	\$	250
Engineering Review and Inspection Fees:	\$	0
Total Fee:	\$	8,025 (Paid)

The District ordinance provides for payment of the Connection Fee over a two-year period according to the following:

1. 10% of the Connection Fee is due within thirty days of Board approval of final plans and specifications;
2. 40% of the Connection Fee is due within one year, May 21, 2021; or upon the date of building permit issuance, whichever occurs first;
3. 50% of the Connection Fee is due within two years, May 21, 2022; or upon the date of building permit issuance, whichever occurs first;

Please note if payment schedule as above is not followed, you risk losing your allocation.

By issuing this **Will-Serve Letter**, LGVSD is not incurring any liability of any nature, including but not limited to mandate, damages or injunctive relief. LGVSD is making no representation to the applicant nor waiving any rights it has under any applicable State or Federal law. In the event there is any court imposed moratorium on LGVSD, a connection to the District system may not occur. In the event any government agency imposes a moratorium on LGVSD, a connection to the District system may not occur. In the event there is not sufficient capacity, a connection to the District system may not occur.

If connection has not been made within three years, the allocation will be terminated without prejudice. Upon request, you will receive a refund of 90% of the above fees and you will be able to re-apply for an allocation at the fee rate then prevailing. Please sign and date the original of this letter and return it to the District office within 10 days. The copy is for your records.

Sincerely,

Mike Prinz, General Manager

AGREED:

Project Applicant

Date: _____

Cc: Michael P. Cortez, District Engineer



Item Number 2 I

Agenda Summary Report

To: Mike Prinz, General Manager *MP*
From: Michael P. Cortez, PE, District Engineer
Mtg. Date: May 21, 2020
Re: Approve Memorandum of Agreement Between the County of Marin and Las Gallinas Valley Sanitary District
Item Type: Consent Discussion Information Other
Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Board to approve and authorize General Manager to execute the Memorandum of Agreement Between the County of Marin and Las Gallinas Valley Sanitary District.

BACKGROUND

County of Marin has requested Las Gallinas Valley Sanitary District (District) to sign a Memorandum of Agreement to address issues related to McInnis Park Golf Course from construction impacts of the Secondary Treatment Plant Upgrade & Recycled Water Expansion (STPURWE) Project.

The MOA outlines on-going and future responsibilities of both parties such as providing ingress and egress to the golf course corporation yard and McInnis Park property for construction and maintenance purposes.

Access to the corporation yard has been significantly restricted due to road closure for construction activities of the STPURWE project. In response, the District has agreed to pay for rental carts for transportation of fuel and golf course employees, supply fuel tanks and pumps, services golf course's portable restrooms, and fencing for County's waste dumpsters. District and County staff have mutually agreed that this is a reasonable mitigation to the impacts. These items were previously agreed to verbally due to construction driven urgency.

Attached is the draft Memorandum of Agreement.

PREVIOUS BOARD ACTION

N/A

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

N/A

**MEMORANDUM OF AGREEMENT
BETWEEN THE COUNTY OF MARIN
LAS GALLINAS VALLEY SANITARY DISTRICT**

This Memorandum of Agreement (Agreement) made and entered into this ____ day of _____ 2020, by and between the County of Marin, a political subdivision of the State of California (hereinafter referred to as "County"), and Las Gallinas Valley Sanitary District, a public district of the State of California (hereinafter referred to as "District"), collectively the "Parties."

Whereas, County owns and operates the approximately 400-acre McInnis Park in northern San Rafael, California, APNs 155-060-17, 18, 19, 20, 22, 23, 20, 33, 34, 35 and 155-121-13, as shown in Exhibit A; and

Whereas, District owns and operates a sanitary sewer treatment plant north of McInnis Park on a 450-acre property, APNs 155-011-13, 14, 15, 33, 155-121-27 and 29, as shown in Exhibit A; and

Whereas, County, through a lessee, Tayman Park Golf Group, Inc. (hereafter referred to as "Golf Course") operates a nine-hole golf course with a corporation yard adjacent to the wastewater treatment plant, as shown in Exhibit A; and

Whereas, District is implementing a plan to upgrade its existing wastewater treatment plant that includes modifications to the exterior access roads, during which time the road will be closed to all use; and

Whereas, District requires permission from County to access to portions of McInnis Park as part of its upgrades to the existing plant; and

Whereas, County owns an easement along exterior access road that provides access to Golf Course corporation yard (Deed Number 1982-023027); and

Whereas, Golf Course requires access to the corporation yard for operations purposes, including employee use, fuel supply, portable restroom maintenance, trash disposal, and deliveries of sand and soil.

Therefore, District and County agree to the requirements described below to provide District with limited access related to the treatment plant upgrades and to address the impacts on access to the Golf Course corporation yard.

Construction Access to McInnis Park

A. County grants to District access to McInnis Park as shown in Exhibit A for the following purposes:

- Replacement and relocation of golf netting and poles;
- Removal of conex box, aboveground fuel storage tank, and sand storage bay;
- Potholing, pipeline installation, and AC paving restoration near golf course corporation yard, areas disturbed near the MMWD recycled water tank, and any other areas where pavement was damaged due to LGVSD construction activities;
- Temporary removal of a portion of fencing and replace with new fencing for golf course and corporation yard;
- Installation of a short section of pipe along County road near Marin Municipal Water District (MMWD) clearwell tank and installation of chlorine analyzer at the tank base;

- Construction of plant perimeter road access road within County property per First Amendment to Lease Agreement dated October 16, 2018;
 - Reconstruction of existing drainage facilities, installation of drainage pipe, and construction of earthen ditch at toe of slope of perimeter road; and
 - Removal of communication antenna at the MMWD clearwell tank.
- B. District will provide County with 48 hours written notice prior conducting the specified work. The notice shall include any plans, designs, maps, or similar graphics and a schedule for completing the work. The County may require changes to the activity or schedule to protect park users, special events, natural resources, or park infrastructure.
- C. District may not enter onto County land for any other purposes unless District provides County with a written request at least 72 hours advance of the activity. The written request shall include a description of the activity, any plans, designs, maps, or similar graphics if available and a schedule for completing the work. County may deny or require changes to the activity or schedule to protect park users, special events, natural resources, or park infrastructure.
- D. District shall restore any damage to County property, facilities, or equipment resulting from work performed under this agreement to County's satisfaction.
- E. District may not use the access road between MMWD tank and the skate park parking lot, as shown on Exhibit A, for any reason, emergencies excepted.
- F. District shall indemnify, protect, defend and hold harmless County from and against all liabilities, costs, losses, orders, liens, penalties, claims, demands, damages, expenses, including attorney fees arising out of litigation costs resulting from injury or the death of any person, or physical damage to any property, by reason of the omissions, willful misconduct negligence or wrongful acts of District officers, employees, contractors, invitees, volunteers, or agents or any other costs or liabilities resulting from any act, omission, condition, or other matter related to the activities described in this agreement, regardless of cause, unless due to the negligence or willful misconduct of County.

Impacts to Golf Course Facility

Because the District's project will temporarily cut off all access to the golf course corporation yard, the District agrees to the following terms.

- A. District will pay up to \$500 per month to County for the rental of three gas carts for transportation of employees of the Golf Course and fuel for use by the Golf Course. District shall make these payments until the exterior road is complete and the Golf Course can resume normal operations of its corporation yard.
- B. County will pay the difference for the rental of these gas carts, which it has estimated to be at approximately \$300 per month.
- C. District, through its construction contractor, will supply two 100-gallon fuel tanks and pumps for storing and transporting fuel for use by the Golf Course.
- D. District, through its construction contractor, will assist in the servicing of the Golf Course's portable restrooms by using its crane to lift the restrooms to area where they can be serviced and maintained.

- E. Golf Course requires occasional delivery of sand, soil, and other material. District agrees, to the degree feasible, to provide access to the Golf Course corporation yard provided that the Golf Course, through the County, provides at least 48 hours' notice of the deliveries.
- F. Golf Course stores its waste dumpsters for trash, food waste, green waste, and recycling at its corporation yard. District agrees to pay \$10,000 toward fencing off area in Golf Course's main public parking west of the golf course to be used for waste dumpster and gas cart storage. The fencing shall remain until the exterior road is complete and the Golf Course can resume normal operations of its corporation yard.
- G. County agrees to pay the difference necessary for the construction of the waste area, currently estimated at approximately \$6,000.
- H. With assistance from County, Golf Course will move forward with the implementation of these items immediately, with all contracts and expenses handled by Golf Course. County will reimburse by Golf Course and invoice District for its share of the expenses as described above.

Agreement Term

The term of this agreement shall begin on the date that both parties execute it and shall expire on December 31, 2021.

IN WITNESS WHEREOF, County and District have executed this Agreement on the day and year above written.

Las Gallinas Valley Sanitary District

 Mike Prinz, General Manager, Las Gallinas Valley Sanitary District

County of Marin

 Kathrin Sears, President, Board of Supervisors

Attest:

 Clerk of the Board

Approved as to Form:
 County Counsel

By: _____



Item Number 25

Agenda Summary Report

To: Mike Prinz, General Manager *MP*
From: Michael P. Cortez, PE, District Engineer
Mtg. Date: May 21, 2020
Re: Approve Contract Amendment 1 to MWA Architects
Item Type: Consent Discussion Information Other
Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Board to approve Contract Amendment 1 to MWA Architects.

BACKGROUND

In response to District Staff's request, MWA Architects (MWA) submitted a proposal in the amount of \$7,809 to include a Corporation Yard and odor issue as factors in the site evaluation for a new Administration Building. In addition, staff has requested MWA to enhance the evaluation matrix by developing 4-5 weighted analysis scenarios in order to address different District priorities, which may change due to concurrent site selection for the flow equalization basin by Hazen & Sawyer and other near-term future projects that may be identified by Kennedy Jenks during the master planning effort.

PREVIOUS BOARD ACTION

Board awarded a contract to MWA Architects for the Administration Building Site Evaluation project on December 5, 2019.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

\$7,809

May 15, 2020



mwa architects

SAN FRANCISCO OAKLAND PORTLAND

Change Order Request

Las Gallinas Valley Sanitation District
Admin Building Site Evaluation

To: Mike Cortez, LGVSD District Engineer

MWA Architects is submitting this Change Order Request for the following additional scope at the request of the District.

Address additional evaluation criteria identified during Alternatives Analysis Workshop on 5/5/2020, including odors and impacts to corporation yard improvements. Modify Site 8 alternative to include shop building demolition. Develop 4-6 alternatives analysis scenarios based on weighted priorities.

Total requested not-to-exceed costs for these additional services, including consultant mark-up is **\$7,809.00**. This additional service will be billed hourly at current standard rates.

Sincerely,

Greg Robley, AIA
Project Manager, MWA Architects



Item Number 2K

Agenda Summary Report

To: LGVSD Board of Directors
From: Mike Prinz, General Manager *MP*
Meeting Date: May 21, 2020
Re: Spring/Summer 2020 Newsletter – Final Draft
Item Type: Consent Discussion Information Other
Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Staff recommends that the Board approve the revised, final draft of the Spring/Summer 2020 Newsletter with updates to the article on Amalgam Separation.

BACKGROUND

The District produces a newsletter approximately every 6 months in order to update customers regarding subjects of interest about the District. Each newsletter typically has one main topic and three to four smaller articles. Staff is planning to mail the Spring 2020 newsletter in May 2020.

PREVIOUS BOARD ACTION

On March 5, 2020, the Board discussed potential newsletter topics and gave Staff direction. On May 7, 2020 the Board requested revisions to the article on Amalgam Separation.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

The newsletter is budgeted in the 2019-20 Budget.

THE HERON

Las Gallinas Valley Sanitary District

Spring/Summer
2020

District's Monitoring Helps Keep Mercury Out of the Environment

The District regularly monitors a little-known source of mercury and other heavy metals, to ensure those toxic materials don't find their way into the environment. That source is dental amalgam — a combination of silver, tin, copper, mercury, and other metals that dentists have traditionally used for fillings.



When the dentist uses suction to remove excess liquid from a patient's mouth (when installing, removing, or modifying an amalgam filling), that liquid can contain traces of amalgam. Before the District began monitoring that source of metals (which was years prior to such monitoring being mandated by law), that water would go down the drain, into the sewer system, and through the wastewater treatment plant. Treatment plants aren't specifically designed to efficiently remove heavy metals, however, so those serious toxics would end up in the ecosystem where they damage the aquatic environment, and harm fish and other creatures.

Continued on page 2...

56

Project Update: Treatment Plant Upgrade/Recycled Water Expansion

After several years of planning, the construction on the District's \$62 million Secondary Treatment Plant Upgrade and Recycled Water Expansion Project got underway in early 2019. The work has been going non-stop since then, and continues to make substantial progress. Work is anticipated to continue into 2022.

Here are some of the key milestones achieved just since late last year: Installed portions of the PG&E power supply underground; completed construction of foundations, and began construction of concrete walls, for the Primary Pump Station, Anoxic Basin, and Aeration Basin facilities; completed construction of the new Electrical Building; installed a new 30" diameter pipeline to bring wastewater to the facility's new Primary Pump Station; completed installation of the new Recycled Water Treatment Facility membranes and Distribution Pump Station.

Work during the first half of 2020 includes completion of PG&E power supply undergrounding; startup and testing of the Electrical Building and the Recycled Water Treatment Facility membranes and Distribution Pump Station; installation of bio-wheel systems in the Aeration Basin



Fabricating new stainless steel pipework at the UV building.

facilities (for aeration and mixing of partially-treated wastewater); installation of pumps in the Primary Pump Station; and more...!

You've been reading about this project for the last several years, but here's a reminder of its major components:

- Replace the two trickling filters and fixed film reactor with a hybrid fixed-film activated sludge process, with 18 MGD capacity
- Build two new secondary clarifiers to accommodate the increased secondary treatment flow and provide redundancy for this critical process

Continued on page 4...

Reclamation Area Closure Update

At the time this newsletter was printed, the reclamation area and trails are closed for the duration of the COVID-19 shelter-in-place order. Please also note that construction at the facility may require closure of the Reclamation Area at other times. Check the District website at lgvsd.org for updated information.

To prevent these metals from entering the environment, the amalgam materials must be captured at the source – the dental offices. This is done by requiring most types of dental facilities to have an amalgam separator device. The suction water goes through that device, the amalgam is filtered out, and the water continues on to the sewer system. While most dentists now use composite resins instead of amalgam for new fillings, there are still plenty of existing amalgam fillings out there — so this is an important way of preventing those materials from entering the environment.

Within the District's jurisdiction there are 11 amalgam separator devices (shown at right) known to be in use, at 15 dental facilities (in one case, a single device is shared by several dentists). The first amalgam separator installation within the District was in 2009. All of these dental offices are visited each year to see that the amalgam separators are correctly operating and to check their filter cartridges. When determined to be nearly full, the dental office requests a new cartridge from the device's manufacturer, swaps it out, and ships the old one back. The manufacturer then processes the material for recycling, appropriate disposal, or re-use for other purposes.



We're happy to report that the District achieves 100% compliance by the affected dental offices. The federal government made amalgam separators mandatory in 2017 for most types of dental facilities — so Las Gallinas is already way ahead of the curve in protecting the environment from that source of mercury and other toxic heavy metals.

Mutually-Beneficial Partnerships Leverage our Efforts

Wastewater treatment and production/distribution of recycled water are very complex, multi-layered processes — physically, logistically, and regulatory. The District has built and maintains a number of key partnerships with other agencies in the region, which offer mutual benefits and advantages.

Marin Sanitary Service (MSS) is one such partner. Under contract with the District, MSS provides some key recycling programs such as the Mercury Thermometer Exchange Program, the Fluorescent & CFL Bulb Drop-Off Program, the Battery Recycling Program, and the Compost Giveaway Program. Additionally, MSS provides weekly residential and commercial waste collection, street sweeping, and garbage/recyclables pick-up services within the District's service area. MSS is also under contract to Marin County for those services in other areas.

www.marinsanitaryservice.com



Two other valued partners are the **Marin Municipal Water District** and **North Marin Water District**, both of which are public agencies (special districts). These agencies provide water to their customers in central and southern Marin County (Marin Water) and parts of northern Marin County (North Marin Water).

A large portion of the District's recycled water is distributed to those two agencies which then sell it for use in landscape irrigation, car washes, cooling towers, commercial laundries, and toilet flushing.

These partnerships provide the District with an opportunity to beneficially reuse the recycled water it produces, in a wonderful, environmentally-conscious way.

The two agencies participate in the costs of operations and maintenance of the District's recycled water facility.

www.marinwater.org
www.nmwd.com



**MARIN MUNICIPAL
WATER DISTRICT**



**NORTH MARIN
WATER DISTRICT**

The **Marin/Sonoma Vector and Mosquito Control District (MSMVCD)** is another special district with which Las Gallinas has a working partnership. The District works with the MSMVCD to monitor the species of mosquitos in the District's wildlife ponds. MSMVCD personnel place surveillance traps at the ponds, apply biological controls such as mosquito fish, and apply microbial and chemical control when needed.

Most recently, the District worked with MSMVCD as part of the removal of cattails from the wildlife pond, which increases the water surface area, opens areas to wind and small wave action, and creates wildlife "pathways" among the cattails — which also reduces mosquito breeding areas.

www.msomosquito.org





River otters are sometimes seen in the District's wildlife pond area.

Help Protect Local Waterways — Tips for your Pool, Spa, or Fountain

Attention pool, spa, and fountain owners:

Pools, spas and fountains should never be drained into a street gutter or storm drain! That water often contains harsh chemicals, and since gutters and storm drains empty directly into local waterways and eventually into the Bay, those chemicals can get into the ecosystem and seriously harm fish and other aquatic creatures.

Here's an idea: your spa, fountain, and pool waters can easily be dechlorinated by exposure to the sun, then used to irrigate your landscape. As a general rule, you can irrigate landscaped areas if the chlorine concentration is at or below 0.1 parts per million (ppm) and within a pH of 6.5 to 7.8.

If you must drain your pool into the sanitary sewer system, you can only do so after obtaining a low-cost permit from the District. Please call (415) 472-1734 for more information.

While it can be a challenge to keep your swimming pool, spa, or fountain free of algae, there are ways to accomplish this AND protect local waterways from harm.

Never use copper algaecides to control algae. These are highly toxic to aquatic life and can enter creeks and marshes when uncovered pools and spas overflow into storm drains during the rainy season.

Maintaining proper chlorine levels and regular cleaning are better ways to control algae, and reduce or eliminate use of algaecides. And, a high quality "safety" pool cover not only protects children from accidental drowning, but also keeps out leaves, saves water and chemicals from evaporation, and protects the environment by preventing rainwater from getting into the pool and overflowing — thus keeping chemically treated pool water from spilling into the storm drains when it rains. Water collected on the pool cover can be captured for reuse in your landscape. Your pool should not be plumbed to drain to your sewer lateral.



Department Spotlight: Collections System

The District's sanitary sewer collections system is a combination of pumps, pipelines, and other equipment that transports household and commercial wastewater to the District's treatment facility. But it's far more than hardware — it's also a group of trained, specialized employees who work to maintain the system for the protection of public health and safety and the environment.

The Collections System Department has three Collections System Operators, one Lead Operator, and the Collections/Safety Manager. This staff is responsible for the day-to-day operation and maintenance of 105 miles of gravity sewer lines and almost seven miles of force mains, serving a population of nearly 30,000 residents and businesses within the District's service area.

Some of their Preventative Maintenance tasks include hydroflushing, root-cutting, and CCTV (closed circuit television) inspection of pipelines. Other responsibilities include lateral repair/replacement inspections, Underground Service Alert (USA) locating, customer inquiries and incident reports, air release valve maintenance, and monitoring/maintaining 15 pump stations within the District — in short, they are protecting the capital investment that the community has made in the collections system, so that it performs as intended.

Meet the Collections System Department staff:



Greg Pease, Collections/
Safety Manager



Bob Buchholz,
Lead Operator



Rob Fernandes
Operator III



Chris Gill
Operator III



Manuel Cardenas,
Operator I

101 Lucas Valley Road, Suite 300, San Rafael, CA 94903
Phone (415) 472-1734 • Fax (415) 499-7715
www.lgvsd.org

Board of Directors

Megan Clark
Rabi Elias
Craig K. Murray
Judy Schriebman
Crystal Yezman

Board Meetings are

held at 4:30 PM on
the first and third
Thursday of each month

ECRWSS – Postal Customer

District Administration

Mike Prinz, General Manager

Printed on recycled paper using soy-based inks.

"Project Update" continued from page 1

- Rehabilitate and upgrade the existing solids gravity thickening process by adding a dissolved air floatation thickener, to improve solids processing efficiency and increase energy production from the anaerobic digesters
- Expand the Recycled Water Plant's treatment filtration capacity from 1.4 to 5.4 MGD; this will be funded primarily by the Marin Municipal Water District (MMWD) which will then retire its recycled water plant, creating much needed space for elements of the Project. This will reduce MMWD's capital, operations and maintenance costs for providing recycled water.



Aeration basin interior walls formwork and rebar.



New membrane filters in the Recycled Water Treatment Facility.

Remember — whenever you are on District property during this construction project:

- **Be Cautious** — watch in all directions for equipment, trucks, and work crews
- **Be Aware** of lane changes and temporary closures of Smith Ranch Road

- **Observe all safety and traffic signage** and follow directions from construction workers
- **Do not park or walk on Smith Ranch Road**

Thank you for your continued patience — we apologize for any inconvenience as we work to bring you the highest level of service possible.



Item Number 2L

Agenda Summary Report

To: LGVSD Board of Directors *MSP*
 From: Mike Prinz, General Manager
 Meeting Date: May 21, 2020
 Re: Final Draft of Administrative Services Manager Recruitment Brochure
 Item Type: Consent Discussion Information Other
 Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Staff recommends that the Board review and approve the Final Draft of the Administrative Services Manager Recruitment Brochure.

BACKGROUND

The District's Administrative Services Manager separated from the District on April 29, 2020. The General Manager retained CPSHR Consulting to provide executive recruitment services to assist with the recruitment to fill the resultant vacancy.

The General Manager has obtained informal comments regarding the brochure as a means to expedite publishing the brochure online, which has been accomplished. Most received comments have been incorporated into the attached, final draft of the brochure, however additional comments can be incorporated into the brochure while the recruitment is active.

PREVIOUS BOARD ACTION

None.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

N/A

Administrative Services Manager

This recruitment represents an exceptional opportunity for a well-rounded professional with nimble financial management skills to join a leader in the special district utility business.



THE DISTRICT

Las Gallinas Valley Sanitary District is located in the San Francisco Bay Area's Las Gallinas Valley of Marin County, California between San Rafael and Novato. The District currently serves over 30,000 people in the communities of north San Rafael and surrounding unincorporated areas. The original wastewater treatment plant was constructed in 1955. Major plant expansions were subsequently implemented in 1958, 1972, and 1984, with the most significant plant improvement currently underway and valued at over \$60 million. Historical plant expansions and system improvements allow the District to avoid seasonal discharge through nonpotable water reuse.

Today, the District not only manages the wastewater treatment plant, but also approximately 105 miles of collection lines and other system features including solar energy generation, biogas energy production, and a multi-faceted reclamation project which includes operating the largest recycled water facility in Marin County for the neighboring North Marin and Marin Municipal Water Districts. The District owns over 400 acres along the San Pablo Bay and operates freshwater marshes, irrigated pastures, and storage ponds— all of which are home to area wildlife and provide access and recreation for the public. The District is in a JPA that manages a garbage franchise encompassing all areas within the District excluding the City of San Rafael customers.

Given the unique low-lying creek, wetland, and bayside location of the District's service area and facilities, strict attention is given to the wastewater treatment process. Infrastructure improvement and green environmental protection practices are also ongoing District goals. During the summertime non-discharge season between May and October, approximately 1/2 of the District's treated effluent is recycled. The District has received recognition and many awards for environmental and educational programs as well as in its administrative and collection areas, and is known for being innovative and proactive. The District has developed a strong and positive relationship with the community by combining effective pollution prevention and educational programs with state-of-the-art technologies.



Learn more about
Las Gallinas Valley Sanitary District
at www.lgvsd.org

THE POSITION

The Administrative Services Manager reports to the General Manager and will directly supervise three staff members – the District's total staffing exceeds 20 personnel. This position manages a wide array of administrative services functions including accounting, budget, transactional human resources, risk management, procurement, and records management. As the District's Chief Financial Officer, proven financial management skills are essential.

Typical job functions include:

- » Developing the District's annual budget and providing ongoing status monitoring and reporting;
- » Managing legislative functions and regularly attending Board meetings;
- » Providing financial and other staff reports to the General Manager;
- » Administering employee benefits, recruitment processes, and training;
- » Providing procedural oversight and backup coverage for the Secretary to the Board;
- » Overseeing procurement activities for a range of operational needs;
- » Helping to develop goals and policies for organizational health and regulatory compliance;
- » Managing implementation of both technological solutions and advanced HR services via external contractors.

Please see the job description for a comprehensive list of responsibilities and duties of the position.

<https://www.cpshr.us/documents/ExecSearch/JobDescription.pdf>

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical combination of required qualifications for the strongest candidates is:

Graduation from an accredited four-year college or university with major coursework in business management, accounting, public administration, or a closely related field, and five years of increasingly responsible experience managing and/or supervising accounting and/or administrative services functions. Additional, significant, and relevant industry experience and qualifications may supersede the aforementioned educational standard.

THE IDEAL CANDIDATE

The ideal candidate for Administrative Services Manager should have the ability to adapt to changing priorities within the areas of finance, human resources, and general administration. Collective bargaining experience with labor unions is ideal as normal labor negotiations occur on a recurring basis. Past success with Proposition 218 rate changes would be an excellent supplement to having general knowledge of budgeting and capital financing, especially from an enterprise fund perspective. A mark of success would be positively engaging with external personnel such as auditors, neighboring local government and special district agency staff, and the public in this customer service-oriented role. CPA, CPFO, and/or SHRM professional designations are very desirable.

The District has a culture of innovation and environmental stewardship and strives to focus on efficiency and sound decision making given the small, close-knit District Team. The best candidates will bring attributes to the table that obviously resonate with these particular District qualities.

Other critical traits and abilities include:

- » Acute attention to detail to ensure quality work products.
- » Solid habits and methodology for documenting processes and general records.
- » Exemplary writing to persuasively, concisely, and accurately convey information.
- » Keen situational awareness and advanced planning so as to not only read the room, but also maintain long range procedural sensitivity.
- » Wholesale ownership of work, including owning up to and correcting mistakes, regularly finding opportunities to improve operations, and seeing one's work as a representation of personal standards.
- » Adaptability to different workstyles for optimum team performance.
- » Aspirational dedication and vision in order to not only facilitate personal growth, but inspire others as well.
- » Creative problem solving 'outside the box' whenever appropriate.
- » Realism and soft skills to effectively and diplomatically navigate human idiosyncrasies.



COMPENSATION

The salary range for this position is **\$129,212 to \$200,449** (includes a 3.5% COLA effective July 1, 2020) depending on experience and qualifications. The District provides an excellent array of benefits:

- » Included in the salary range is certification pay of 5% for dual certification and an additional 5% for triple certification for credentials and certifications that benefit the District as determined by the General Manager.
- » Retirement – The District participates in the California Public Employees' Retirement System (PERS); fully vested after 5 years of service. Classic Members may be eligible for a retirement benefit of 2.7% at age 55; New Members are eligible for a retirement benefit of 2% at age 62. Employees pay 8% of salary toward the cost of PERS retirement benefits.
- » Health Insurance – The District participates in PERS/Medical and covers the premium up to the Kaiser Family Rate. Dental coverage of up to \$2,000 per year, per person and vision coverage is also available. Retiree medical benefits are available after ten years of service upon retirement from the District.
- » Social Security and Medicare – The District participates in these programs.
- » Time Off – Employees receive 14 - 24 vacation days per year based on years of service, ten holidays per year, and 12 days of sick leave. Management staff receive 80 hours of administrative leave per year.
- » Professional Development – Employer covered costs for a wide variety of training opportunities.
- » Other – Auto allowance, Life Insurance, Long Term Disability Insurance, Longevity Pay, Deferred Compensation, and a Flexible Benefits Plan are available.

APPLICATION AND SELECTION

The position is open until filled with the first review of resumes on **Friday, June 12, 2020** – early applications are encouraged. To be considered for this exceptional opportunity, please submit your resume (including dates of employment plus number of staff and budgeted dollar value managed), cover letter, and the names of six professional references (two each: supervisors, direct reports, and colleagues) to: <https://executivesearch.cpsshr.us/JobDetail?ID=652>

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates deemed to have the most relevant qualifications will be invited to interview with the consultant, following which, the most qualified candidates will be referred for interviews with the District. It is anticipated that a selection will be made following final interviews and the completion of comprehensive reference and background checks.

CPS HR  CONSULTING

For more information contact:

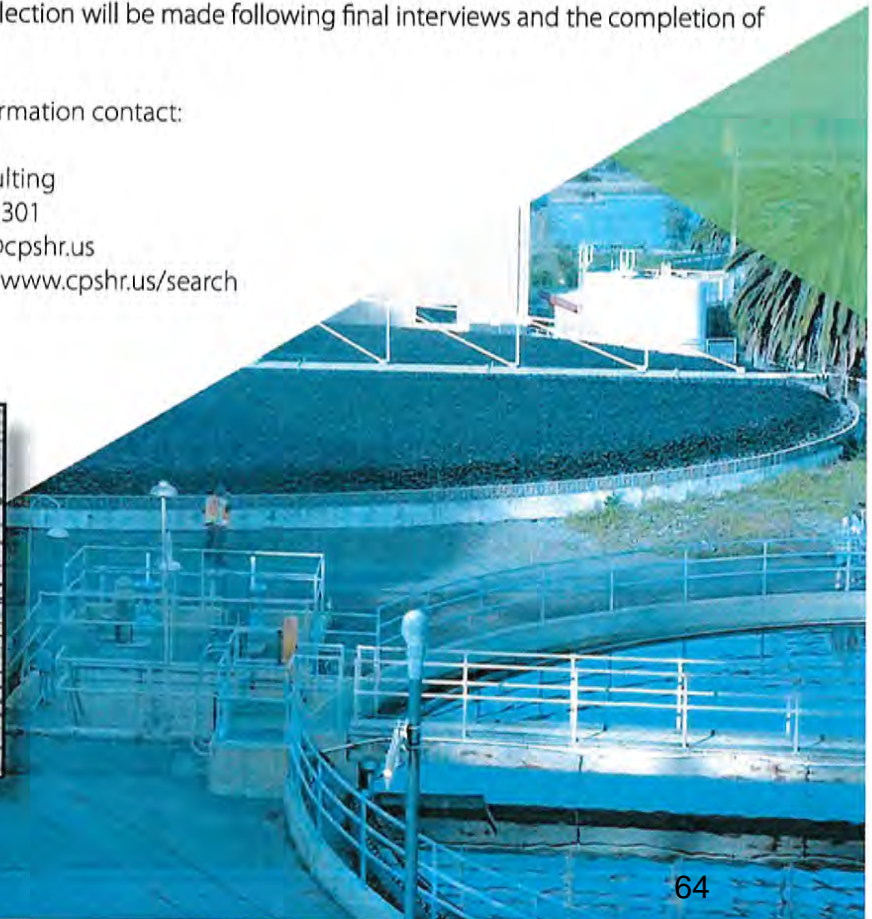
Josh Jones

CPS HR Consulting

Tel: 916-471-3301

Email: jjones@cpsshr.us

CPS web site: www.cpsshr.us/search



MEMORANDUM

TO: Board of Directors, LGVSD

FROM: Patrick M.K. Richardson, Esq., District Counsel

DATE: May 21, 2020

SUBJECT: Amendment to Mike Prinz's (Gen. Mgr.) Employment Agreement

Following the Board's Performance Review of Mike Prinz ("Prinz") (the bulk of which was concluded at the last Board Meeting; 5/7/20), and a salary review and comparison of General Manger's salaries for a variety of Sanitation and Wastewater Districts, Prinz agreed to the Board's offer to increase his annual salary to \$232, 887.56 (\$19,407.30 per month).

Attached hereto, for the Board's review and approval, is a copy of the "First Amendment to Employment Agreement Between Las Gallinas Valley Sanitary District and Mike Prinz (General Manager) Dated July 1, 2019, which reflects the above-mentioned increase in Prinz' salary. In addition, said increase is effective back to November 6, 2019, which is the anniversary date of Prinz' hiring date.

It should be noted that Prinz' original Employment Agreement was entered into between the parties on or about 12/14/18. Thereafter, a new Employment Agreement was entered into between the parties as of July 1, 2019. This new Agreement extended the term of Prinz' Agreement from July 1, 2019 through June 30, 2021.

FIRST AMENDMENT TO EMPLOYMENT AGREEMENT

BETWEEN LAS GALLINAS VALLEY SANITARY DISTRICT

AND

MIKE PRINZ (GENERAL MANAGER) DATED JULY 1, 2019

WHEREAS, On July 1, 2019, the Board of Directors of the Las Gallinas Valley Sanitary District (“District”), and Mike Prinz (“Prinz”), the General Manager for the District, agreed to the terms of an Employment Agreement (“Agreement”), whereby the District and Prinz agreed to a new term for the Agreement from July 1, 2019 and ending on June 30, 2021; and

WHEREAS, the District and Prinz have agreed to amend the monthly “Salary” pay of Prinz and that said increase shall be retroactive to Prinz’s anniversary date of November 26, 2019;

IT IS HEREBY AGREED that, as noted in “Section, 3: Salary,” paragraph A., Prinz’s “Salary,” as noted in said paragraph is amended to read as follows:

“Employer agrees to compensate employee the amount of \$19,407.30 per month effective the first pay period which includes the effective date of November 26, 2019.

Judy Schriebman, Vice-President of
The Board of Directors of the
Las Gallinas Valley Sanitary District

Date

Mike Prinz, General Manager

Dated

ATTEST:

Teresa Lerch, District Secretary

(Seal)


APPROVED AS TO FORM:

Patrick M.K. Richardson, District Counsel



Item Number 2 N

Agenda Summary Report

To: Mike Prinz, General Manager 
From: Michael P. Cortez, PE, District Engineer
Date: May 21, 2020
Re: Designation of the Secondary Treatment Process Upgrade and Recycled Water Expansion Project as an Essential Governmental Function per Marin County Public Health Order
Item Type: Consent Discussion Information Other
Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Board to approve continued Designation of the Secondary Treatment Process Upgrade and Recycled Water Expansion Project as an Essential Governmental Function per Marin County Public Health Order.

BACKGROUND

The shelter-in-place order issued by Marin County Health Officer in effect as of the writing of this report requires recurring designation of projects previously designated by the lead agency as Essential Governmental Functions.

PREVIOUS BOARD ACTION

Board approved Resolution 2020-2184 on April 16, 2020 designating the Secondary Treatment Process Upgrade and Recycled Water Expansion (STPURWE) Project as an Essential Governmental Function as defined in the Order of the Marin County Health Officer dated March 31, 2020, section 13.f.v.4.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

N/A



Agenda Summary Report

To: LGVSD Board of Directors *MP*
 From: Mike Prinz, General Manager
 Meeting Date: May 21, 2020
 Re: Organizational Analysis Report Final Draft
 Item Type: Consent Discussion Information Other
 Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Staff recommends that the Board review and discuss the Final Draft of the Organizational Analysis Report.

BACKGROUND

The District's 2018 Strategic Plan, adopted on November 15, 2018, included Goal 5: Perform Organizational Analysis and update the Organization Chart. The District contracted with Regional Governmental Services (RGS) in March, 2019 to conduct the Organizational Analysis. The District's revised and prioritized list of 2019/2020 Strategic Initiatives retains this initiative as priority 4: Conduct Organizational Review.

After interviewing District Managers in March, 2019, it became apparent that a critical task of the organizational analysis was to identify the District's core functions and analyze the allocation of District resources to those functions, in addition to allocation of resources to other potentially non-core or discretionary functions.

A range of interactions with Staff occurred over the summer of 2019 which generated a substantial amount of data, primarily via digital surveys and face to face staff interviews. Board members recently interviewed to determine the Board perceptions of the District's core functions also.

RGS' organizational review work includes recommendations regarding resource allocations, including increases to staff levels in specific areas.

PREVIOUS BOARD ACTION

The Board adopted the 2018 Strategic Plan on November 15, 2018, and conducted Strategic Planning Workshops on May 21, June 27, and August 28, 2019. RGS presented their findings to the Board on April 16, 2020.

ENVIRONMENTAL REVIEW

N/A



FISCAL IMPACT

To be determined. Dependent on degree of implementation of recommendations contained in the report.



REGIONAL
GOVERNMENT
SERVICES

SERVING PUBLIC AGENCIES SINCE 2002

An Organizational Analysis
of the Las Gallinas Valley
Sanitary District

Prepared May 15, 2020



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SERVING PUBLIC AGENCIES SINCE 2002

An Organizational Analysis
of the Las Gallinas Valley
Sanitary District

Prepared May 15, 2020

Prepared for the District by:
Sophia Selivanoff, Deputy Executive Director
and Allison Picard, Senior Human Resources Advisor

Contents

I.	EXECUTIVE SUMMARY	2
II.	OVERVIEW OF THE DISTRICT ORGANIZATION	3
III.	INTRODUCTION TO THIS ORGANIZATIONAL STUDY	5
IV.	METHODOLOGY	7
V.	STUDY FINDINGS	9
	1: Staff Consensus on Core Operational Functions Exists	9
	2: Discretionary Activities and Work Processes Both Pose Challenges	12
	3: Skills Development Is Required	14
	4: Current Workloads Are Overwhelming	14
	5: Collection And Treatment Of Wastewater Is Essential.	16
	6: Board Views Environmental Role As Proactive	16
	7: Staff Wellbeing, Administration, Planning And Customer Issues Are Essential.	16
VI.	ANALYSIS & RECOMMENDATIONS	18
	1. A unified approach is needed	18
	Recommendation 1-A: Use the mission and core functions to guide organizational resource allocation and planning	20
	Recommendation 1-B: Adopt a continuous improvement culture at all levels	21
	2. An understanding of current success in performing core activities is essential	21
	Recommendation 2-A: Allocate adequate and appropriate types of resources to realistically accomplish core and direct core support functions.	24
	Recommendation 2-B: Streamline work at all levels, making it less complex rather than more	24
	3. An effective and cohesive workforce can be achieved and sustained	25
	Recommendation 3-A: Facilitate staff in working together and discovering new solutions on their own	25
	4. Reorganization and reallocation of the organization’s resources would add value.	25
	Recommendation 4-A: Organizational structures and processes should be designed/re-designed to enhance workflows and increase synergy and improved outcomes	26
	Recommendation 4-B: Adopt a new model for the organization	27
VII.	CONCLUSION	31

I. EXECUTIVE SUMMARY

In March 2019, the Las Gallinas Valley Sanitary District (the District or District) retained Regional Government Services Authority (RGS) to provide a comprehensive analysis of various organizational elements, including number and type of staff, number and organization of work units and work activities, and organizational goals, themes, and policies as they relate to the staffing of the organization.

Findings from a survey of all staff, followed by in-depth interviews reveal that both the structure and staffing of the District would benefit from revision and additional position allocation. Staff are clearly aware of the core activities and compliance mandates related to the collection and treatment of wastewater; however, they are consistently working at capacity to deliver daily operations. This means that: 1) unplanned needs, emergencies and personnel events are highly disruptive to basic operations; and 2) proactive planning, preventative maintenance, and staff skills development are absent or significantly under resourced. In a highly regulated and technical industry with public health and environmental consequences, failure to plan and prevent service disruption is untenable.

RGS staff has developed an understanding of the existing structure, staffing and workflows of the District, and considered their relationship to District goals and operations. This report evaluates present organizational structure, and offers a proposed restructure as well as recommendations for cultural change, managerial action, and specific organizational processes designed to foster productive changes to meet the District's current and long-term needs.

RGS recommends adding up to ten (10) positions to the organization over the next two fiscal years to remedy the District's chronic understaffing; and offers the following Board/management approaches for resource allocation decision-making moving forward:

1. Use the District's mission and identified core functions to guide organizational resource allocation and planning.
2. Adopt a continuous improvement perspective at all levels.
3. Allocate adequate and appropriate types of resources to realistically accomplish core and direct core support functions.
4. Streamline work at all levels, making it less complex rather than more.
5. Facilitate staff in working together and discovering new solutions on their own.
6. Organizational structures and both new and existing processes should be designed/re-designed to enhance workflows, increase synergy and deliver improved outcomes.
7. Adopt a new model for the organization.

II. OVERVIEW OF THE DISTRICT ORGANIZATION

Las Gallinas Valley Sanitary District is a local government agency which provides focused waste-related services to a population of approximately 32,200 persons with a service area of about 20 square miles within Marin County, California. The District's collection system consists of approximately 105 miles of gravity sanitary sewers, 6.7 miles of pressure sewers and 28 pump stations. The District manages reclamation activities which includes use of agricultural irrigation and biogas energy recovery. Additionally, the District operates a wastewater treatment plant and has a solid waste franchise.

There are currently twenty-three (23) allocated staff positions in the District, working in the Administration, Engineering, Collections and Operations Departments, and delivering the following array of programs.

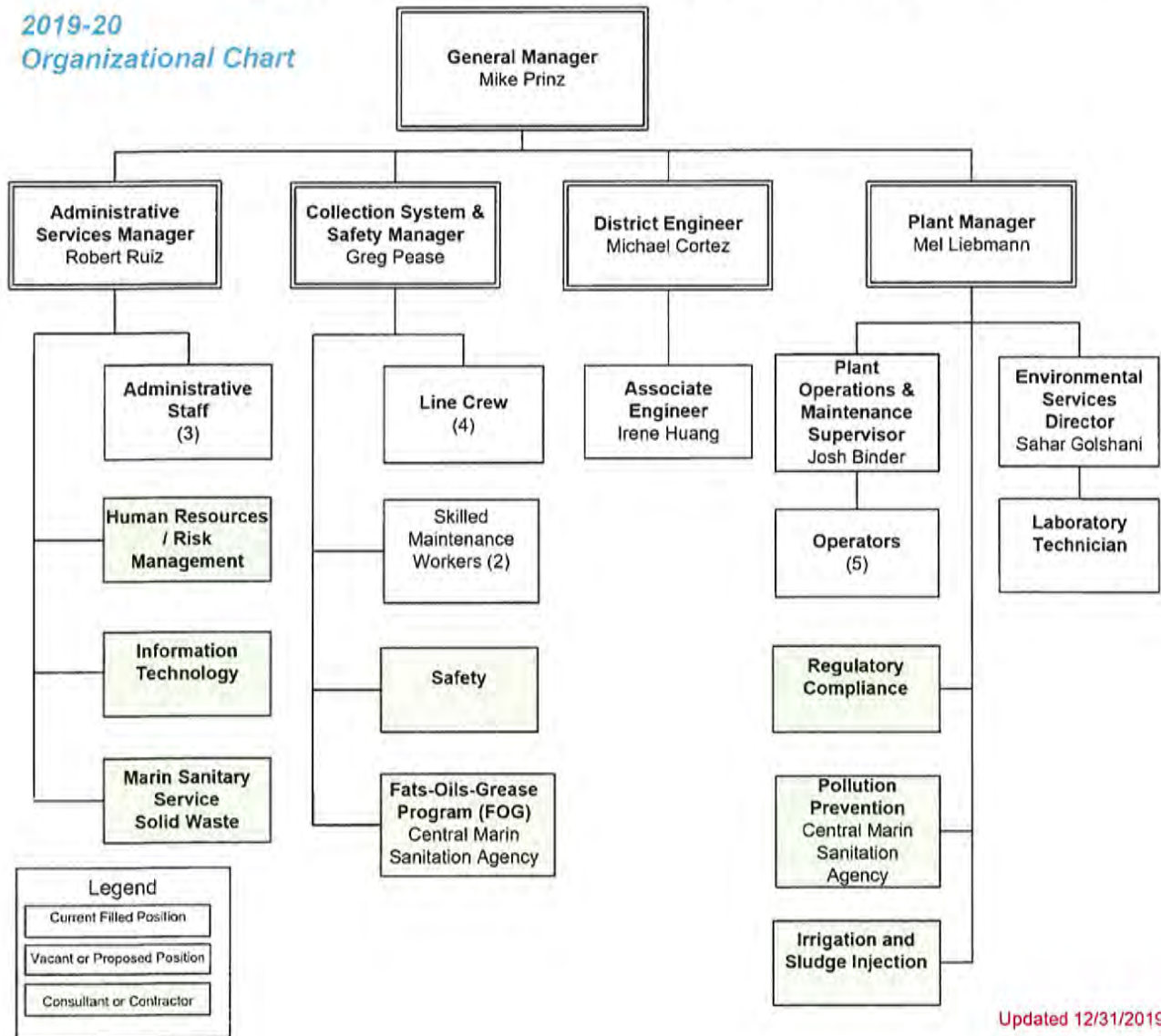
<u>Office of the GM</u>	<u>Administration</u>	<u>Collections</u>	<u>Operations</u>	<u>Engineering</u>
<ul style="list-style-type: none"> - Operational Oversight and Coordination - Board Facilitation - Long-Range Planning - Interagency Collaboration - Special Projects 	<ul style="list-style-type: none"> - Finance - Payroll/Benefits Administration - Reception/Customer Service - Board Support - Grant Administration - Contract IT - Human Resources - Workers' Compensation and Liability - Training - Service Contracting - Solid Waste Contract 	<ul style="list-style-type: none"> - Line Maintenance - Line Repair - General Maintenance/Recreational Public Access - Occupational Safety - Training - FOG Program 	<ul style="list-style-type: none"> - Plant Operations - Reclamation Operations - Pump Station Maintenance - Recycled Water - Biosolids Disposal - Power Generation - Lab/Analysis - Regulatory Compliance - Pollution Prevention Program 	<ul style="list-style-type: none"> - Major Capital Projects - Development Review (incl. lateral program) - Creek Maintenance

It should be noted that the programs above represent a very wide variety of necessary expertise, as well as peak workload cycles within the work of a single department that may result in conflicting priorities. Additionally, workload is impacted by uncontrolled external factors on both an emergency and a non-emergency basis.

A review of District budgets for staff salaries between 2012 and 2018 shows very little growth overall; while organizational charts are not provided in these documents, the data suggests salary growth rather than position allocation over this period as the key driver for salary-related budget increases. Supplemental personnel budgets are also minimal during this period.

Organizational charts are available for 2018 and 2019, and indicate that during this time period, one Administrative Assistant has been added to the Administration Department; and that maintenance has been reassigned from the Engineering Department to the Collections Department, and one additional maintenance position has been added to the team for a total of two maintenance workers. The District’s most recent organizational chart is shown below. While variations in specific reporting relationships and insourcing/outourcing of functions occur within the industry, this set of functions and organizational structure is typical of small wastewater agencies.

2019-20
Organizational Chart



Updated 12/31/2019

III. INTRODUCTION TO THIS ORGANIZATIONAL STUDY

Background: Conducting an organizational analysis has been considered at the District for several years; however, the study was not completed, and the objectives of such an analysis have varied somewhat over time. In the District’s 2015, 2016, and 2017 Strategic Plans, organizational analysis was described broadly and was linked to succession planning outcomes.

This analysis will assess all organizational elements for proper and efficient leveling of staff, operational communications, and proper standards of operation, best practices, organizational policies, proper succession and organizational structure. Further, the assessment will include a deliberate workforce succession analysis in order to develop a succession plan. Methods will be proposed to ensure appropriate organizational depth in critical functional areas, determine if specialized information is held by singular employees, and explore methods to share and transfer that knowledge and information. Staff is preparing a succession plan for critical positions.

In the 2018 Strategic Plan, the focus of organizational analysis shifts to:

An analysis of the organizational structure and staffing requirements will be conducted to maintain an effective and cohesive workforce. [Specific goals for 2019 are listed as:]

- *Identify and select consultant to perform analysis and make recommendations*
- *Present recommendation to the Board*
- *Feed new positions into the rate review*

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

Current Scope: The new General Manager, appointed in late 2018, requested the Board authorize a comprehensive study of the organization in order to evaluate both the District’s most pressing needs and to inform the ongoing strategic planning activity. RGS undertook this study in 2019, with the following objectives:

- What is the most efficient/effective way to accomplish essential work currently being performed?
- What essential work needs to be done that is not presently being accomplished? What additional resources and/or reallocation of staff resources will be required?
- What are the skills, roles, and structural relationships that will facilitate meeting both present needs and future demands most effectively?

In analyzing an organization’s staffing and structure, it is important to review the purpose for which it exists. As a sanitary district, enabling legislation (Sanitary District Act of 1932) provides for the District to perform any of the following activities:

“(a) A district may acquire, plan, construct, reconstruct, alter, enlarge, lay, renew, replace, maintain, and operate garbage dumpsites and garbage collection and disposal systems, sewers,

drains, septic tanks, and sewerage collection, outfall, treatment works and other sanitary disposal systems, and storm water drains and storm water collection, outfall and disposal systems, and water recycling and distribution systems, as the board deems necessary and proper...”

More specifically, the District’s elected Board of Directors adopted Ordinance Title 2, Chapter 1 (revised July 2, 2019), which establishes the Sanitary Code of Las Gallinas Valley Sanitary District of Marin County; and defines the purpose of this code as: “An ordinance regulating the use of public and private sewers and drains; the installation and connection of Building sewers and drains, the installation of sewer laterals and public sewers and public sewer main extensions; providing for employment of a General Manager and District Engineer, providing Permits and fixing fees for the installation and connection of sanitary sewers; establishing charges for annexed areas and subdivisions; regulating the discharge of waters and wastes into the public sewer system; and providing penalties for the violation of the provisions thereof.” The Board also adopted the following mission statement: “The Mission of the Las Gallinas Valley Sanitary District is to protect public health and our environment, by providing effective wastewater collection, treatment, and resource recovery.”

This specific legal purposes for the activities of the District, and the mission statement provide a benchmark against which to evaluate the work being performed by staff—the more closely a task aligns with delivery of the specified outcome, the more central to structural and resource allocation decisions the effective performance of that task should be. By extension, these tasks are collected into job classes, and the classes into work units—and the work of each unit impacts the others. This report contains an analysis of the effectiveness of these groupings and offers options to rearrange work in various ways and at multiple levels to achieve improved outcomes.

IV. METHODOLOGY

The study was conducted in phases, and ultimately included all organizational stakeholders, including the Board of Directors.

Phase 1: A project kickoff meeting held with the District's management team, revealed the following themes:

1. Managers desired to understand and set clear priorities for allocation of fiscal, staff and time resources. Key resource allocation criteria they identified included:
 - Meets a regulatory obligation linked to an outcome of public health and/or a safe, clean environment;
 - Meets basic internal customer and/or external ratepayer service needs;
 - Promotes fiscal sustainability;
 - Promotes employee safety; and
 - Fulfills specific environmental requirements linked to wastewater and project permits.
2. Managers believe that resource allocation by both staff and the Board should be prioritized according to consistent application of the criteria above; and should be consciously driven by the District's Mission Statement.
3. Managers do not presently perceive that the process and structure of the organization supports systematic decisions about resource allocation:
 - Managers do not have clarity about resource allocation decisions, and often do not understand their connection to the mission of the District.
 - There has been a perception by staff of an apparent preference for keeping the full-time employee (FTE) count minimal. Minimal staffing results in key individuals having too many areas of responsibility, often assigned without a logical rationale for "relatedness" which impedes operational effectiveness.
4. Managers believe that it is essential to understand the District's core functions and whether current resources are aligned to support core activities.
5. With a significantly upgraded plant anticipated to be operational in 2022, managers perceive that an assessment of ongoing and new maintenance activities must also be considered. Managers also perceive that new technologies require different skills to perform these functions and staff skill building must be planned for in advance to build capacity and obtain maximum value from the investment in new technology.

At this meeting, managers made it clear that ensuring a clear and shared understanding of essential operational and administrative activities (vs. activities which were optional) was foundational to their ability to set priorities and allocate resources. A core functions analysis was identified as an initial framework for determining which activities and efforts should be resourced to most directly accomplish required wastewater treatment system outcomes.

Core functions analysis has its roots in continuity of operations planning, and is loosely defined as identifying organizational groupings of business processes that result in specific outcomes that are critical to (or very closely related to) preventing failure of the agency's mission.

Phase 2: RGS designed and delivered an online survey completed by all staff of the District, aggregating input from each department on what each determined are its core functions and why. Respondents were asked to consider the following factors when describing core functions:

- What are the legal mandates that set the framework for your key function(s)?
- What are the systems that must function in order for you to meet minimal acceptable standards of delivery for your customers?
- What is the consequence of failure of these activities (fines, litigation, environmental impacts, other liability, public relations, etc.)?
- What are the systems that support production of key deliverables: financial administration, human resources, IT systems, etc.; and what additional legal mandates exist around the delivery of such "support services"?
- What are the systems for coordinating effort, sharing information, and leading the business from where you are today to where you want to go?

Following analysis of the survey data, interviews were conducted with each department's staff to understand the details of how core work was performed and the impact of discretionary work activities on staff's ability to focus on the District's mission.

Phase 3: As part of this review, a variety of key policy and procedure documents relevant to organizational strategies were reviewed. These include the District's administrative and Board policies, strategic plan, organizational chart, job descriptions, benefits information, annual budget for the current and prior fiscal years, the MOU between the District and Operating Engineers Local 3, and various department operational reports.

Phase 4: In addition to the data collected from staff, individual interviews were conducted with each of the Board members to identify essential functions and services from a governance perspective. It should be noted that Board members were not asked to identify core activities, but rather those they deemed important to accomplishing the mission of the District. This shift in perspective was intentional. It was clear after the staff process that the level of operational detail that informed their perspective could not reasonably be expected of the Board, so an "apples to apples" survey could not usefully be achieved. It was also clear from review of the Board-generated documents of the District that in reality the Board vision for the District included many more elements than operational excellence, and capturing the whole picture is essential to understanding and ultimately to a collaborative and coordinated effort to build the District's future.

V. STUDY FINDINGS

In this section, the discovered themes of the organization are compiled as narrative datasets. Examples illustrating the themes may be provided, but it should be understood that they are illustrative, not comprehensive. These findings are also qualitative in nature—they reflect the perspectives and views of a range of staff rather than quantitative organizational metrics. This reflects the key questions of this study, which are themselves qualitative, revolving around effectiveness of the organization; and because quantitative “time and motion”-based workload data reflects at best only the “work performed” portion of effectiveness, not a cost-benefit analysis of work activity or the “lost opportunity” costs of work envisioned but not enacted.

The focus of staff was on the core function of wastewater collection and treatment to comply with state water quality standards; and on the connected engineering and administrative processes which support these two operations. Findings 1 through 4 result primarily from the survey and interview data collection process. Findings 5 – 7 are based on the interviews with the Board of Directors.

Staff Themes

FINDING 1: Staff Consensus on Core Operational Functions Exists

Staff generally know what the core functions of their department are or should be. For the most part, staff of each department have a shared vision of what core functions are being performed or should be performed. This vision is consistent with both the wastewater industry’s many professional publications and trainings on the key activities for personnel in their respective roles, and with the activities of other similar districts and agencies.

The following list of core functions for each department were identified as a result of the survey.

OPERATIONS CORE FUNCTIONS:

Treat wastewater safely, effectively and efficiently. To accomplish this, staff identified the following key activities:

- Overall maintenance of wastewater treatment equipment and other appurtenances: mechanical and basic electrical
- Overall operation of wastewater treatment plant: process control and monitoring via supervisory control and data acquisition technology (SCADA), remote- and manually-operated valves, motors, pumps
- Perform preventative maintenance of reclamation systems.
- Repair and/or replacement of defective system assets
- Perform repair of pump station operating systems
- Plant support activities such as diagnosing abnormal conditions, decisions in case of power loss ordering chemicals, ordering parts/maintenance supplies, scheduling rag/grit bin pickup
- Employee Safety

- Reclamation activities (currently contracted out)
- Abatement of methane
- Regulatory compliance documentation

COLLECTIONS CORE FUNCTIONS:

Clean and maintain district sewer lines and associated mechanisms. To accomplish this, staff identified the following key activities:

- Maintain and repair collections equipment, such as force mains, air release valves and pump stations
- Perform preventative maintenance and cleaning on sewer lines
- repair and/or replacement of defective collection system assets (i.e. broken or damaged pipes, manholes, rodholes, access to infrastructure, etc.), scheduling, tracking and oversight of Preventative Maintenance Program pertaining to gravity sewer mainlines
- Clean and maintain district pump stations. Clean pump station wet wells, pull and clean pumps or replace when needed.
- Assess sewer pipe condition and pump station condition

In addition, Collections staff activities include:

- Respond to Customer Service requests regarding sewer system overflow notification, odor complaints, underground service alerts, lateral problems/replacement/repair inspections, etc.
- Sanitary Sewer Overflow (SSO) Management: Respond to emergency situations to resolve underlying problems, clean the area and report all spills to appropriate regulatory bodies.
- Scheduling maintenance of vehicles, fuel ordering and delivery, receiving and offloading deliveries
- Employee safety
- Regulatory compliance documentation

For both Collections and Operations departments, these are core functions because they directly fulfill regulatory obligations linked to an outcome of public health and a clean environment, and further fulfill specific environmental requirements linked to wastewater and project permits issued to the District. They also meet basic customer service needs for safe removal and treatment of wastewater. Failure to perform these activities effectively could result in:

- Employee or Customer injury
- Public health hazard
- Environmental hazard
- Fines and other penalties from oversight bodies
- Financial failure, waste/inefficiency, increased operating costs
- Loss of positive reputation
- Customer or public complaints
- Property damage

- Legal action against the District/Financial liability

Over time failures in these areas would also result in:

- Decline in staff ‘ownership’ of work / pride (morale, organizational and staff dysfunction)
- Loss of ratepayer support/increase in opposition to rate increases

ENGINEERING CORE FUNCTIONS:

Staff in this department provide:

- Capital Improvement Project (CIP) planning and execution (project management, consultant selection and oversight, construction contract administration, etc.)
- Engineering support and technical assistance to Operations and Collections departments
- Plan review for private development projects

Although not directly connected to the collection and treatment of wastewater, the effective engineering of overall collection and treatment systems and reuse/discharge techniques is essential to correct delivery of the wastewater system’s outcome. Well-designed and implemented capital projects result in wastewater infrastructure that can fulfill regulatory obligations and promote fiscal sustainability of the agency. As private development projects connect to the wastewater system, their impact on and contribution to the system must also be evaluated and managed. Engineering Department staff are consistent in their understanding of their role, core functions and priorities; however, staff acknowledge that maximum effectiveness is not achieved in the key role of actually supporting and facilitating collections and treatment operations. This is attributed to workload pressures (both high volume and unplanned work), lack of time to coordinate efforts with appropriate stakeholders, and past top-down decision-making processes that directed preferred (and possibly non-optimal) solutions.

ADMINISTRATION FUNCTIONS:

In contrast to the narrow focus of operating and engineering departments, the District’s Administration Department has a very broad range of appropriate and possible functions and activities. These categories of administrative functions all contain core-related outcomes, for several reasons. There are regulations requiring certain types of administrative work that must be provided as part of transparent governance or fiscal responsibility; and personnel practices and employee issues directly impact employee recruitment and retention, and thus the organization’s ongoing ability to function. Failure to perform these functions would have many and varied potential consequences negatively impacting the organization’s viability both immediately and over time. Each category below is described in broad terms, and potentially contains a mix of critical and non-critical core process activities or tasks which will be further discussed in Appendix A. The functions identified below are those being performed to some extent by the Department:

- Customer service to all departments
- Provide financial information, reports and audits
- Develop annual budget and rate analysis

- Prop 218 communications to taxpayers and related public hearings
- Process Accounts Payable and Receivable
- Provide administrative support to the GM and to the Board
- Engage in recruitment/onboarding activities/administer employee benefits
- Oversee labor/employee relations including union negotiations and MOU administration
- Produce bi-weekly payroll/manage leaves/other human resources support
- Manage District contracts, procurement and information technology needs
- Produce Board agendas and minutes in compliance with the Brown Act
- Public outreach and communication (newsletter, website maintenance)
- Respond to customer and public inquiries, public records act requests

FINDING 2: Discretionary Activities and Work Processes Both Pose Challenges

Staff are able to identify both discretionary activities, and systemic or process issues which make their delivery of core functions challenging. Several themes were identified:

- Activities and conditions exist which detract significantly from core functions or direct support of core functions. The District has: 1) adopted functions that are not related to the mission; and 2) implemented equipment and processes to achieve required outcomes that are not the simplest and most direct method of collecting or treating wastewater. Implementation of programs not in the mission, or creation of secondary byproducts from the core process, and the use of complex or novel techniques may be at the expense of essential core activities. Examples listed include production of compressed natural gas (CNG), use of a CNG-fueled vehicle, deployment of photovoltaic panels for solar power generation, opening reclamation space as a “recreation area”, and use of “membranes” and permeable concrete in the plant.
- Equipment and tools are not always effectively deployed or managed. Equipment “run to failure” as an organizational policy was repeatedly identified by staff as an ineffective and crisis-prone approach, requiring additional work rather than saving resources. Staff identified a critical need for both major asset management (pumps and plant operational equipment) as well as management of fleet vehicles. Staff reported that of 24 pumps in operation, 18 are more than 30 years old, and 6 are approximately 15 years old. Maintenance of this mission-critical equipment is essential; as is a well-funded equipment replacement program. Similarly, the condition of the fleet vehicles used by staff is perceived as broken and not ergonomic in design, potentially creating negative impacts on employee health and safety. It was also noted that newer vehicles are better designed and more efficient in accomplishing operational tasks. Even when equipment is obtained, deployment is not always implemented effectively. For example, a back-up pump was permitted by the State to be mobile, but no equipment exists to move it. Staff also noted that every piece of equipment requires routine maintenance if it is not to be run to failure—and the resources (time and expertise) to provide maintenance as well as operation have not always been fully considered in the acquisition of specific equipment and technologies.

- Facilities are inadequate for the necessary range of activities. Uses for additional space include: equipment and inventory storage, locker rooms, meeting rooms, and quiet work areas for focused work. Lighting is needed in the fleet yard for employee safety and to discourage vandalism or theft. The District has recently leased office space offsite for administrative and engineering personnel which will alleviate some of these issues in the short-term.
- Non-standard or inaccessible work information or products are created or held by a person or department, such that use by the rest of the organization is not possible. For example, financial information in QuickBooks is not available to most managers due to limited logins. This requires them to either interrupt the work of finance staff, or to make decisions without key information. While funding for financial software upgrades has been authorized, capacity of the staff to implement these upgrades is impeding the project's successful completion. In addition, staff reported that multiple computerized maintenance management software systems were in use—one for the plant and one for the collections system. This distinction may be appropriate, but if shared data are needed for effective system-wide problem solving, additional steps and complexity of process may be added to workloads.
- Duties are assigned to a department which are more appropriately connected to another department's workflows or expertise. Examples include the assignment of pump station maintenance to operations rather than collections; and grant accounting being performed by professional engineering staff rather than administrative staff.
- Infrastructure decisions did not always involve staff who could have provided valuable technical feedback, thus preventing the District from investing in and using technology or equipment that was not appropriate or which did not match the staff's capacity or expertise to effectively implement. Additionally, there is a perception that grants are driving projects versus well-thought-out projects driving grant applications.
- There is no defined process for appropriate collaborative organization-wide decision making or problem identification or action prioritization – departments are siloed. This process is not just nice for employee morale, it is essential to effective functioning of the whole system.
- Metrics for measuring quantity or quality of work products, effectiveness, etc. require identification, tracking and reporting refinement to be useful. The collection and analysis of operational data, whether currently collected or still to be determined, is an essential planning tool, guiding both work activities and capital investment. Such data collection and analysis will require staff time to develop and utilize properly.
- A communication process is needed internally to reconcile varying priorities and perspectives, build trust in management, and ensure the workforce is informed and able to engage appropriately to support the District's objectives.

While some of these issues represent extra, discretionary work altogether, and others represent impediments or ineffective approaches to core work, the need for fully-informed, well-planned, coherent work efforts is clear. Staff also expressed a concern in the area of:

- Emergency preparedness – while the basic systems are in place to handle an emergency including mandatory incident reporting and response, insufficient time exists with current operational workloads to provide more routine training, safety drills, etc. which would make this program more effective and guard against potential liability.

FINDING 3: Skills Development Is Required

Staff are able to identify specific skills development needs to ensure ongoing effective delivery of core functions:

1. Managers need skills training on supervisory concepts and staff engagement and performance maximization. Managers have recently attended leadership training, and would benefit from additional ongoing training and perhaps even coaching in applying new skills in the workplace.
2. Managers also need resource allocation skills training, such as methods to develop and present a business case; evaluation of work to delegate and/or outsource; contract management and contractor evaluation; cost-benefit and return-on-investment (ROI) analysis, etc.
3. Staff need training on essential industry technology (CMMS, SCADA) that streamlines workflows and allows for proactive approaches.
4. Staff need ongoing technical training to operate and maintain both current and future equipment and processes—this requires a plan and consistent allocation of both funding and staff time.
5. Specific skill sets are missing at this time from the workforce that are essential to resolve complex issues related to: technology, lab analysis, human resources management, spot repair methods, pump station maintenance, reclamation equipment operation, and mechanical and electrical maintenance.

FINDING 4: Current Workloads Are Overwhelming

All departments struggle with overwhelming workloads and personnel availability challenges. Common themes surfaced include:

- Prevention and proactive problem-solving do not occur – workload is reactively triaged.
- There is insufficient staffing to perform both appropriate maintenance and operational functions.
- There are too many changes simultaneously to respond effectively to any of them without additional staff capacity. The upgrade of the wastewater treatment plant is a major impact

on the organization, compounded by well-intentioned initiatives to add staff, upgrade software, and engage managers more effectively in their roles.

- Insufficient implementation of technology results in an inability to streamline workload and make data readily available to support decision making (departments utilize software that is not compatible across functions, insufficient licenses for access, software has been acquired but is not used or fully deployed).
- Backup, cross-checking and cross-training can't consistently be achieved due to minimal staffing.
- Usual workloads, which already do not keep pace with needed maintenance, are significantly impacted in the short-term absence of a team member (i.e., illness, vacation, training).
- RGS is aware of six positions recruited and/or filled by the District since late 2018. This represents a change in 26% of the workforce, when the utility industry on average has approximately 9% turnover according to a 2016 study. Staff turnover significantly impacts workload due primarily to leadworkers and supervisors being diverted to initial selection processes, and more importantly to on-the-job orientation and training of new staff. New staff at all levels may also cause impacts as interpersonal and communication adaptations in the workforce are made, and changes result from new perspectives brought to bear on workload. All these activities reduce capacity for operational problem-solving or effecting improvements in operations and direct service delivery.
- Insufficient time is permitted for employee professional development, and training on core activities can only be performed at the most basic levels required.
- Operational and administrative documentation is incomplete, outdated or both which adds liability to the District and does not permit staff to have a training resource.

Although not a universal theme, turnover in the lab, a key specialty area, has also caused significant backlog in current compliance activities. While this function is supplemented with contract assistance, having a very small staff performing many specialized and critical activities creates risk for the District.

Adequate redundancy to maintain basic operations needs to be resourced. Staff in every department clearly identified a need for more employee resources, and when requested, described specific work that could be accomplished by additional employees. Staff also identified a need for improved technology tools and skills, and for workflows that would make problem solving and resource sharing more effective.

Board Themes

In contrast to the daily operational focus of staff, the focus of Board members was conceptual and futuristic. It is appropriate and useful for a governance body to envision how the future may unfold, and identify and plan for impacts on the operation and the operations' impacts in the community. While the core functions of proper wastewater collection and treatment and on the

related engineering and administrative processes are part of what the Board considers essential, there are significant variations in perspective on the status of these, as well as a number of other “essential” matters which the Board sees as connected the District’s mission. Review of the data reveals the following findings:

FINDING 5: Board shares staff’s vision that collection and treatment of wastewater is essential.

Members of the Board noted that “Failure to do this is failure.” In this they agree with the staff’s consistent focus on “core” activities. Members of the Board also expressed that achieving operational competence requires a well-trained staff, and enough staff; tools and equipment and infrastructure which are functioning and reliable; and new technology that leads to increased efficiency and effectiveness. A number of Board members indicated that they believed these elements to be in place, or well underway; while continuity of operations/emergency response were cited as areas where performance was not yet optimal. This perception of operational adequacy is at variance with the staff’s perception of the current status of the organization’s capacity for basic operational requirements.

FINDING 6: Board views environmental role as both proactive and exceeding compliance with current standards.

Members of the Board noted that they believe the District should:

- Do more than the minimum – do the best possible
- Reuse, not just dispose – turn waste into resources
- Take a role in productively impacting endangered species, sea level rise, climate change and carbon footprint
- Shape upcoming legislation.

Much of what was discussed is theoretical at this time, but the Board’s “big picture” interest in active environmentalism has manifested intermittently in operational matters, most particularly in adding innovative “green” technologies to the system.

FINDING 7: Board views staff wellbeing, administration, planning and customer issues as essential.

Members of the Board noted that they believe the District should attend to staff wellbeing, and identified important relevant elements such as:

- Organizational climate
- Addressing issues promptly
- Equity
- Acquiring supplemental resources for peaks and emergencies
- Delegating power to act
- Engagement
- Providing role clarity

The Board also identified the role of administration in maintaining good financial health through:

- Proper accounting
- Cost containment
- Protecting investments/avoiding waste
- Identification of best ways to obtain funding

Board members noted that customer service should not only be courteous and responsive, but should include proactive communication to keep people informed and benefit from deeper engagement by rate payers. Some members considered whether this activity might properly extend to provide community facilities and educational resources.

Members of the Board also indicated that they believe the District should make plans, and cited a number of admirable planning objectives and concepts, including:

- Strategic planning as a team, toward mutual goals
- Regular conversation within the organization
- Implementation planning – “not just what we do but how we do it”
- Intergovernmental issues, inclusion of the right stakeholders
- Proactive activity, not just reactive to a problem
- Collect and report metrics, use data to streamline process

In addition to the findings from stakeholder engagement listed above, RGS also identified some underlying issues while reviewing District documentation. In some cases, the District as documented and the District as experienced are not aligned. This could reflect either a need for more realistic documentation, or gaps in the ability of staff to deliver what is described.

A preliminary policy assessment reveals that policy has not developed in a unified way, and does not always align with either the needs or the capacity of the organization. For example, 2016’s Administrative Policy A03, Mobile Computer Devices Used for District Business, includes issues of personally-owned and District-owned technology; and addresses neither with the level of specificity described in the Personnel Rules, Rue 6.2 through 6.5. In addition to not articulating the District’s vision about the role of office technology in the accomplishment of work, this leaves gaps where misunderstanding and confusion can occur and consume inordinate staff resources to resolve. Policy should meet a need. For all policy elements, even those which are negotiated with the employee bargaining unit, policy should begin with identification of the purpose and this should serve to channel efforts to achieve essential outcomes.

Policy is not always evaluated for contribution to a coherent strategy. All policies should expressly link to and foster the accomplishment of the organization’s mission and/or significant programmatic goals. This includes the budget, and personnel policies to the extent the organization has discretion. In many cases, focus needs to be on how decisions are made, not on how detail is processed.

VI. ANALYSIS & RECOMMENDATIONS

1. A unified approach is needed.

The findings above clearly indicate a significant difference in perspective between the District’s staff and the District’s Board of Directors. This is not a new difference--the SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis detailed in the 2018 Strategic Plan document shows similar variation. Evaluation of whether organizational structure (ie, staffing) is either adequate or correctly configured can occur only in the context of what is needed to achieve the goals of the organization. Because different goals require different resources and actions, all stakeholder points of view must be considered in this evaluation. In order for the organization to function effectively on a sustained basis, it is essential to reconcile the points of view of the staff and the Board.

For the District’s staff, the goal is clearly to have a reliable and compliant wastewater treatment and collections system in the present. Their focus is on regularly-occurring operational core activities that must be accomplished to achieve compliance, and the desire to simplify as much as possible; and to incrementally and thoughtfully improve and add in order to maintain this focus, as exemplified in the questions developed from the kickoff meeting, below:

- What are the legal mandates that set the framework for your key function(s)?
- What are the systems that must function in order for you to meet minimal acceptable standards of delivery for your customers?
- What is the consequence of failure of these activities (fines, litigation, environmental impacts, other liability, public relations, etc.)?
- What are the systems that support production of key deliverables: financial administration, human resources, IT systems, etc.; and what additional legal mandates exist around the delivery of such “support services”?
- What are the systems for coordinating effort, sharing information, and leading the business from where you are today to where you want to go?

The Board has a broader and more long-term perspective and envisions the role of the District as proactive steps toward environmental wellbeing, in addition to operational and organizational functionality. From the governance perspective, this is consistent with the District’s mission of “protect public health and our environment”. While staff did share an interest in environmental issues, this Board perspective significantly exceeds the staff’s expressed commitment to legal compliance; and greatly expands the staff roles and resources needed if this larger vision is to be achieved, in part or in total. The list reproduced below from the 2018 Strategic Plan document exemplifies the types of issues primarily identified by Board members in interviews about essential District services:

- *Manage our treatment and collection systems in a planned and sustainable way to reduce impact on natural resources;*
- *Strive for zero spills;*
- *Meet or exceed regulatory requirements for treatment (effluent, emissions and biosolids);*

- *Strive toward beneficial recycling of wastewater, biosolids and other resources using safe and effective processes and systems to achieve our zero-waste vision;*
- *Collaborate with neighboring agencies to achieve efficiencies for the public;*
- *Cooperate with stakeholders to leverage opportunities for protecting the bay and regional water resources;*
- *Maintain a safe, high quality workplace to promote a sustainable, motivated, long-term and cohesive workforce;*
- *Increase public education, participation, acceptance and understanding of what we do;*
- *Responsibly manage the refuse franchise; and*
- *Consider climate change, sea level rise and flooding when developing and designing new projects.*

In analyzing these perspectives, RGS considered the following questions:

- What is the difference between goals and core functions?
 - Goals are by definition future-oriented and not reflective of the current state of an organization. They require planning, investment and/or action to achieve, and this achievement will not occur as a result of maintaining the status quo.
 - Core functions are predicated on the concept of necessity—what is required to sustain function and/or prevent failure of a system, not what is needed to achieve improvements or changes to the system.
 - These are in fact separate issues—and they can coexist effectively if core functions are resourced as a priority, and additional resources (not acquired by subtracting from core functions) are provided to ensure achievement of goals. The District’s ability to move more quickly toward goals will be linked to: 1) adequate staffing of the core to avoid functional failure-based distractions and interruptions to longer-term projects; and 2) to the amount of “additional” resources than can be committed above what is necessary to achieve core functionality.
- What additional resources (skill development and role changes) will be required to meet both present core function capacity and accomplishment of longer-term goals?
 - More staff to assume current work: The District is understaffed at present for achieving more than core functions; and is challenged even to maintain this basic level of functionality. There are several roles that require additional resourcing in order to achieve sufficient capacity to add workload and make meaningful progress toward goals: maintenance, engineering partnership with operational needs, administrative management of non-financial systems and programs, operational problem-solving, laboratory management.
 - Management skills growth and planning capacity: Managers need both new skills and more time to think about and plan for the future in order to shape the impact technology, climate change, regulations and other external forces will have on their industry. This activity is consistent with the long-term goals of the Board; and it means spending more

time exploring the implications of such forces, helping others apply and connect new knowledge, and learning through experimentation to develop new practices. New interpersonal and team engagement skills will enable managers to challenge themselves and staff to discover new and better ways to grow, and to reimagine the best of what’s been done before. The role of a manager must be permanently redefined to prioritize the tasks of learning, expansion of perception and increase in proactive action — time spent in these areas is important for finding new paths for organizational development and achievement.

- New skills and roles for staff: If managers are spending more time understanding and planning for the future and engaging subordinates in preparing and adapting for it, then new operational problem-solving roles will be needed to respond to emergencies and daily issues. And in addition to continuous learning related to technical changes in industry practices and equipment, staff at all levels will need new skills to participate effectively in both daily operations and longer-term goal achievement. Such skills include: a better understanding and use of technologies to capture data and plan operational activity; ability to facilitate coordinated and collaborative efforts between District work units, and between the District, consultants, and other agencies; analysis and evaluation skills to use data to determine cost/benefit of proposed activity; and improved communication skills.
- A suggested organizational chart is provided later in this report showing possible allocation of additional staffing to accomplish these goals.

To knit these perspectives together, and ensure both sets of priorities are attended to, RGS recommends the following:

RECOMMENDATION 1-A: Use the mission and core functions to guide organizational resource allocation and planning.

- Explicitly use both the mission and core functions as a means for prioritizing decisions. Core functions must be adequately resourced first and additional capacity then added to enable progress toward longer-term goals.
 - Consistently document the links between both core outcomes and long-term goals when defining organizational strategies, staffing allocation, capital project programs, equipment purchases, contractual relationships, etc.;
- Specific actions to implement this recommendation include:
 - Conduct a facilitated discussion with the Board about roles and responsibilities of the Board, General Manager and staff in both strategic and operational planning. A shared understanding of how decisions are made and who has which pieces of relevant information is essential.
 - Revisit the District’s strategic planning process with clear staff input included as to what is possible when resource demands to maintain core functions have been met.
 - Modify the format and content of staff reports, budget documents, strategic plans and other decision-making tools to routinely link proposed resource allocation recommendations to core or goal-achievement activities.
 - Provide training to Board and management team about cost-benefit or ROI analysis tools to evaluate options for resource allocation. Data and analysis should inform

decisions and will create a solid and shared foundation for long-term success of the organization.

- Apply these tools to existing programs, processes and equipment. Escalation of commitment to ineffective investments is counterproductive.
- o The General Manager should define and use clear and planned communication channels to exchange information between the staff and Board to ensure staff technical expertise is harnessed effectively when making expenditures or policy decisions impacting operational methods. Planned communication is not incidental conversation, but involves intentional and structured information exchange focused on specific objectives, and may be either written or oral. Typical organizational examples include strategic plans, performance reviews, quarterly reports, safety meetings, agendaized staff meetings, project progress reports, and more. The structure of the communication channels and the stakeholders involved may vary depending on the issue.

RECOMMENDATION 1-B: Adopt a continuous improvement culture at all levels.

- Build capacity and expectation for planning, proactive prevention and evaluation as essential management tools to be applied to all programs and activities.
 - o Regularly analyze organizational outcomes actually achieved relative to those not achieved—is the right work being done?
 - o Systematically collect and use data to guide activities and resource allocation
- Specific actions to implement this recommendation include:
 - o Identify appropriate and feasible metrics to use to measure success. Begin data collection and conduct both periodic and longitudinal analysis to track progress over time.
 - o Acquire and fully implement software tools at all levels; require use by staff, and produce and analyze metrics to ensure continuous improvement in efficiencies.
 - o Involve operational staff in design of facilities and selection of equipment. Functional and reliable technologies are required, not “cutting edge” systems. Ensure that staff evaluate proposed products and processes for effect on the whole system.
 - o Update policy often and in small ways. Policies should be evaluated for utility at least annually. The task of resolving issues is rendered especially slow and burdensome when policies significantly lag either strategic direction or regulatory requirements.

2. An understanding of current success in performing core activities is essential.

Staff are consistently cognizant of the regulatory mandates which underlie much of their work, and strive to meet the minimum standards for compliance. However, not all core activities are carried out timely, consistently or effectively. Staff must triage daily in order to maintain operational functions; and many activities, especially those which are contracted, receive little or no review, planning, or evaluation. This includes engineering design, reclamation programs,

laboratory services, occupational safety, and more. Equipment maintenance and other direct operation support activities are reported to occur on an entirely reactive basis—that is, only when failure has occurred or is imminent. Given both the importance of the operational equipment and the significant investment required to obtain or replace much of it, proactive maintenance programs represent an underperformed core function.

The table below summarizes staff’s perception of where activities and outcomes fall on the continuum of supporting core functions.

CORE FUNCTIONS	DIRECT SUPPORT OF CORE FUNCITONS	NOT CONNECTED TO CORE FUNCTIONS
<ul style="list-style-type: none"> ▪ Monitor treatment plant systems via SCADA and direct observation 	<ul style="list-style-type: none"> ▪ <i>Engineering review of proposed developments connecting to LGVSD system</i> 	<ul style="list-style-type: none"> ▪ <i>Use of reclamation area for public recreation</i>
<ul style="list-style-type: none"> ▪ Maintain wastewater treatment equipment 	<ul style="list-style-type: none"> ▪ <i>Recruit and retain qualified staff</i> 	<ul style="list-style-type: none"> ▪ Provide calendar event reminders to Board members
<ul style="list-style-type: none"> ▪ <i>Assess and document the condition of sewer lines</i> 	<ul style="list-style-type: none"> ▪ Produce payroll biweekly 	<ul style="list-style-type: none"> ▪ Produce recycled water for local water districts
<ul style="list-style-type: none"> ▪ Clean sewer lines and repair sewer lines 	<ul style="list-style-type: none"> ▪ Prepare an annual budget and required financial reports 	<ul style="list-style-type: none"> ▪ <i>Produce CNG</i>
<ul style="list-style-type: none"> ▪ Clean and maintain pump stations 	<ul style="list-style-type: none"> ▪ Complete annual financial audit process with an external auditor 	<ul style="list-style-type: none"> ▪ <i>Produce a newsletter</i>
<ul style="list-style-type: none"> ▪ Regularly test and report on treated water quality 	<ul style="list-style-type: none"> ▪ <i>Design collection systems and treatment plant components</i> 	<ul style="list-style-type: none"> ▪ Improve County roads
<ul style="list-style-type: none"> ▪ Safely store or dispose of discharged water 	<ul style="list-style-type: none"> ▪ <i>Maintain and replace vehicle fleet</i> 	<ul style="list-style-type: none"> ▪ Remove blackberry vines from creeks
<ul style="list-style-type: none"> ▪ Safely collect and dispose of solid waste 	<ul style="list-style-type: none"> ▪ <i>Develop and implement required staff skills training plans</i> 	<ul style="list-style-type: none"> ▪ Maintain PV panels to generate solar energy
<ul style="list-style-type: none"> ▪ <i>Ensure functionality of existing resource recovery/ reclamation systems</i> 	<ul style="list-style-type: none"> ▪ <i>Develop and implement asset management tools</i> 	<ul style="list-style-type: none"> ▪ <i>Building and grounds maintenance</i>

Note: Italicized items represent underperformed activities. Underperformance may be defined either quantitatively or qualitatively (i.e., best or most effective practices have not been implemented.)

Underperformance is based directly on staff input during interviews with RGS. Staff are keenly aware of areas which they are unable to address fully, and these include important tasks such as: effective operation of reclamation activities, development and maintenance of SOP’s, effective management of lateral program, emergency response, evaluation and enhancement of workplace safety program, effective engineering and operational review of capital project design proposals

Underperformance also occurs with the effectiveness of support activities. For example, financial and accounting activities which are typically intended to support daily operations may achieve compliance within the standards of their own industry, but are largely inaccessible to the operating team as a source of useful guidance or support. This is also true of human resources administrative activities, with the additional issue of having no staff who possess specific expertise in the complex field of HR.

Overall, staffing is not adequate in either number or type. Increasingly complex technologies, failing equipment, and growing requirements for compliance and documentation have clearly outpaced the capacity of staff throughout the organization. Both collections and plant operations personnel are clear that there are not enough people to effectively maintain equipment and facilities and also conduct daily operational activities. All parts of the organization struggle with inability to assign staff to respond effectively to emergencies, vacancies, and unexpected workload. Anecdotal comparisons with local agencies reveals a larger staffing ratio for collections functions—for example, Ross Valley Sanitation District has 195 miles of sewer line with 19 employees assigned, and Novato Sanitation District has 210 miles with 14 employees assigned. The District maintains slightly more than 100 miles of sewer line, and these ratios suggest that the District should have 7-9 employees assigned to collections functions— compared to 4 currently allocated.

Skills gaps and suboptimal processes exist as identified above, and this makes the selection and integration of new staff into operations challenging. During the course of this study, the District has moved forward on allocation of new positions, adding an Administrative Assistant and a Skilled Maintenance Worker to the team. Clarity of roles and expectations will be essential to success, both for the incumbents and the organization. These new positions represent an opportunity to realign priorities and achieve some proactive engagement with underattended or misaligned workloads; however, managers will need to intentionally design and manage this approach as work demands in each department are high and reactive responses to emergent issues are habituated. Longer term, workload analysis subsequent to effective onboarding would help to see what gaps remain and how to best fill them. It should be noted that the correct solution to sustained high workloads is additional position allocation, not additional compensation. Capacity is not increased by additional pay. Additionally, this report is not intended to survey the labor market or address specific compensation issues. A separate subsequent study for that purpose is planned; and if allocation changes are made based on this study, the compensation study should be predicated on actual adopted job specifications in conjunction with any resulting shifts in type and quality of work performed by staff.

It is also important to understand the impact of the processes by which an outcome is achieved--the most simple and direct way to achieve the core outcome is preferable when allocating resources to sustain core functions. Use of indirect, complex or convoluted options divert resources from actual delivery of the core functions to navigation of the complexity, and should be avoided unless there is another equally essential outcome that is effectively delivered by such complex methods. If less direct methods are used, a clear understanding of the impact on core functions should be specified and evaluated. In a public agency with limited resources, regulatory mandates and paid-for customer outcomes are key to analyzing what is an acceptable outcome for a core function.

Both capacity and expertise (or lack thereof) are key components where gaps in core functions occur. In order to achieve the most effective way to accomplish essential work currently being performed, and to include essential work that is not presently being accomplished, the District will need to develop a plan and acquire enough resources to build the systems and skills that move the approach from reactive to proactive. This is a relatively short-term (three to five year) but intensive process of getting the management tools and data in place to effectively engage in planning and process redesign to reallocate efforts of the team. This may require investing in additional staff with specific skills sets, but can also be accomplished through consultants, extra-help employees, and/or limited term position allocations.

RECOMMENDATION 2-A: Allocate adequate and appropriate types of resources to realistically accomplish core and direct core support functions.

- Use data and operational requirements as a basis to allocate minimum staffing and manage equipment
 - Provide for redundancies of personnel and essential equipment
 - Replace high-maintenance equipment to the extent possible or use service contracts to maintain to avoid distracting employees from prioritized activities
- Specific actions to implement this recommendation include:
 - Ideally an agency should align workforce and talent acquisition to first maximize focus on the core functions. Staff to the level and type required by core functions. (A suggested organizational chart is provided later in this report showing possible allocation of additional staffing to accomplish core functions.)

RECOMMENDATION 2-B: Streamline work at all levels, making it less complex rather than more.

- Choose the simplest method available unless a more complex method adds overwhelming value to the organization in a definable and intended way.
- Make change incrementally, and plan for a training program/skills development required to effectively navigate the changed situation, and to build required expertise.
- Consider waiting on the adoption of new technology until it has matured.
- Collect and use data to understand best ROI for effort. Use specialized resources to manage workload when overall volume is overwhelming, or when in-depth expertise is required and not easily developed. Consider outsourcing of:
 - Additional lab work
 - Mandatory AR activities
 - Lateral loan program management
 - HR-related program management and employee relations support
 - Training program development and management
 - Safe work practices program development and management
 - Public education and outreach program and activities

3. An effective and cohesive workforce can be achieved and sustained.

The District's workforce is very committed. They are eager to learn and engage, as indicated in the skills development needs listed by them—and by the fact that training initiatives for several of the gaps have already been launched. An action plan with achievable and frequent milestones to improve their work outcomes is essential—nothing is so motivating as measurable progress. To that end, improved metrics that are understood and shared by the whole organization (including the Board) for evaluating services are needed. The District should consider practices which increase engagement and resilience in the workforce. Research indicates that employee engagement is fostered by adequate resources, the ability to make a positive difference, and growth opportunities—and engaged employees produce better service and operational outcomes.

Additionally, employee climate surveys conducted by Futuresense in 2017, 2018, and 2019 reveal that staff sense a deficit of opportunity at the District. This opportunity is not only one of promotion, it is one of training in new skills, and the chance to apply them by engaging in systemic improvement projects, which lead to both a sense of achievement and the demonstration of promotability. For such opportunity to occur, staff must have capacity to do more than react to emergent and urgent problems and breakdowns. Factors that lead to resilience include optimism; the ability to stay balanced and manage strong or difficult emotions; a sense of safety and a strong social support system.

The recent change in leadership provides a window of opportunity to re-set expectations, redefine roles and develop new communication systems to re-build a healthy internal management team. This work, while needed, will also be a challenge given the District's minimal staffing levels and the large areas of responsibility for each manager.

RECOMMENDATION 3-A: Facilitate staff in working together and discovering new solutions on their own.

- Allocate adequate and appropriate types of resources (staff, training budgets, workload reallocation) to realistically accomplish not only core functions but also growth activities.

4. Reorganization and reallocation of the organization's resources would add value.

In order to have capacity to redesign processes, deploy new tools and metrics, and achieve proactive management of the District, the chronic understaffing of all core and direct support functions should promptly be addressed. The District would significantly benefit from a multi-year "staff up" plan to meet basic service delivery and provide capacity for effective planning to support present and future needs.

Identifying the number and types of staff needed for each core or direct support function is not simple. In some operations, it is valuable to consider the underlying arithmetic of coverage. In other parts of the organization, staff have reasonably consistent work routines and timelines and can generally identify the typical amount of time required to complete a specific task. For these work units, the question is how to appropriately deal with non-routine events, unplanned

interruptions, and time-consuming change, whether internally or externally imposed. Organizational units whose workloads include both planned activities and reactive activities need to have adequate staff to both sustain the planned activities and respond effectively to emergent needs.

The structure of the operating departments of the organization should be reconsidered. The Operations Department is not only the most numerous employee group, it also represents the most diverse grouping of responsibilities, all of which figure prominently in the District's ability to comply with permits and maintain a safe and healthy outcome. The Collections Department is tasked with occupational safety management, an organization-wide rather than departmental issue; and is not tasked with pump station maintenance, a significant feature of the collections system, and one that is typically included in wastewater collections operations.

The structure of the Administrative Department and the ability to accomplish the full range of effective organizational support roles should also be reconsidered. This department is currently staffed by employees with job descriptions and daily tasks primarily focused on financial activities and the support of the Board. The organizational chart also indicates that this team is responsible for human resources management, risk management and information technology—three complex fields with a variety of subspecialties. It is unreasonable to expect that the range of issues assigned to the administrative department can in fact be handled by staff who are generalists at best—and who more likely are focused on and expert in completely different disciplines. The allocation of additional and differently-skilled staff resources versus the allocation of funding to retain and coordinate expert advisors is a function of ongoing demand for such skill sets.

- All parts of the organization include key elements which are contracted to external service providers and public agency partners. Although not staffed by employees, these elements are core to the success of many required outcomes, and it is essential for the organization's management to provide for oversight, planning and coordination of critical work carried out by third parties.
- There is not a single "correct" way to structure any organization; but required expertise, workload cycles, similarity of functions, and staff capacity all need to be considered. In addition, organizational structure is not the only concern, and restructuring alone will not address the issues identified. Every department is under-resourced and all struggle to achieve a unified focus of effort.

RECOMMENDATION 4-A: Organizational structures and both new and existing processes should be designed/re-designed to enhance workflows, increase synergy and deliver improved outcomes.

- Managerial workloads should intentionally include capacity to share information, collaborate, and innovate; and to grow staff teamwork and problem-solving skill sets.
- Organizational units should be structured and staffed to maximize the achievement of core functions.
- Process mapping facilitates the flow of work and useful information across organizational boundaries—and also informs organizational structure.

- Specific actions to implement this recommendation include:
 - Analyze workload for what is urgent (i.e. time sensitive) and for what is important. Balance urgent tasks as needed, and ensure that everyone has uninterrupted time to work on important tasks. This should occur at least annually, and may be beneficial as frequently as quarterly.
 - Identify and build required staff skill sets for core activities and align compensation model, job descriptions, acquisition of talent and assignment of staff with the core.
 - Oversight role(s), performance review, and management planning should be built in relative to contracted functions.
 - Review the purpose and content of all management and administrative reports. Do they serve a legal purpose or organizational need? Who is the audience, and do they apply the information effectively?
 - Review all standing meeting agendas and schedules at least once per year—adjust frequency and focus, invite correct stakeholders, change to “only if needed” as appropriate.
 - Invest in administrative automation and related all-staff training to increase the access and ease of obtaining decision-making information.
 - Pick a staffing approach—are staff hired to be generalists or specialists? If staff are primarily generalists, how do special skills get added to the organization as needed? If staff are specialists, how is cross-training and backup provided?
 - Pump station responsibility and facilities/grounds/basic equipment maintenance are key elements to restructure. Pump station responsibilities should be transferred to collections staff; and a maintenance program along with the complete required allocation of staff and/or contracted resources to achieve the program needs to be specified.
 - Consider “insourcing” spot repairs and evaluate the impact to the current capital funding program. Evaluate ROI of a spot repair crew, if appropriate, make the business case, and pursue implementation.
 - Review and streamline the workload specifically associated with:
 - Board support, including the number of meetings and Board committees as well as the scope of individual support services
 - General Manager support needs, including an evaluation of desired level of support, and routine vs. ad hoc matters
 - Purchasing and contracting practices and related AP functions
 - Accounting, grant management, and contract management, particularly the volume and type of work performed by engineers

RECOMMENDATION 4-B: Adopt a new model for the organization.

RGS recommends a prompt redesign of the organization. The recommendation shown below is one option, which typically prioritizes generalists over specialists; and supports the acquisition of specific expertise through contracts, while providing sufficient resources to oversee outsourced

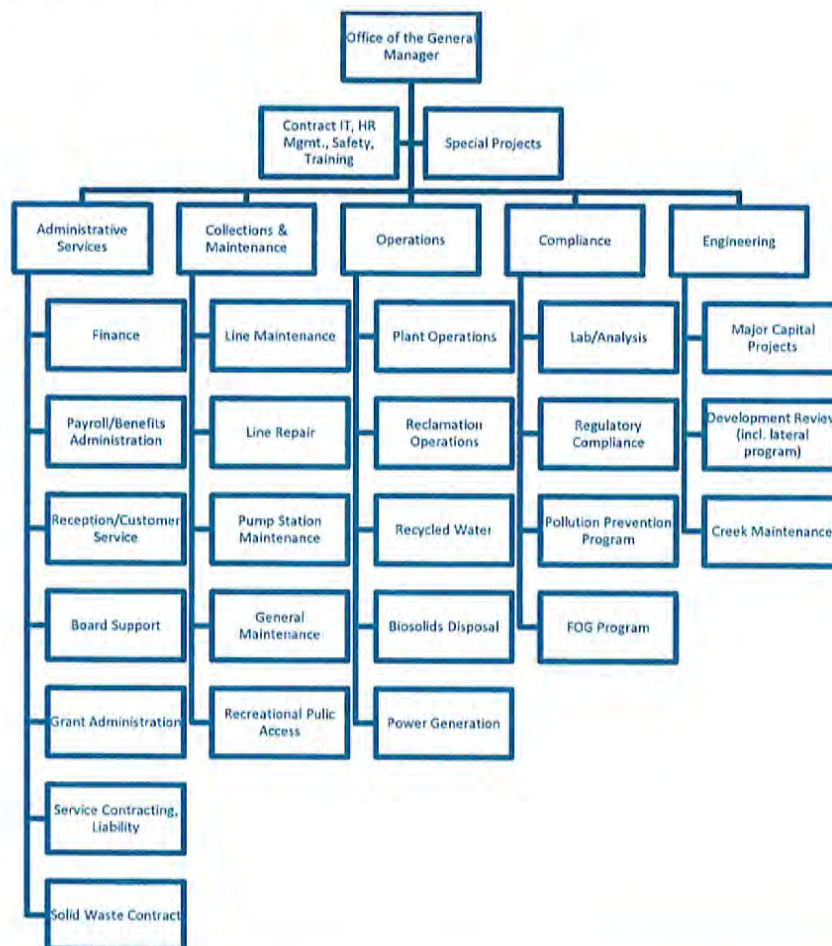
programs. It also provides capacity for backup, cross training, and adequate minimal staffing in higher-risk operations. While many options exist for organizing work functions, these parameters are consistent with both the wastewater industry, and with the relatively small size of the District. The organization proposed would have the following functional units:

- **Office of the GM:** Policy development, governance support and management of expert resources for the cross-cutting activities of the organization that do not require a daily routine operational workflow. These include strategic leadership, resource acquisition and allocation analysis, IT, Human Resources programs and employee relations services, planned technical and safety training, and risk management oversight. The responsibility for coordination of public outreach messaging should also be placed here, although content and production may be sourced from organizational experts or external resources. In addition to the General Manager responsible for these functions, this workload would require high-level administrative support (characterized here as the typical professional-level generalist classification of Management Analyst) to coordinate expert contractors, oversee program execution, and perform analysis to support a variety of ad hoc and situational needs.
- **Administrative Services Department:** This operation is focused on three operational workflows—financial and personnel administration and support of the Board’s governance process.
- **Operations Department:** Currently, this Department has the broadest span of responsibility. RGS recommends narrowing this span to specifically focus on plant operations and reclamation programs.
- **Compliance Department:** This would be a new department, encompassing the laboratory operation and with the mission of ensuring that all environmental compliance requirements are met. This is a highly-regulated function, and standards are continually adjusted. The ability to maintain and demonstrate compliance requires both more focused attention and more robust and technically expert staffing. Adding a broader managerial role will transfer compliance responsibility to a technically competent team versed in the issues and regulations, and away from the plant operations manager, allowing a smaller and coherent span of control for each manager. The addition of a second Laboratory Technician provides redundancy and frees up the manager to participate effectively in the District’s system-wide issues and to remain engaged in the larger context of environmental protection and public health.
- **Collections and Maintenance Department:** This operation should add staff capacity and absorb pump station maintenance, and move toward acquiring electrical and instrumentation skill sets to keep pace with the current state of the collection industry and support proactive action to improve the collection system. In addition, “small” repairs may be more effectively done by staff than contractors, and the addition of staff would build capacity to perform this role also. Finally, safety program responsibilities are currently contracted and supervised by the Collections manager. Instead, the workplace safety program should be reassigned to the Office of the General Manager, as all facets of the organization have safety needs, which may not be fully addressed by the current contract.

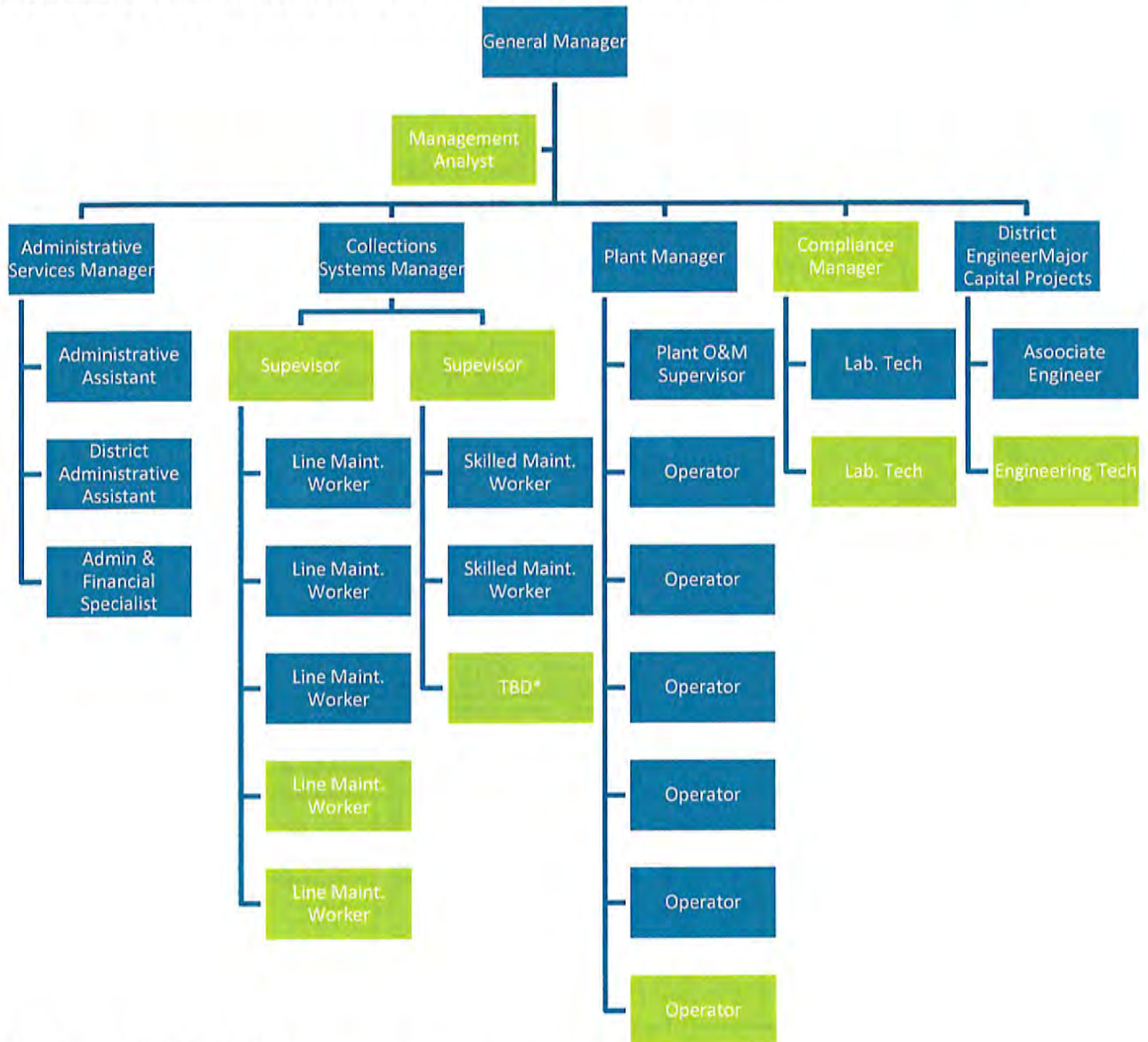
- Engineering Department:** While Engineering is an internal service department, and should partner with all other parts of the District, the collaborative aspect of internal service is a challenge due to the extended spike in major capital project workload. The pattern presently appears to be that projects end up solely in the purview of Engineering, and become a bottleneck for the Engineering team as well as potentially inefficient and problematic for the operational and collections staff as a result. Engineering staff capacity needs to be increased in order to allow proper time to collaborate, coordinate resources and information, and make informed and helpful decisions. In addition, project contract and funding administrative responsibilities need to be reviewed for possible reallocation—use of professional engineering personnel to provide routine administration may not be optimal.

The functional responsibilities of the redesigned organization, along with the proposed staffing allocation changes for the next two budget cycles, are shown below and on the following page. This includes work performed by staff and oversight of functions which have been outsourced to contractors.

PROPOSED FUNCTIONAL ORGANIZATION



PROPOSED STAFFING OPTION - REVISED ORGANIZATION



Dark Blue: Existing positions

Green: New positions to add over next several FY.

- *Could allocate an Electrical/Instrumentation Technician or some form of Construction Specialist—depends on overall array of collection line repair projects, equipment maintenance contracts, success in transitioning pump station responsibilities to this team, etc.

Contracted services (listed on the next page): Review existing contracts, expand or add new as needed; assign contract oversight and assessment of service delivery as shown in the functional chart.

- FOG/Pollution Prevention (CMSA)
- Regulatory Compliance
- Human Resources
- Training
- Biosolids
- Information Technology
- Safety

VII. CONCLUSION

The District will need to acquire both strategic direction and detailed programmatic guidance to scope and prioritize desired improvements and process changes—and to pace and sequence them in a way that makes change achievable rather than overwhelming. Effective Utility Management is an established industry model for self-assessment and prioritization that would be an excellent tool to develop and sequence organized improvement programs.

RGS would like to acknowledge the many positive steps already underway to address the identified concerns of staff. During the course of this study, the District has added new maintenance staff, budgeted for a financial software upgrade, implemented a Master Plan contract, initiated emergency response training, sent the management team to leadership training, relocated the engineering and administrative staff to leased office space that allows for better organization and a mix of group and private workspaces, initiated the purchase of a new Flusher/Vacuum vehicle, initiated improvements to lighting in the fleet area, and developed a Lateral Inspection Ordinance.

These actions represent a significant amount of progress in a short period of time and will meet many of the needs expressed by staff. They will also bring new responsibilities, workflows, and ideas to the District. Continued development of a system by which such responsibilities, workflows and ideas are resourced, linked to and prioritized in accordance with the District's mission is essential.

As the whole District team works together, effective listening and communication throughout the organization and community served will lead to success. The gaps between Board vision and staff capacity have been documented for several years, and can be resolved effectively. The Board has access to credible staff input to drive the strategic plan of HOW and WHEN the “bigger” vision can be accomplished and can utilize their operational expertise in understanding what it takes to get there. Community interest surveys can be effectively used to round out the picture of what the District's long-term goals should be and how to enlist ratepayer support for this essential work.

Subsequent to a review of the findings and recommendations with the staff and Board, RGS is willing and able to facilitate a prioritization process to develop and prioritize a plan of action based on the Board's strategic direction and staff capacity to participate in change efforts while maintaining core functions.

APPENDIX A: ADMINISTRATIVE FUNCTIONS ANALYSIS

Support Governance Process

- Produce Board agendas and minutes in compliance with the Brown Act. (Mandatory. Directly supports policy guidance and resource acquisition and allocation to accomplish core activities as well as long-term goals.)
 - The process by which agendas are compiled and presented, and the content and format of meeting minutes can vary widely within the mandate to hold open and transparent public meetings. Clear timelines, standards for staff report content and review mechanisms, and defined strategic objectives can help streamline this workload.
- Provide administrative support to the General Manager and to the Board
 - This function appears to be almost entirely ad hoc. To the extent that needs can be anticipated and attached to a regular cycle of work, this activity can be streamlined.
 - While “self-help” (ie, providing a range of staff with the ability to obtain various organizational data and conduct their own analyses) is not always effective, the appropriateness and difficulty of self-help access to tools and information should also be considered.

Given the dynamic and interactive nature of these processes, it seems likely that they will remain “insourced” and an essential part of the organization’s workload for the immediate future. This set of activity has been presented as a “full-time plus” position at this time, and there is a single position, District Administrative Assistant, specifically assigned to this role. Should the Board significantly alter the process, or change the number of public meetings (more or fewer Board meetings, more or fewer standing committees), this workload will need re-examination.

Provide Financial Analysis and Fiscal Control

- Internal customer service. (Directly supports core via financial data and processes by which funds are spent to accomplish core activities as well as long-term goals.)
 - Both the service needed by internal customers, and the process by which it is provided should be mapped. While the need for ad hoc support will always occur, systematic access to data and regularly understood roles in a complete workflow will improve this function.
- Provide financial information, reports and audits. (Mandatory. May or may not support decision-making about core activities as well as long-term goals.)
- Develop annual budget and rate analysis. (Mandatory. Should support decision-making about core activities as well as long-term goals.)
- Prop 218 annual report to taxpayers and public hearing. (Mandatory. Should support decision-making about core activities as well as long-term goals.)
 - Public agencies are required by law to provide certain types of financial documentation and reporting. These requirements must be met, but such

documents do not necessarily meet the needs of internal customers for decision-making support and managerial information.

- A clear understanding of the purpose and content of financial documents is important. If a single set of documents is used both for compliance and as a management decision tool, decision makers may need education in financial terminology and data presentation. It may be simpler to produce compliance documents separately from management documents, depending on the analysis above.
- Process Accounts Payable and Receivable.
- Produce bi-weekly payroll.
 - These activities are essential to keeping the operation running by paying for goods and services including employee labor. It is not essential that they be performed by District staff, although some staff nexus to ensure data is accurate and transmitted appropriately is needed.

While it essential that these detailed financial and fiscal activities are completed, it is not essential that they all be done personally by District staff. It may be a more valuable investment of staff's time to support internal operational and engineering customers with financial information and analysis so that optimal decisions can be made within the District's fiscal capacity. This set of activity has been primarily carried out to date by two positions, the Administrative Services Manager and the Financial and Administration Specialist. From data collected across the organization, prioritization of activity and additional resources would be of benefit. Internal customers feel that they lack data and support; and financial staff are at capacity. In this workflow, where there are numerous deadlines and details to manage, it is easy to become focused on these. An analysis of the "urgent" vs. the "important" can be helpful, coupled with specific plans to create momentum on the "important". For example, funding for new financial software has been allocated, but staff lack the time to implement this significant project. Either expertise to implement the project must be contracted, or routine transactions must be outsourced (temporarily or permanently) so that staff can focus on the software project.

Other Administrative Roles

There is a mix of regulatory mandates in addition to specific administrative processes associated with this very broad set of activities. In addition to being compliant, all activities should be analyzed and streamlined to be directly supportive of core operations.

- Manage District contracts, procurement and information technology needs.
- Engage in recruitment/onboarding activities; administer employee relations activities; benefits and leave administration; provide other human resources support.
- Public outreach and communication (newsletter, website maintenance)
- Respond to external customer and public inquiries, public records act requests

- This work should be examined for cross-cutting elements, role clarity and information exchange between departments, and specific technical expertise required.
- The scoping of services or products to purchase may be done separately from the process to acquire them or account for expenditures—it is important to establish a clear workflow to ensure actual operational needs are met, and not simply administrative parameters.
- The field of human resources is extraordinarily broad, and subject to both regulations standardizing working conditions as well as customized variation based on individual employee needs and specific workplace context. In short, significant expertise is required for both the creation of compliant and effective systems and for the resolution of individual employee issues. In addition, much of what occurs based on employee needs is unpredictable and must be addressed promptly. This creates significant workload disruption and deadline conflicts for staff.
- Compliance with transparency communications mandates is a separate activity from public education and communication—the writing and graphic design skills to effectively develop and deliver the latter may or may not be available within the workforce at any point, as there is no specific position assigned to this work and therefore no skill requirement in selection of personnel.

This set of activity has been primarily carried out to date on an ad hoc basis by the three positions noted above. Recently, a new position of Administrative Assistant has been allocated, and will specifically be assigned to triage external customer service needs. Other activities from governance support and financial or fiscal operations may also be transferred to this new position. This will provide some additional capacity to study processes and address internal customer needs and implement systemic projects. It will not, however, add expertise in any of the areas noted above.

The District is a relatively small organization, and it is not reasonable to expect that administrative staff hired either as generalists or for financial or fiscal expertise will be able to meaningfully address all facets of required or desired administration. Nor does the District need full-time expertise for many administrative functions. What the District does require is the ability to identify what is and is not within staff expertise and/or capacity, and a program that allows the District readily obtain expertise and additional capacity, and adequate oversight to effectively apply such supplemental resources to creating a compliant and competent culture that supports the needs of staff performing core work.

5/21/2020

General Manager Report

- Separate Item to be distributed at Board Meeting
- Separate Item to be distributed prior to Board Meeting
- Verbal Report – Topics include:
 - Reclamation Closure
 - Discharge Timing
 - STPURWE – PGE Phase 2 Update
 - RGS Admin Services Support
 - Temporary Collection System Staffing
- Presentation



101 Lucas Valley Rd, Suite 300, San Rafael, CA. 94903
 Hours of Operation 6:30 am to 3:00 pm
 Main Telephone Line – 415-472-1734

Protecting public health and the environment by providing effective
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URGENT NOTICE from General Manager Mike Prinz

May 12, 2020

The District's Reclamation Area and all trails are CLOSED to the public for the duration of the COVID-19 shelter-in-place order. This action is being taken to help slow the spread of the coronavirus, for the safety of the public during the shelter-in-place period.

I apologize for this inconvenience, and all of us at the District empathize with your frustration. We know how important it is, especially under these unprecedented circumstances, for people to get outside, get some exercise, and refresh their spirit.

We have explored the possibility of prohibiting vehicle access and allowing only neighborhood pedestrian access (which is the only type of access allowed under the health order), but there are several factors involved which make that impractical:

1. Per the County health directive, it is currently illegal for vehicles to park at the District's reclamation parking area.
2. There is no feasible way for us to prohibit vehicle parking without also stopping pedestrian access.
3. When regional parks have implemented closures, the public demand for recreational access shifts to wherever people can find similar places to go. If we re-open the reclamation area to neighborhood pedestrian access, that information would no doubt spread to non-neighbors, with the likely result of people bringing vehicles – illegally, per the health order – to the District's reclamation area
4. Even under normal (non-pandemic) circumstances, it is not feasible, in light of current workloads, for LGVSD staff to monitor parking areas or follow up on violations, nor do we have the ability to issue citations
5. The Marin County Sheriff's Office has recommended that the District's reclamation area remain completely closed per the county restriction on parking. Sheriff personnel do not have time to routinely patrol for illegal vehicle access to our reclamation area due to their own pandemic-driven workloads. Further complicating enforcement is the fact that the access points to our reclamation area are not visible from a long-distance, therefore any patrols would have to actually go directly to the site.

Again, we apologize for having to take this extreme action – we are all doing our parts to follow County health directives and help reduce the spread of COVID-19. Like you, we hope this helps us all move toward a time when we can return to a more normal situation. When that time comes, we will be pleased to welcome visitors back to the District's reclamation area (please note that after the public health orders are lifted, there will still be periodic closures of the reclamation area due to ongoing construction activity on the property).



Item Number 4A2

Agenda Summary Report

To: Mike Prinz, General Manager 

From: Mel Liebmann, Plant Manager

Mtg. Date: May 21, 2020

Re: SCADA Support Services Agreement FY 2020-21

Item Type: Consent Discussion Information Other

Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Board approve ArcSine Engineering's proposal to provide SCADA support services for FY 2020-21.

BACKGROUND

The District utilizes a Supervisory and Control Data Acquisition (SCADA) System to perform the functions necessary to provide continuous operation of the wastewater treatment plant, recycled water facility and sewage pump stations. Staff's ability to monitor, control, make operational decisions and present performance data regarding the system is reliant on a network of integrated equipment that requires maintenance and occasional modification when necessary.

ArcSine Engineering has provided these services to the District for the last year. They have worked with staff to remedy many shortcomings of the existing control system. ArcSine staff continue to develop documentation in the programmed environment that makes troubleshooting easier. Other important improvements include implementing alarm server redundancy, process control and supervisory modifications, and configuration changes for pump station telemetry.

ArcSine has worked with staff to develop a scope of work and fee estimate to provide ongoing support of the District's SCADA system for FY 20-21. ArcSine's proposal is included with this summary report. ArcSine Engineering's billing is based on time and material expended.

Staff believes that continuing to utilize ArcSine Engineering for SCADA Support Services is the most advantageous way to maintain effective and reliable monitoring and control systems utilized in District operations and treatment processes. ArcSine Engineering has been contracted to perform programming for the District's Secondary Treatment Plant Upgrade and Recycled Water Expansion project. Their staff are intimately familiar with the District's SCADA network, a critical and complex District asset. The selection of ArcSine Engineering was based on a well-established reputation for delivering excellent service to several regional utilities.

ArcSine Engineering has worked with staff over the last two years to develop and implement a plan to apply industry best practices that will assure a uniform well documented environment for both the programmer and end user. This foundational work expedites troubleshooting, ensures consistency, reduces errors and allows for rapid transition to other service providers, if desired, in



the future. Staff recommends continuing to use ArcSine Engineering as the District's SCADA Support Services provider.

PREVIOUS BOARD ACTION

Approval of ArcSine Engineering Contract Proposal for July 1, 2019 to June 30, 2020 at the June 27, 2019 Meeting.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

\$24,501



SCOPE OF WORK

SCADA ON-CALL SUPPORT LAS GALLINAS VALLEY SANITARY DISTRICT

ArcSine Project No. 1663.07

March 27, 2020

INTRODUCTION

This Scope of Work covers professional services to be provided by ArcSine Engineering (Consultant) for ongoing support of Plant control systems.

This scope is of similar character, and a follow-on to prior support scopes for the District. The work under this Scope will be performed on an as-needed basis, as requested by the District. The scope is minimal in nature, and is not intended to provide a level of effort to make improvements. Instead its goal is to provide resources to support existing systems and functionality, as issues arise.

Task 1 –Recordkeeping

The District has in place electronic files and related documentation, all of which is in a state of evolution and ongoing improvement, Examples include Control Strategies which describe how things work.

This Task consists of recordkeeping associated with support work items, such as receiving District requests and writing/editing Control Strategies, editing documents and files to reflect work performed.

This Task does not provide for expansion of documentation.

Task 2 - On Call Support, On Site And Off Site

This Task is comprised of remote on-call support, and emergency on-site support of the Plant control system.

- 2.1 Provide remote on-call SCADA support to Plant staff. Provide telephone support and remote troubleshooting support through VPN access. For estimating purposes, allow for the following:
 - A. Ten (10) programmer telephone consultations at 4 hours each with 15-hours engineering oversight (55 hours total), with no formal documentation or follow-up.
 - B. Five (5) programmer involved consultations at 8 hours each with 10-hours engineering oversight (50 hours total), with the time covering correspondence, teleconferences, work, testing, and recordkeeping.
- 2.2 Provide on-site response to SCADA urgent events. Allow for three on-site visits, allow for 12 hours each event, total, plus reasonable expenses and technical oversight.

Las Gallinas Valley Sanitary District
2021 SCADA Support
Fee Estimate

Description	Review	Senior Programmer	Design Engineer	Programmer	Technician	Drafting	Clerical	Expenses
	\$198	\$161	\$123	\$118	\$85	\$98	\$75	
Task 1 – Achieving Basic Structure And Recordkeeping								
1.1.B.1 Publish Procedures (Work Costed Here):	1			12			4	
A. Operator requested process changes								
B. District requested reporting changes								
Subtotal - Hours	1	0	0	12	0	0	4	
Subtotal - Fee	\$ 198	\$ -	\$ -	\$ 1,416	\$ -	\$ -	\$ 300	\$ -
Task Subtotal	\$ 1,914							
Task 2 - On Call Support, Onsite And Offsite								
4.1 Provide Remote On-Call SCADA Support To Plant Staff; Allow The Following:								
A. Ten telephone programmer consultations at 4 hours, (15-hours engineering oversight)	5	10		40				
B. Five involved programmer consultations at 8 hours each (10-hours engineering oversight)	5	5		40			4	
4.2 Allow Three On-Site Visits, 12 Hours Each Event (36 Hours Total) Plus Expenses And Oversight	3	3		36				\$900
Subtotal - Hours	13	18	0	116	0	0	4	
Subtotal - Fee	\$ 2,574	\$ 2,898	\$ -	\$ 13,688	\$ -	\$ -	\$ 300	\$ 900
Task Subtotal	\$ 20,360							
Subtotal	\$ 22,274							
10% contingency	\$ 2,227							
Total	\$ 24,501							



Item Number 4A3

Agenda Summary Report

To: Mike Prinz, General Manager *MJP*
 From: Michael P. Cortez, PE, District Engineer
 Mtg. Date: May 21, 2020
 Re: Land Development Project Updates
 Item Type: Consent Discussion Information Other
 Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

None. For information only.

BACKGROUND

District staff will update the District Board on the status of the following land development projects:

1. Guide Dogs for the Blind Puppy Center Project – 350 Los Ranchitos Road
2. Oakmont Senior Living Facility - 3773 Redwood Hwy
3. 350 Merrydale Townhomes (a.k.a.) 3833 Redwood Hwy
4. Kaiser Parking Garage/Medical Office – 1650 Los Gamos Dr
5. Other Land Development Projects

PREVIOUS BOARD ACTION

N/A

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

N/A

5/21/2020

BOARD MEMBER REPORTS

CLARK

NBWA Board Committee, NBWA Conference Committee, Ad Hoc HR Sub-Committee re: GM Evaluation, Ad Hoc HR Sub-Committee re: 2019 Employee Climate Survey, Other Reports

ELIAS

NBWRA , Ad Hoc Engineering Sub-Committee re: STPURWE, Other Reports

MURRAY

Marin LAFCO, CASA Energy Committee, Ad Hoc HR Sub-Committee re: GM Evaluation, Other Reports - April 9 Webinar COVID-19 Continuity of Operations and Emergency Staffing; May 5 Webinar Budgeting for the COVID-19 Recession

SCHRIEBMAN

JPA Local Task Force, NBWA Tech Advisory Committee, Ad Hoc HR Sub-Committee re: 2019 Employee Climate Survey, Other Reports

YEZMAN

Gallinas Watershed Council/Miller Creek Watershed Council, Flood Zone 7, CSRMA, Ad Hoc Engineering Sub-Committee re: STPURWE, Other Reports

Agenda Item 5.3
Date May 21, 2020

April 9, 2020
CWEA, WEF and CASA*
COVID-19 in California
Webinar: #2 Continuity of Operations and Emergency Staffing
Craig K. Murray

Presenters:
Kevin Calderwood, CWEA President, HDR
Amit Mutsuddy, San Jose- Santa Clara Regional Wastewater Facility
William Wong, City of Modesto
Robert Englent, City of Modesto
Jared Voskhul, CASA
Moderator: James Fischer, State Water Board, Office of Enforcement

COVID-19 Resources: [CWEA.org/covid19](https://cwea.org/covid19)

Recording of the Webinar: <https://www.youtube.com/watch?v=eypRh1QD0-A&feature=youtu.be>

800 people registered for the online webinar.

AC 20 conference will be held October 27, 2020 in Reno.

City of Modesto Utilities & Water Dept., 60k WW connections, 19 MGD, 274k population

April 6: Gov't Stay at Home Work Order. Work with 50:50 staff work schedule.

City Manager provides Daily Message; City Safety Officer daily briefings such as ergonomics

Staff Mtgs. Zoom or Web Ex

ID What can do w/100,75,50,25% Staff. Some on paid Admin. Leave.

Modesto Utility Mgr.: Adjust for performance such as permit compliance sampling, Alt. schedule to keep Operators Safe, alt. Weds. Separate People, Tasks. ID locations most likely to cause transmissions: Locker and SCADA rooms.

Modesto WW Collections, Robert Englent: Tablets for Work Orders, Limit Mustering together in morning, moved vehicle keys to a mounted key boxes. Staff moved to using portable toilets around City. City recently upgraded to a new CMMS system and has helped staff in working remotely. Other suggestions: Add Pandemic to Cyber Security; Have some Union input and support; PPE inventory N95 masks; work 50:50 shifts to reduce employee expense, exposure; and better advanced messaging of the ERP.

San Jose Amit Mutsuddy: Regional Water Facility serves 1.4M people since 1956 167 dry MGD 2,600 acre site, 6 Divisions to support, 350 City Staff. Split Shifts, 3x amount of PPE, Mutual Aid Agreements.

CASA Jared Voskuhl. Mgr. of Regulatory Affairs, new hire, UCD Law degree. Add'l expenses: disinfection of public facilities; add'l ppe purchases; purchase of tech., software. Reviewed CAL WARN. California's early warning response system. www.calwarn.org It is the CA water, wastewater emergency response network and for mutual aid assistance. It is structured for earthquakes, wildfires and not really for COVID. Other references www.epa.gov/wastewater; OES in County Go't to assist in medical and health cooperative assistance including facemasks and PPE. AB 1672 (Bloom) request Don't Flush Label on wet wipes. <https://casaweb.org/covid-19/> and <https://casaweb.org/wipes> for more information on the Wipes labeling bill. www.reddit.com/r/wastewater Ryan Sheppard to show information cross facilities.

Webinar recorded and posted.

N95s 38 hour mask life. How to extend life? Keep in ziplock baggies.

**CWEA (California Water Environment Association) is the largest member association of the WEF (Water Environment Federation). Founded in 1928, WEF is a not-for-profit technical and educational organization. Its members are from varied disciplines and they collaborate with WEF's staff to realize the WEF vision of preservation and enhancement of the global water environment. The WEF network includes water quality professionals from 79 Member Associations in 32 countries. CASA (California Association of Sanitation Agencies) Est. circa 1959, mission is to provide leadership, advocacy and information to members, legislators and the public and promotes partnerships on clean water and beneficial reuse issues that protect public health and the environment. CASA is the leading California association dedicated to advancing wastewater interests, including the recycling of wastewater into usable water, generation of renewable energy, biosolids and recovery of other valuable resources. CASA represents over 100 public agencies and over 80 associate members in the water quality field.*

#

: Notes CWEA COVID 19 in California 4 9 20

May 5, 2020
California Special Districts Association
Districts Stronger Together
Webinar: Budgeting for the COVID-19 Recession
Craig K. Murray

Presenters:

Andy Belknap, Sr. VP, Management Partners
Bob Leland, Special Advisor, Management Partners
Steve Toler, Partner, Management Partners

Overview: *The pandemic-induced recession is quickly changing the revenue landscape for public agencies. Responding to the changes requires leaders to understand the extent of their fiscal challenges and formulate strategies to adapt. Strategies include forecasting what the near future might look like, developing solutions to improve the agency's financial outlook, and communicating both the forecast and the potential solutions to elected officials, employees and the community. This webinar will look at how agencies can begin to formulate future scenarios, options that include cutting costs and increasing revenues, and best ways to engage stakeholders.*

Objectives: 1. Offer initial projections about potential financial impacts of COVID-19 on districts; 2. Explore phases of response, from forecasting to cutbacks to policy solutions; 3. Share strategies for responding to pandemic impacts

COVID-19 Recession: *Swift, Severe Impact. Immediate Economy Shut Down. 1. ~95% of US Population, ~ 306M people, placed under stay-at-home orders; 2. Economic activity greatly decreased; 3. Local Gov't depends on business and economic activity for tax revenues; 4. Great Depression unemployment at its peak was 25%. Unemployment claims by 30.3 M in past 6 weeks; rate between 15-20%; 5. Taxable Sales in Freefall (except online purchases: Wayfair decision revenues are boosting county sales tax pool, one bright spot); 6. Travel Spending down 78% in Mar-Apr. Projected to be down \$400B nationwide for 2020, likely slow to recover (editor note United after Gov. support funds run out expect to do layoffs in 6 months); 7. GDP down 4.8% in 1Q20 and expected to be down 30-35% in 2Q20.; 8. During Great Recession 8.7M job lost over two years v. COVID 19 and 2020 numbers almost triple in just one month; 8. International Monetary Fund predicts will be worst since the Great Depression in the 1930s.*

Special Districts: *Incredibly Varied. Single v. Multi-Function / Enterprise v. Non-Enterprise / Independent v. Dependent. 17 Major Types of District. Special Districts by Type: 1. Water and Utility Districts 20%; 2. Fire 17%; 3. Community Services District 15%; 4. Reclamation and Resource Conservation 13%; 5. Cemetery 12%; 6. Library, Vector Control, Recreation and Park 8%; 7. Sanitation 5%; 8. Health Care 4%; 9. Irrigation 4%; 10. Airport, Harbor and Transit 2%.*

Understand the next 6 to 18 months: Business are so different that there is no typical district even within districts of the same types: 1. Variable v. fixed costs will greatly shape ability to withstand even moderate revenue swings; 2. Reserve levels vary widely; 3. Revenue options may be constrained for a while; (Poll: What additional costs are you incurring?).

Examples of Questions you should be asking:

1. To what extent are your revenue sources reliant on economic health?; 2. Which revenues are more at risk in a short-and mid-term economic recession?; 3. What customer categories indicate the largest potential risk (e.g. residential, commercial)?; 4. What was your district's experience in the Great Recession?; 5. What are the impacts on property sales and assessed values if your agency is reliant on property tax revenues?; 6. How will unemployment trends affect collections for user fees?; 7. Do you have a collection policy in place consistent with SB998 (water districts only)?; 8. How reliant are the service that you purchase on the supply chain that may be affected in a prolonged recession?; 9. Has your District officially determined which employees are essential and non-essential?; 10. Has this been done in writing?; 11. Impacts on reentry?; 12. Is your District ready for immediate and/or future furloughs and layoffs?; 13. Do you have a financial forecast in place to model the potential fiscal impacts from the COVID-19 Pandemic?

What can you do:

1. Create a short-term forecast- ID the problem you need to solve; 2. ID strategies to address budget challenges; 3. Plan for reentry and your agency's new normal; 4. Communicate and engage; 5. Support decision-making.

Building a Forecast:

1. Gather Data: A. Recent and budgeted revenue and expense by category; B. Available fund balance (exclude non-spendable and committed amounts)
2. Growth Rates: A. Grow base amounts by realistic growth rates, including personnel costs (COLAs, higher pension costs, deferred maintenance) needed for sustainability over time
3. Alternate Scenarios: A. What does a "no recession" forecast look like? B. Run alternate "recession forecast" scenarios; how bad can it get?
4. Dashboard: A. Effective charts clearly communicate your financial condition.
5. Flexibility to Define Scale & Timing of Revenue Loss: eg Mgt. Partners Model allows magnitude of loss to be defined by revenue source, by fiscal year (none, low, moderate, high, severe). Flexibility helpful in running alternate outcomes. Revenue Source: Property Tax, Special Assessment Tax, Franchises/Other Taxes, Intergovernmental-State, penalties, licenses & permits, utility charges, park and recreation fees, other fees and charges, other revenue. Numbers are amount below the pre-recession forecast in each year, not percent change over prior year, zero means no loss compared to a no-recession scenario

6. Shape of Recovery Determines Revenue Loss: V-Shaped (Fast Recovery); U-Shaped (Slower Recovery); L-Shaped (Prolonged Recovery); W-Shaped (Double-Dip Recovery).
7. Dashboard of Charts Tells the Story: An existing structural shortfall is exacerbated by COVID-19 revenue losses; eg For this agency, time is of the essence. General Fund Balance, Post-Recession Annual Change in Balance, Net Revenue Loss from Recession,
8. Case Study of CA Recreation Dist. Independent rec. district serving three cities and unincorporated areas over 100 sq miles and pop. Of 280k: Rec. classes, parks/open space, facilities, golf courses, aquatics, community events. A. District General Fund Balance chart: District was already facing a decline in fund balance even before this economic recession. The District already expected to implement \$2.5 M in cuts in FY 2021 to offset recreation program losses. COVID 19 impacts will leave District w/o General Fund reserves in 12 months. B. Post-Recession Annual Change in Balance Chart: Fund balance chart showed the annual surplus or shortfall based on parameters of economic downturn. This assumed District would implement \$2.5M in cuts in FY 2021, which would then be restored in FY 22. C. Net Revenue Loss from Recession Chart: Shows change in revenue compared to "no recession" revenues and expenditure levels. District would need to reasonably expect about a \$12M revenue loss through FY 2022. Actions Taken by CA Recreation District in Response to COVID-19 Pandemic: 1. Eliminated recreation programs through Summer of 2020; 2. Identified \$2M or \$2.5M (5% of annual operating expenditures) in cuts necessary for FY 2020-21; 3. Closed District facilities (e.g. playgrounds, pools, gated parking areas, tennis/basketball courts, organized sports park amenities); 4. Laid off 420 part-time employees to temporarily save \$1.4M during COVID-19 Pandemic.
9. There is No Single "Right" Answer: Local economy and revenue sources vary among agencies. Many moving parts, and outcome you don't control. Uncertainty is unavoidable, you inevitably will be wrong. But difficult policy decisions need the best information available to support them; Develop a forecast using reasonable estimates and create a plan capable of responding to a range of potential outcomes...and start now!
10. Budget Strategies: Reduce Spending. A. Reduce Capital Asset Investments; B. Defer some purchases; C. Improve capital project management; D. Reexamine maintenance and replacement standards; E. Refinance Debt.
11. Budget Strategies: Find New Resources. A. Increase interfund charges where there is a case for it; B. Reassess internal service fund and cost allocation formulas; C. Redesignate general fund reserves; D. Consider monetizing assets; E. Implement new or revised fees where appropriate; F. Consider short-term borrowing
12. Budget Strategies: Reduce Materials or Contractor Costs: A. Close facilities where social distancing is not possible; B. Eliminate lower-value or no-use programs; C. Review contractor costs and renegotiate if possible; D. Rethink subsidies, as painful as this might be.
13. Plan for Reentry into the Workplace: Reentry: Physical (who to have onsite, where, when, how), Programmatic, Operational (return to work policy updates, hazard pay anticipation, staggered schedule, new different work practices), Social/Team (transition from emergency telework to long term, employee communication, org. culture, overall well-being and health, teamwork strategies).
14. Establish some guiding principles for the reentry plan: 1. Ensure compliance with state and county orders and guidelines; 2. Assume a gradual, phased in approach that allows pulling back if needed; 3. Ensure safety of employees and the public; 4. Resume programs and functions based on priorities and safety; 5. Respect employee relations issues, nurture our employees and be mindful of initial and continuing concerns; 6. Provide robust, continuing two-way communication and information to employees and the public. 7. Foster a culture of innovation.

Conclusion:

Our financial world is uncertain, and the 2020-21 budget picture is unclear; communities are starting now to plan ahead for a possible 6- to 18-month recession unlike any other; the steps of the COVID-19 Recession response from the foundation of a local government's plan to address the crisis; communication with the community and governing body is key to finding solutions.

Nancy Hetrick, Vice President. Nhetrick @managementpartners.com (408)674-3369.

#



**BOARD MEMBER
MEETING ATTENDANCE REQUEST**

Date: _____ Name: _____

I would like to attend the _____ Meeting
of _____

To be held on the _____ day of _____ from _____ a.m. / p.m. to
_____ day of _____ from _____ a.m. / p.m.

Location of meeting: _____

Actual meeting date(s): _____

Meeting Type: (In person/Webinar/Conference) _____

Purpose of Meeting: _____

Other meeting attendees: _____

Meeting relevance to District: _____

Frequency of Meeting: _____

Estimated Costs of Travel (if applicable): _____

Date submitted to Board Secretary: _____

Board approval obtained on Date: _____

Please submit to the District Administrative Assistant, no later than 2:00 p.m. on the
Friday prior to the Board Meeting.

5/21/2020

BOARD AGENDA ITEM REQUESTS

Agenda Item 6B

- Separate Item to be distributed at Board Meeting
- Separate Item to be distributed prior to Board Meeting
- Verbal Report
- Presentation

Agenda Item 7
Date May 21, 2020

The Washington Post

Democracy Dies in Darkness

Coronavirus

[Live updates](#)

[U.S. map](#)

[World map](#)

[FAQs](#)

[Newsletter](#)

Y

An early warning system for coronavirus infections could be found in your toilet

From the U.S. to Europe to Australia, scientists have detected the virus in wastewater ahead of spikes in local cases

By **Brady Dennis**

May 1, 2020 at 10:43 a.m. PDT

David Hirschberg has a simple explanation for why a growing number of scientists are looking to sewage to help track the spread of the novel coronavirus in communities around the world.

“S--- is a great source of information,” said Hirschberg, founder of a nonprofit biotech firm and professor at the University of Washington at Tacoma. “This is the kind of early warning system you want to have. When people start showing up at hospitals and start dying, that’s not the indicator you want to have. That’s too late.”

Researchers say the virus can be detected in untreated wastewater within days of infection and as much as two weeks before a person grows ill enough to seek medical care — that is, if symptoms ever materialize at all.

Hirschberg and his colleagues, who have been monitoring raw wastewater coming into treatment plants in Tacoma and surrounding Pierce County for evidence of the virus over the past month, are among researchers in the United States, Europe, Australia and elsewhere who say the approach allows a glimpse at the curve of probable infections before confirmed cases begin to rise.

As the lack of adequate testing in many places has made it difficult to keep pace with the highly infectious coronavirus, scientists say that monitoring sewage for the presence of the virus can provide public health officials with a relatively cheap and reliable tool that could remove some of the guesswork about when to impose local lockdowns — or when to ease them.

“We’re hopeful this info can really be a valuable addition to all the other information they are looking at to help them decide in the safest, most responsible — but also the fastest way possible — when to open up our economy and our cities,” said Newsha Ghaeli, president of Biobot, a Massachusetts-based start-up that analyzes wastewater.

Her firm — working alongside researchers from the Massachusetts Institute of Technology, Harvard University and Boston’s Brigham and Women’s Hospital — has undertaken one of the most ambitious efforts to ramp up sewage surveillance as the pandemic persists. More than 170 wastewater facilities across 37 states, representing about 13 percent of the U.S. population, have been sending regular samples for analysis.

So far, the samples have consistently shown a higher concentration of virus in places with more intense outbreaks. And the firm’s modeling, which estimates the likely number of cases in an area based on the amount of virus in wastewater, corroborates what other researchers are also finding: Many more people have covid-19 than official counts suggest.

“Our estimates are about 10 times higher than the cumulative [confirmed] cases up to that date,” said Mariana Matus, a Biobot co-founder.

Case in point: New Castle County, Del.

Based on sampling Biobot conducted there in mid-April, researchers estimated there were roughly 15,000 cases of covid-19 in the county — more than 15 times the 974 cases that had been confirmed. More recently, as the number of confirmed cases has continued to climb by several hundred, the firm estimated there were actually thousands of more cases across the county.

New Castle County Executive Matt Meyer said the findings offered valuable evidence that the local outbreak was still intensifying, that many infected residents were asymptomatic and that people should continue social distancing, wearing masks and staying home.

AD

“When you’re dealing with imperfect facts, it’s really important to get as much data as you can,” Meyer said, adding that the wastewater data can be helpful to policymakers who are wrestling with uncertainties as they try to figure out when and how to ease current restrictions.

“You have this virus, which really is not understood that well. There’s a lot of data, there’s a lot of misinformation, and there’s a lot of things we just don’t know,” he said. “The worst enemy is an invisible enemy.”

The ongoing pandemic is not the first time that epidemiologists have looked in wastewater for clues about the spread of an infectious disease.

In 2013, for example, Israel used a sewage surveillance system, which had been put in place decades earlier, to detect the circulation of the polio virus — a situation that threatened to set back global efforts to eradicate the crippling disease.

AD

Because of the early detection in sewage, officials were able to pinpoint the most likely areas for infection and work quickly to ramp up a vaccination campaign to head off a more serious outbreak.

Monitoring wastewater for the novel coronavirus is hardly a panacea. The approach faces a number of challenges, including the logistics of deploying it on a massive scale and winning buy-in from government officials. Effective surveillance would need to be ongoing, and the results would probably need to be available more rapidly than they sometimes are now. The turnaround for Biobot's results, officials there said, is roughly five days because samples are mailed to the firm from around the country.

Laurent Moulin, a microbiologist with Eau de Paris, the French capital's publicly owned water utility, believes wastewater surveillance could prove especially useful in helping detect the second wave of covid-19 infections that many public health officials have warned is likely.

AD

“When we stop the lockdowns, a lot of people could have interactions, and the virus could start to spread again,” said Moulin, who recently published findings, which have yet to be peer-reviewed, in which he and colleagues detailed how the rise and fall of confirmed infections in Paris correlated with the amount of virus detected in sewage. “If we monitor the wastewater, we can have an early warning system,” he added.

Zhugen Yang, a professor at Cranfield University in the United Kingdom, who is working to develop a rapid, paper-based test for the coronavirus in wastewater, said such technology ultimately could act as more than just a way of alerting authorities to the need for more restrictions as infections rise.

It also could be deployed on a hyperlocal level to give officials some measure of comfort in reopening schools and businesses. If cases are falling and the virus begins to disappear from wastewater, he said, sewage could help decide when it’s okay to inch back toward normality.

AD

“If we can do proper detection, we could know in some communities there is lower risk,” Yang said. “It could be a signal to say that certain communities are not affected, and give them more freedom.”

Coronavirus: What you need to read

The Washington Post is providing some coronavirus coverage free, including:

Updated May 5, 2020

Live updates: The latest in the U.S.

More stories today: The pandemic is pushing America into a mental health crisis | A timeline of IRS stimulus payment glitches

Coronavirus maps: Cases and deaths in the U.S. | Cases and deaths worldwide

What you need to know: Stay-at-home orders and reopening by state | Your life at home | Personal finance guide | Make your own fabric mask | Follow all of our coronavirus coverage and sign up for our daily newsletter.

How to help: Your community | Seniors | Restaurants | Keep at-risk people in mind

Remembering the victims: Stories of Americans who have died | A memorial for those lost to covid-19

Teresa Lerch

From: WateReuse Association <info@watereuse.org>
Sent: Wednesday, May 6, 2020 9:18 AM
To: Teresa Lerch
Subject: ADV: Senate EPW Committee Approves Significant Water Recycling Investments



Member Alert

Senate EPW Committee Approves Significant Water Recycling Investments

Today, Wednesday, May 6, the Senate Environment and Public Works (EPW) Committee passed legislation that will make significant investments in water recycling programs and resources. The two pieces of legislation—America’s Water Infrastructure Act of 2020 and the Drinking Water Infrastructure Act of 2020—include numerous provisions that will advance the adoption of water reuse across the country.

The legislation includes language to reauthorize the Pilot Program for Alternative Water Source Grants, through which the U.S. Environmental Protection Agency (EPA) would provide competitive grants to communities to support water recycling projects. In addition, the legislation directs EPA to establish an Interagency Working Group on Water Reuse to coordinate federal activities across the federal government. The purpose of the new working group is to break down silos, leverage resources and expertise across agencies, and align activities to better support reuse. WateReuse was pivotal in advocating for these provisions in the draft bill and in the managers’ amendment during Committee markup.

The WateReuse Association applauds Chairman Barrasso, Ranking Member Carper, and the members of the Committee for developing strong, bipartisan legislation to improve our nation’s water recycling infrastructure. The bills passed by the Committee today provide tools and investments to help communities address complex and evolving challenges through the adoption of water reuse.

The two bills also create and reauthorize numerous other programs that together will invest hundreds of millions of dollars in water recycling across the country. These include a reauthorization and expansion of the Drinking Water Infrastructure Resiliency and Sustainability Program and the creation of a companion program for wastewater systems; reauthorization of and increased funding for the Clean Water State Revolving Fund (SRF) Program; reauthorization of the Sewer Overflow and Stormwater Reuse Grant Program;

and reauthorization of the Water Infrastructure Finance and Innovation Act (WIFIA) Program.

It is not yet clear when the bills will move to the Senate floor for consideration, though it is likely to happen later this year. It is also unknown whether the two bills will be combined into a single Water Resources Development Act (WRDA), which is how water infrastructure legislation has been dealt with in past years. Jurisdictional issues are currently keeping clean water provisions and drinking water provisions in two distinct bills.

Meanwhile, the House of Representatives has begun the process of developing its own version of WRDA. The House version is expected to focus narrowly on the Army Corps of Engineers. Eventually, the House and Senate will need to pass and conference their bills in order to finalize comprehensive water infrastructure legislation. We will keep you updated as new developments occur.

For further information, please contact Greg Fogel, Policy Director for WateReuse, at gfogel@watereuse.org.

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1199 North Fairfax Street, Suite 900
Alexandria, 22314
United States

Marin Municipal delays rate, fee hikes

PANDEMIC IMPACT

Citing customer financial strain, board will hold off six months

By Will Houston

whouston@marinij.com @Will_S_Houston on Twitter

Marin's largest water supplier will delay a planned rate hike by six months in response to the financial hardships caused by the coronavirus pandemic.

The Marin Municipal Water District board voted unanimously this week to push off a 4% rate increase for customers set to take effect on July 1. The board still retains the ability put the rate increase into effect sooner.

The board also voted Tuesday to begin charging customers its less expensive summer rates effective May 1, one month earlier than usual.

"The outlook for the economy is devastating. It seems to all of us that this is exactly the wrong time to be increasing water rates," board member Cynthia Koehler said Wednesday.

MUNICIPAL » PAGE 2



Marin Municipal Water District directors Larry Bragman (second from left), Jack Gibson and Cynthia Koehler.

WILL HOUSTON/INDEPENDENT JOURNAL, FILE

Municipal

FROM PAGE 1

"Everybody is suffering and so many people are losing their jobs. We see ourselves as an essential member of this community and we have to step up like everybody else."

In an email on Wednesday, board member Larry Bragman said the changes will "help financially hard-pressed residents and encourage compliance with the public health hygiene recommendations

changes.

In a letter, the organization's board of directors said "deferring the July rate increase in particular avoids some billing shock at a time when many ratepayers are struggling financially."

Jack Gibson, president of the water district's board, said the district will be able to cover some of the revenue losses with non-rate revenue it receives from rents, leases, permits and parking fees. Larger projects that aren't time-sensitive can



2

which will slow the spread of the virus in our community.”

The pause on rate hikes also applies to other district fees, such as the capital maintenance fee and the watershed maintenance fee. By not raising rates and fees until January, the district expects to lose about \$2 million in revenue in the 2020-21 fiscal year, according to Ben Horenstein, the district general manager. Implementing summer rates one month early is expected to cost another \$150,000.

Horenstein said the revenue hit will require some “painful tightening of the belt” that may lead to limits on hiring, prioritizing certain projects over others and delaying replacement of aging vehicles and equipment. While changes will need to be made, board members were aware of the consequences when proposing the changes to his staff, Horenstein said.

“Staff is going to be working on how to address that shortfall,” Horenstein said. “We’re going to look at our priorities and rejigger things and meet the direction of the board.”

The proposals were met with support, even by some district critics. The Coalition of Sensible Taxpayers nonprofit organization, which strongly opposed the district’s capital maintenance fee to the point that it filed litigation challenging it, urged the board to approve the

4

also be delayed to ensure critical projects, including fire preparations in the Mount Tamalpais watershed, can continue uninterrupted.

“We can do a little less this year and little bit more next year,” Gibson said. “So we can pace those out.”

These are the latest changes the district has made in response to the coronavirus pandemic, with more expected. On March 13, the district suspended water service shutoffs for customers who fail to pay their bills — a change that Gov. Gavin Newsom implemented statewide in an April 2 order. The district has also suspended late fees and mailing final notices to customers who haven’t paid their bills.

At an upcoming meeting, the district board will consider extending the repayment program for overdue bills from a term of 12 months to as many as 24 months.

Preliminary data show there is an increase in customers struggling to pay their bills, Horenstein said. However, he said it’s too soon to pinpoint the cause and said that the next couple of months will provide a clearer understanding of the trends.

“It is a bit premature to toss out numbers,” Horenstein said.

Teresa Lerch

From: Mark Millan <millan@datainstincts.com>
Sent: Friday, May 8, 2020 12:59 PM
To: Undisclosed Recipients
Subject: Poop tests in sewage might predict coronavirus surge - OC Register 5/8/20

Poop tests in sewage might predict coronavirus surge

The race is on to study wastewater as a possible early warning for COVID-19
Martin Wisckol, Orange County Register 5/8/20

Scientists across the nation are examining Southern California's poop — maybe even yours — with the hope of more quickly identifying COVID-19 hotspots and better preparing for future surges. The information could also signal when stay-at-home orders can be safely eased in specific communities.

Untreated sewage has been used for years to track viruses as well as to analyze opioid use by neighborhood. Now the race is on to determine whether it can serve as an early warning system for the new coronavirus, particularly since the small fraction of the population receiving swab tests cannot capture the breadth of asymptomatic infections.

"Testing of every individual is very difficult. But if you have 50,000 people in a community, you may be able to determine the prevalence by testing the wastewater," said Sunny Jiang, a microbiologist leading a pilot project at UC Irvine to identify COVID-19 in sewage systems.

Two of Southern California's largest sewage districts — the Los Angeles County Sanitation Districts (serving 5.6 million people) and the Orange County Sanitation District (2.6 million people) — are participating in tests, as are at least three smaller agencies in the region. Those five districts are sending sewage samples to a total of nine different groups of researchers, as close as UC Irvine and USC and as far away as Wayne State University in Detroit and Biotop Analytics in Massachusetts.

It's suspected that the number of infections far exceeds confirmed COVID-19 cases because many of those with the virus display no signs of infection and haven't been tested. It's hoped that the sewage tests can better gauge the magnitude of infection in a given area as well as provide advance notice before swarms of sick people begin showing up at the hospital.

That information, in turn, would provide lead time for quarantine orders, for increasing hospital capacities, and for isolating people who are most vulnerable.

While the number of cases may be leveling off locally and statewide, there is growing talk of another surge in the summer or the fall — at least in part because of social isolation orders being eased.

"Part of the thinking with the testing is that we'd have an early warning before there's a resurgence," said Jim Colston, director of water quality at the Irvine Ranch Water District, which is participating in the UC Irvine study.

Past sewage detection

Sewage treatment required by the state eliminates viruses, including COVID-19, [according to the California Water Boards](#). But raw sewage coming into treatment carries evidence of the virus, opening the possibility of testing for it.

So far, studies of whether it's contagious in raw sewage aren't definitive but early indications are that it's "unlikely to present a significant infection risk," said microbiologist Amy Kirby of the Centers for Disease Control at an [April 24 webcast](#) on tracking the disease through sewage.

There are several examples of using sewage as an alert system for viral outbreaks, the best known being Israel's poliovirus epidemic of 2013.

At the time, the country had been declared polio-free by the World Health Organization. But it's robust system for testing sewage resulted in an early detection of the poliovirus and "allowed rapid mobilization of a vaccine campaign" before any paralysis occurred in the population, according to a [study published in Proceedings of the National Academy of Sciences](#).

One advantage to sewage testing for COVID-19 is that signs of the virus can show in stool as soon as two days after a person is infected. This is true even though the disease can take up to two weeks for symptoms to manifest in that person, according to David Hirschberg, an infectious disease expert at the University of Washington.

But the effectiveness of the testing for COVID-19 remains uncertain when it comes to providing specific information for health officials and policy makers to act on. Early local results have not provided a clear indication of what more complete testing might show.

The Los Angeles County Sanitation Districts tapped its first samples on April 23 from two of its 11 sewage treatment plants. A study by the agency detected the virus in untreated wastewater going into both plants, according to Mike Hoxsey, manager of the districts' laboratories.

However, more definitive details remain unclear. Initial results from the University of Arizona found that other compounds in the water interfered with readings, "leading to decreased sensitivity and possibly false negative results" in some samples, Hoxsey said. The district is also sharing samples with five other research groups, including UCI, USC and Wayne State University.

Meanwhile, the South Orange County Wastewater Authority collected the first round of samples from its three plants on March 29 and sent them to Biobot Analytics, which is working on a sewage testing project with scientists from Harvard and MIT.

"The samples were conclusively negative. But that was a point in time when Orange County's confirmed cases were only 420," said agency spokesman Steve Greyshock.

There are now more than 3,000 confirmed cases in the county. The agency, which serves about 500,000 of the county's 3.2 million residents, has since collected weekly samples to submit to research projects in the future, Greyshock said.

Link: <https://www.ocregister.com/2020/05/08/poop-tests-in-sewage-might-predict-coronavirus-surge/>

News Update



707.836.0300

Agencies need to share salary information

Editorial

Despite past promises that Marin's county government would be a model for open and transparent government, a recent grand jury report shows it still has work to do.

Particularly when it comes to posting full salary information for county workers, credit the 2019-20 Marin County Civil Grand Jury for dogged follow up of previous grand jury reports on local governments' efforts to make the public's business public.

The civil grand jury is a panel of court-appointed residents who take a hard look into local government, to ensure it is doing its job and producing public reports detailing the findings.

In its report, the grand jury homed in on the public online posting of complete and up-to-date salaries and benefits of local government employees — and found it lacking in about 90% of the agencies reviewed.

Particularly troubling was the difficulty it found when looking for the county's information. The county is not only Marin's largest employer, but it has the technology and staffing to be able to make annual postings, and place them where it doesn't take a master's degree in bureaucratese computer skills to find them.

The grand jury found that 15 of the 34 agency websites it checked either failed to post a compensation report or a "conspicuous" link to the state's public employee salaries website. "The worst example of this," the grand jury reported, "was the county of Marin's website, where four jurors were each unable to locate a compensation link after searching for at least 15 minutes."

Access to the county's payroll is certainly a lot better than it was more than a decade ago when the Marin Independent Journal had to fight for rolling back a county regulation forbidding public disclosure of workers' specific pay information.

3

work — all largely unknown to the citizenry — until a Los Angeles Times investigation.

The Bell scandal led to state legislation requiring local and state public agencies to post specific wage and benefit information every year on a state website and its own individual agency website.

From the grand jury's audit, Marin's local agencies have some work to do to become compliant with both standards. The grand jury specifically credits the Marin Municipal Water District and the North Marin Water District as models of compliance.

Elected officials serving on agencies that aren't performing as well, most often either due to failing to keep the data up to date or allowing links to that information to break and not repairing them, should make full compliance a top priority and a public-policy responsibility to their constituents.

That includes a breakdown of the varied components of compensation paid to local elected officials.

Maybe, they should take a moment and check their agency's website to see if they can find that information. And, that it's not outdated.

The taxpaying public has a right to know how their money is being spent. In Bell, its citizenry found out that what it didn't know had hurt — or cost — them.

These two sentences from the grand jury's report should guide elected officials: "Transparency helps to maintain trust in the government and gives information to the public that helps guide decisions on matters of self-governance. It makes responsive democracy work."



2

Supervisors finally agreed to provide that information to the public, but a lawsuit filed by one of the county's workers unions blocked it until another court ruling forced public agencies to be forthcoming to report that information.

The grand jury's recent assessment also follows a 2010 scandal in the Southern California city of Bell where its municipal leadership was being paid unusually generous salaries and four of the city's five council members were collecting \$100,000 for their parttime

4

They are ultimately responsible for that information being readily available to the public, particularly online. They are also responsible when it's not.

Teresa Lerch

From: Mark Millan <millan@datainstincts.com>
Sent: Wednesday, May 13, 2020 12:39 PM
To: Undisclosed Recipients
Subject: Sonoma County backs plan to remove Scott Dam, assume control of hydropower project - PD 5/13/20

Sonoma County backs plan to remove Scott Dam, assume control of hydropower project

Guy Kovner, Press Democrat 5/13/20

A nearly century-old dam on Eel River that impounds Lake Pillsbury is slated for removal under a \$500 million proposal submitted Wednesday by Sonoma County and four other regional partners seeking to take over from PG&E a remote hydropower project in Mendocino County.

The county and its partners, including Mendocino and Humboldt counties, hailed the proposal as a milestone in their effort to meet the needs of all three counties, protecting farmers, fish and communities and maintaining a key source of water for the Russian River system that serves 600,000 customers in Sonoma and Marin counties.

The dam removal alone, a long-sought goal of environmental groups, would be the highest-profile project to improve habitat for imperiled North Coast salmon and steelhead in decades, perhaps behind only the dam removal planned on the Klamath River.

But the filing is just the first step in a complex process that involves establishing a new operator for a historic powerhouse in Potter Valley that PG&E surrendered a year ago because its meager generating capacity was no longer economical, the utility said.

That hydropower project also funnels Eel River water into the Russian River basin, bolstering supplies for cities and grape growers along the Russian's northern reaches.

Grant Davis, the general manager of Sonoma Water, the region's dominant supplier of drinking water for residents, called the feasibility study filed with the Federal Energy Regulatory Commission "a pathway forward that will achieve a more reliable water supply for the region while protecting and restoring two remarkable rivers."

Rep. Jared Huffman, D-San Rafael, said in a statement the proposal was a "significant step toward a win-win outcome for the North Coast and North Bay: robust restoration of Eel River fisheries and longterm certainty and reliability for Russian River water users."

Initial studies have indicated capital costs for project facilities from \$100 million to \$400 million with an additional \$30 million to \$120 million for new equipment that would provide sufficient water for Potter Valley, an 7,000-acre farming region in Mendocino County that has prospered due to water delivered by the project.

Annual operating costs would be in the \$5 million to \$10 million range.

Davis acknowledged the formidable cost, saying both the amount and who pays it remain to be determined.

"There are a great deal of unknowns," he said.

Part of the work to be done involves "monetizing the water supply and the energy," Davis said.

The 138-foot Scott Dam was built in 1922, impounding behind it Lake Pillsbury in Lake County. Its removal would clear the way to historic spawning grounds in the upper Eel for protected salmon and steelhead runs.

In addition to the three counties, the partnership includes California Trout, a 50-year-old environmental organization, and the Round Valley Indian Tribes.

The Potter Valley Project consists of two dams, a water diversion facility and a mile-long tunnel and series of pipes that deliver Eel River water to the Russian River basin via a powerhouse off Highway 20 about 20 miles north of Ukiah.

Now diverting more than 20 billion gallons of Eel River water a year, the project turned the otherwise arid Potter Valley into an agricultural powerhouse that produces \$34 million worth of wine grapes, cattle and other products a year.

Flowing from the valley into the Lake Mendocino reservoir at Ukiah, the water continues into the Russian River, supporting agriculture worth \$743 million from Redwood Valley to the Sonoma County line and the famed vineyards of the Alexander Valley near Healdsburg.

Sonoma Water, the county water agency, depends on Lake Mendocino to maintain mandated flows for federally protected fish from the lake down to Healdsburg, where Dry Creek brings in water from Lake Sonoma, the region's largest dam.

Since PG&E surrendered its interest in renewing the federal license to operate the project in January, 2019, the partners — brought together by Huffman — have been seeking what they called a “two-basin solution” to address the needs in both the Eel and Russian river watersheds.

As the project relicensing process emerged three years ago, finding a solution to the competing claims for the diverted water seemed challenging.

Huffman said at the time it would bring change to the system that dates back to the early 1900s.

“The status quo is unlikely to continue,” he said.

This story will be updated. Check back for updates.

Link: <https://www.pressdemocrat.com/news/10960029-181/sonoma-county-backs-plan-to>

News Update



You received this email because your address has been entered into a distribution list of individuals who are interested in updates regarding water issues.

**NOTICE OF PUBLIC HEARING
LAS GALLINAS VALLEY SANITARY DISTRICT**

The Sanitary District is desirous of public comments on the Annual Budget and the Proposition 218 Annual Sewer Service Charge Increase prior to adoption. Copies of the Budget are available at the District Office free of charge to the public as well as on the District's website at www.LGVSD.org

Effective Date July 1, 2020

Proposed Residential Charges: Single-family home or residential units such as condominiums and mobile homes - Annual Sewer Charge Rate per living unit. Multi-family residential units such as apartments - 90% of the Annual Sewer Service Charge per living unit.

Current Rate: \$927 per year.

Proposed Maximum Rate:
2020/21 - \$ 968 per year, increase of \$41

Proposed Non-Residential Sewer Service Charges: Rates for non-residential customers are proportional to the rise in residential rates. Rates are calculated individually for each type of non-residential use, based on water usage and a strength factor, which is an average cost to treat wastewater from a particular type of non-residential customer.

Copies of the Proposition 218 Notice are available for public review at the District Office.

FURTHERMORE, said Board intends to adopt the District Budget for 2020-21 and the District Annual Sewer Service Charge Increase with or without modification at the public hearing set for June 18, 2020.

NOTICE IS HERBY GIVEN, that on June 18, 2020 at 4:30 PM at the regular meeting place of said District, Las Gallinas Valley Sanitary District Administration Office, 101 Lucas Valley Road, San Rafael, said Board will hear and consider all comments to the Annual Sewer Service Charge Increase for 2020-21 and the District Budget for 2020-21.

Dated: May 6, 2020

Mike Prinz
General Manager
Las Gallinas Valley Sanitary District

No. 456 May 14, 28, June 11, 2020

Teresa Lerch

From: Mark Millan <millan@datainstincts.com>
Sent: Thursday, May 14, 2020 12:20 PM
To: Undisclosed Recipients
Subject: Colorado sewage treatment plants are examining your poop for coronavirus clues - Colorado Sun 5/13/20

Colorado sewage treatment plants are examining your poop for coronavirus clues. Seriously.

Humans begin to shed coronavirus in their feces within three days of infection, which could provide a heads up on outbreaks. At least three Colorado water treatment systems are studying poo for warning signs.

Nancy Lofholm , Special to The Colorado Sun 5/13/20

For 24 hours starting early every Sunday morning, small pipes suck samples from the river of sewage flowing into the South Platte Water Renewal Partners wastewater treatment plant in Englewood for 24 hours.

COVID-19 IN COLORADO

The latest from the coronavirus outbreak in Colorado:

The tubes deposit the raw sewage into containers inside a box that resembles a mini fridge. Goggled, masked and gloved workers then haul the samples to the plant lab, package it in special vials and overnight it to a lab near Boston.

There it becomes part of a national effort to track the novel coronavirus through poop.

At least two Front Range water treatment entities and one Western Slope county are taking part in this attempt to determine how much of a given population might be infected with coronavirus, if the virus' spread is increasing or decreasing, and where hotspots of the highly infectious virus might be.

Sewage surveillance, poop tracking, wastewater epidemiology. Call it what you will. It involves looking for and tallying fragments of the virus' RNA, its genetic material in human waste. It's a search akin to finding a fingerprint rather than locating an entire body. The numbers of these genetic RNA fragments can be calibrated with population to give an estimate of how many virus carriers there are. The density of the genetic material in specific waste streams can also point to virus hotspots in communities.

Fecal surveillance is like testing an entire city

Looking for the coronavirus in feces has a number of advantages. The virus can be detected in poop within three days of infection. That is days before most people would show signs of having the virus. The RNA levels detected in feces can highlight a problem weeks before there is a discernible outbreak. And it can be done on a population-wide basis, rather than trying to individually test thousands of residents to glean similar information.

"I think it certainly has potential. We are looking at it as something in the overall tool kit for the state," said John Putnam, director of environmental programs with the Colorado Department of Public Health and Environment.

Putnam said the state, particularly the [governor's Innovation Response Team Task Force](#) for coronavirus, is watching South Platte, the Metro Wastewater Reclamation District, Gunnison County and other Colorado entities that are beginning to jump on the fecal-testing bandwagon. They are considered the models for a potentially more widespread wastewater coronavirus tracking program.

Nationally, the Centers for Disease Control and Prevention, the Environmental Protection Agency and the Department of Homeland Security have already expressed interest in the testing. Currently, about 270 wastewater treatment facilities in 40 states are participating in coronavirus tracking. That tracking now covers about 10% of the U.S. population.

Biobot Analytics, a Somerville, Massachusetts-based nonprofit, is behind much of that testing, including in Colorado. Biobot is rushing to adapt previous fecal monitoring for other pathogens to make it work for the coronavirus pandemic. The coronavirus has thus far mostly evaded any widespread attempts to track its spread through the testing of individuals' mucus or blood.

Biobot has been promoting wastewater epidemiology to gather population-level insights into human health since it launched a joint research project with the Massachusetts Institute of Technology in 2017. The company is advancing a type of monitoring that is actually not a new thing.

Fecal tracking has been used to look for polio in the sewage in developing countries and in Israel. It has helped catch outbreaks of norovirus, hepatitis A and other disease-causing pathogens around the world. Fecal monitoring has measured illicit drug use in parts of Australia. Opioid epidemics in some areas of the South have been tracked in feces measurements.

Biobot responded to emailed questions about its coronavirus testing with a statement saying that its team "is heads down making sure Biobot is able to reach as many communities as possible as part of their COVID-19 response program."

Thus, there is no time to answer questions right now, wrote company spokesperson Tenaya Goldsen.

Serendipity brought some of the Colorado entities on board Biobot's coronavirus fecal monitoring program.

"I read an article about it in Popular Mechanics," said Pieter Van Ry, director of the South Platte wastewater facility. "I reached out to Biobot to see if we could help, and they sent us sample kits. That was in late March. We have been taking weekly samples since then."

Andrew Sandstrom, a spokesman for the Gunnison County COVID-19 Task Force, said his county jumped on the sewage testing opportunity after a community member brought it to the task force's attention.

"We signed up and started taking samples," Sandstrom said.

So far, the testing hasn't yielded any quick answers. It has been more successful at raising questions about how the testing will be calibrated going forward.

"The trending is what we see as the value of this whole testing thing," said Blair Corning, deputy director of environmental programs at South Platte.

He said the two result reports they have received so far from Biobot indicated an increase in virus, but that will become clearer with further test results.

The testing has been more problematic in Gunnison County than it has in metropolitan areas. Sandstrom said heavy spring mountain runoff flows into the wastewater treatment systems at this time of year dilute the sewage and thus the levels of virus.

Another problem is that the population is hard to calculate now in Gunnison County. The pandemic has shut down tourism, so many condominiums and rentals in parts of the county, like Mt. Crested Butte, are sitting empty. Coming up with accurate population numbers to correlate with virus levels in the sewage has been difficult.

"The company is still tweaking how they are going to interpret our data," Sandstrom said. "We are hopeful that it will get there."

This week, Biobot will be holding a virtual meeting with all the entities participating in the fecal monitoring in Colorado. Participants say they hope to have more information then.

Corning will be dialed in.

"I think it is so interesting to take wastewater and make analysis from it. Taking one population sample rather than testing 300,000 people (the population in South Platte's treatment area) – it's such an interesting deal," he said. "This should have impacts for other future pandemics and other issues."

News Update



707.836.0300

You received this email because your address has been entered into a distribution list of individuals who are interested in updates regarding recycled water.



WATERREUSE REVIEW

News from the Nation's Leading Advocate for Water Reuse

May 18, 2020

WaterReuse Association Announces Virtual 35th Annual WaterReuse Symposium

As we all undoubtedly recognize, significant restrictions on large gatherings, travel and society's general level of mobility due to the coronavirus pandemic will likely remain for the most of this year. Given this reality and uncertainty, our Executive Committee made the decision to hold this year's Annual WaterReuse Symposium (September 13 – 16) as a virtual event rather than in person at the Denver Hilton City Center, with registration opening June 1, 2020.

The Board's prescient decision to authorize the purchase of 6Connex virtual conferencing software during its first quarter Board meeting has allowed staff to pivot quickly toward planning a virtual event, and we expect it to be a highly successful one. We are working diligently with our co-collaborator, the Water Research Foundation, our speakers and panelists to ensure high quality content is delivered in a compelling and exciting digital format.

Please mark your calendars for the June 1 registration launch of the now virtual *Reaching New Heights* Annual WaterReuse Symposium! A key benefit of the Symposium's virtual platform is that the content can be consumed for up to a month following formal event opening, and attendees can access all sessions, not simply those you might attend "in person." A virtual event will allow us to reach more members than ever before and truly provide you a greater opportunity for more learning, on a schedule that fits your individual needs, and at a significant cost savings.

We are all deeply disappointed that we won't be able to be together in Denver, but we are preparing to deliver a quality event nonetheless, and hope you will join us for it.

Thank you and we hope you and your families continue to stay safe.

Gilbert Trejo
President

Patricia Sinicropi
Executive Director

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