



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
Russ Greenfield
Craig K. Murray
Judy Schriebman

DISTRICT ADMINISTRATION
Chris DeGabriele,
Interim General Manager
Michael Cortez,
District Engineer
Mel Liebmann,
Plant Manager
Susan McGuire,
Administrative Services Manager
Greg Pease,
Collection System/Safety Manager

BOARD MEETING AGENDA

October 11, 2018 4:30 PM

MATERIALS RELATED TO ITEMS ON THIS AGENDA ARE AVAILABLE FOR PUBLIC INSPECTION DURING NORMAL BUSINESS HOURS AT THE DISTRICT OFFICE, 300 SMITH RANCH ROAD, SAN RAFAEL, OR ON THE DISTRICT WEBSITE WWW.LGVSD.ORG

Estimated Time

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 September 27 and September 28, 2018.
- B. Approve the Warrant List for October 11, 2018.
- C. Approve Board Compensation for September 2018.
- D. Approve Award of Contract To Bellecci and Associates for Construction Management and Inspection Services for Miscellaneous Sewer Rehabilitation Projects.
- E. Approve November/December Board Meeting Schedule.

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

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

4:50 PM

3. INFORMATION ITEMS:

A. STAFF/CONSULTANT REPORTS:

- 1. Interim General Manager Report – Verbal
- 2. Secondary Treatment Plant Upgrade and Recycled Water Expansion Project – Written
- 3. Monthly Treasurer's Report – Written
- 4. Draft Strategic Plan – Written
- 5. Update on FutureSense recommendations from 2017 Employee Climate Report - Written

B. BOARD REPORTS:

- 1. Human Resources Subcommittee – Verbal
- 2. LAFCO - Verbal
- 3. Gallinas Watershed Council / Miller Creek Watershed Council– Verbal
- 4. JPA Local Task Force on Solid and Hazardous Waste – Verbal
- 5. NBWA – Written
- 6. NBWRA/North Bay Water – Verbal
- 7. Engineering Subcommittee – Verbal
- 8. Other Reports – Verbal

5:30 PM

4. BOARD REQUESTS:

- A. Board Meeting Attendance Requests – Verbal
- B. Board Agenda Item Requests – Verbal

5:40 PM

5. VARIOUS ARTICLES and MISCELLANEOUS DISTRICT CORRESPONDENCE

5:50 PM

6. ADJOURNMENT

AGENDA APPROVED:	Megan Clark, President	Pat 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 October 8, 2018, at 4:30 p.m., I posted the Agenda for the Board Meeting of said Board to be held October 11, 2018, at the District Office, located at 300 Smith Ranch Road, San Rafael, CA.

DATED: October 8, 2018



Teresa L. Lerch
District Secretary

The Board of the Las Gallinas Valley Sanitary District meets regularly on the second and fourth 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, 300 Smith Ranch Road, San Rafael.

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.

MINUTES OF SEPTEMBER 27, 2018

1
2
3 THE BOARD OF DIRECTORS OF THE LAS GALLINAS VALLEY SANITARY DISTRICT MET IN OPEN
4 SESSION ON SEPTEMBER 27, 2018, AT 3:30 PM, AT THE DISTRICT OFFICE, 300 SMITH RANCH
5 ROAD, SAN RAFAEL, CALIFORNIA.
6

7 **BOARD MEMBERS PRESENT:** M. Clark, R. Elias, R. Greenfield, C. Murray and J.
8 Schriebman
9

10 **BOARD MEMBERS ABSENT:** None.

11
12 **STAFF PRESENT:** Chris DeGabriele, Interim General Manager (Present for
13 Closed Session); Teresa Lerch, District Secretary
14

15 **OTHERS PRESENT:** David Byers, District Counsel (arrived at 3:50 pm)
16

17 **ANNOUNCEMENT:** President Clark announced that the agenda had been
18 posted as evidenced by the certification on file in
19 accordance with the law
20

21 **PUBLIC COMMENT:** None
22

23 **ADJOURNMENT:**

24
25 **ACTION:**

26
27 THE BOARD OF DIRECTORS OF THE LAS GALLINAS VALLEY SANITARY DISTRICT ADJOURNED TO
28 CLOSED SESSION ON SEPTEMBER 27, 2018, AT 3:31 P.M., AT THE DISTRICT OFFICE, 300 SMITH RANCH
29 ROAD, SAN RAFAEL, CALIFORNIA.
30

31 Lerch left at 3:32 p.m.
32

33 **CLOSED SESSION:**

34
35 **PUBLIC EMPLOYMENT – GENERAL MANAGER:** pursuant to subdivision (b)(1) of Government Code
36 Section 54957.
37

38 **CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION –** Pursuant to Paragraph (1)
39 of subdivision (d) of Government Code Section 54956.9 Name of case: SMART v. Silveira,
40 CIV 1402433, Marin County Superior Court.
41

42 **ADJOURNMENT:**

43
44 **ACTION:**

45 The Board of Directors of the Las Gallinas Valley Sanitary District reconvened the Regular Session on
46 September 27, 2018 at 4:44 pm.
47

48 **STAFF PRESENT:** Teresa Lerch, District Secretary; Susan McGuire,
49 District Treasurer;
50

51 **OTHERS PRESENT:** None
52

53 **PUBLIC COMMENT:** None
54
55
56

57 **REPORT ON CLOSED SESSION:**
58 President Clark reported that there were no reportable actions in Closed Session.

59
60 Byers left at 4:45 pm.

61
62 **CONSENT CALENDAR:**

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

- 65 A. Approve the Board Minutes for September 13 and September 14, 2018.
- 66 B. Approve the Warrant List for September 27, 2018.
- 67 C. Approve Resolution 2018-2140 A Resolution Accepting the Bid and Authorizing Construction Contract
68 with Lamassu Utility Services, Inc. for Quail Hill CIPP Sewer Rehabilitation.
- 69 D. Approve Support for Proposition 3, Water Supply Quality Bond Act of 2018.
- 70 E. Approve BERS Press Release.

71
72 **ACTION:**

73 Board approved (M/S Murray/Schriebman 5-0-0-0) the Consent Calendar Items A through E.

74 AYES: Clark, Elias, Greenfield, Murray and Schriebman

75 NOES: None.

76 ABSENT: None.

77 ABSTAIN: None.

78
79 **INFORMATION ITEMS:**

80 **STAFF / CONSULTANT REPORTS:**

- 81 1. Interim General Manager Report – Verbal – DeGabriele reported.
- 82 2. Amendment 5 to Nute Engineering Contract for Additional Design Services for
83 Plant Improvements 2018 – Written – DeGabriele reported.
- 84 3. Construction Management and Inspection Services for Miscellaneous Sewer
85 Rehabilitation Projects – Written – this item was postponed to a future meeting.
- 86 4. 2018 District Holiday Luncheon – Written – DeGabriele reported.

87
88 **BOARD REPORTS:**

- 89 1. Human Resources Subcommittee – Verbal – no report.
- 90 2. LAFCO – Verbal – Murray reported.
- 91 3. Gallinas Watershed Council / Miller Creek Watershed Council – Verbal – Schriebman reported.
- 92 4. JPA Local Task Force on Solid and Hazardous Waste – Verbal – Greenfield reported.
- 93 5. NBWA – Written – Schriebman reported.
- 94 6. NBWRA /North Bay Water – Verbal – this item was covered in the Interim General Manager's report.
- 95 7. Engineering Subcommittee – Verbal – DeGabriele and Elias reported.
- 96 8. Other Reports – Written - Biosolids NW Conference and CASA Asset Management Workshop – Murray
97 reported.

98
99 **BOARD REQUESTS:**

- 100 A. Board Meeting Attendance Requests – None.
- 101 B. Board Agenda Item Requests – None.

102
103 **VARIOUS ARTICLES AND MISCELLANEOUS DISTRICT CORRESPONDENCE:**

104 Discussion ensued.

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113 **ADJOURNMENT:**

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115 **ACTION:**

116 Board approved (M/S Murray/Elias 5-0-0-0) the adjournment of the meeting at 5:28 p.m.

117 AYES: Clark, Elias, Greenfield, Murray and Schriebman.

118 NOES: None.

119 ABSENT: None.

120 ABSTAIN: None.

121

122 The next Board Meeting is scheduled for September 28, 2018 at the District Office.

123

124

125 **ATTEST:**

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129 _____
Teresa Lerch, District Secretary

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131

132 **APPROVED:**

133

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136 _____
Megan Clark, Board President

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140 **SEAL**

1 **SPECIAL MEETING MINUTES OF SEPTEMBER 28, 2018**

2
3 THE BOARD OF DIRECTORS OF THE LAS GALLINAS VALLEY SANITARY DISTRICT MET IN OPEN
4 SESSION ON SEPTEMBER 28, 2018, AT 8:00 AM, AT THE DISTRICT OFFICE, 300 SMITH RANCH
5 ROAD, SAN RAFAEL, CALIFORNIA.
6

7 **BOARD MEMBERS PRESENT:** M. Clark, R. Elias, R. Greenfield, C. Murray and
8 J. Schriebman.
9

10 **BOARD MEMBERS ABSENT:** None.

11
12 **STAFF PRESENT:** Chris DeGabriele, Interim General Manager; (Present for
13 Closed Session), Teresa Lerch, District Secretary
14

15 **OTHERS PRESENT:** Josh Jones, CPS.
16

17 **ANNOUNCEMENT:** President Clark announced that the agenda had been
18 posted as evidenced by the certification on file in
19 accordance with the law.
20

21 **PUBLIC COMMENT:** None.
22

23 **ADJOURNMENT:**
24

25 **ACTION:**
26

27 THE BOARD OF DIRECTORS OF THE LAS GALLINAS VALLEY SANITARY DISTRICT ADJOURNED TO
28 CLOSED SESSION ON SEPTEMBER 28, 2018, AT 8:02 A.M., AT THE DISTRICT OFFICE, 300 SMITH RANCH
29 ROAD, SAN RAFAEL, CALIFORNIA.
30

31 Lerch left at 8:03 a.m.
32

33 **CLOSED SESSION:**
34

35 **PUBLIC EMPLOYMENT – GENERAL MANAGER:** pursuant to subdivision (b)(1) of Government Code
36 Section 54957.
37

38 **ADJOURNMENT:**
39

40 **ACTION:**

41 The Board of Directors of the Las Gallinas Valley Sanitary District reconvened the Regular Session on
42 September 28, 2018 at 6:00 p.m.
43

44 **STAFF PRESENT:** None.
45

46 **OTHERS PRESENT:** None.
47

48 **PUBLIC COMMENT:** None.
49

50 **REPORT ON CLOSED SESSION:**

51 President Clark reported that there were no reportable actions in Closed Session.
52
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57 **ADJOURNMENT:**

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59 **ACTION:**

60 Board approved (M/S Greenfield/Elias 5-0-0-0) the adjournment of the meeting at 6:01 p.m.

61

62 AYES: Clark, Elias, Greenfield, Murray and Schriebman.

63 NOES: None

64 ABSENT: None

65 ABSTAIN: None

66

67 The next Board Meeting is scheduled for October 11, 2018 at 4:30 p.m. at the District's office.

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ATTEST:

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Chris DeGabriele, Interim General Manager

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76 APPROVED:

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SEAL

80

Megan Clark, Board President

Las Gallinas Valley Sanitary District
Warrant List
10-11-18 DRAFT

Agenda Item 2B
Date October 11, 2018

	Date	Num	Vendor	Amount	Description for items > \$1000
1	10/11/2018	EFT1	ADP, LLC		Payroll for paydate 10/12/18
2	10/11/2018	EFT1	ADP, LLC		Processing fees for paydate 9/28/18
3	10/11/2018	15767	VOID	0.00	
4	10/11/2018	TBD	All Star Rents	54.98	
5	10/11/2018	TBD	ArcSine Engineering	225.00	
6	10/11/2018	EFT	Bank of Marin	27,723.45	Oct 2018 loan payment
7	10/11/2018	EFT	Bank of Marin	19,612.19	Oct 2018 loan payment
8	10/11/2018	TBD	Bartley Pump PM, LLC	2,191.65	Crane removal of Recycled Water Distribution Pump #1; disassemble and inspect pump
9	10/11/2018	TBD	Bioenergy Assoc of CA	2,750.00	2019 membership dues
10	10/11/2018	TBD	Buckles-Smith Electric Co.	12,866.41	SCADA software support annual renewal
11	10/11/2018	TBD	Comet Building Maintenance, Inc.	2,215.00	SEP 2018 janitorial services (2 x week plus carpet and floor cleaning)
12	10/11/2018	ACH	Cornerstone Environmental Group, LLC	1,982.01	BERS Amendment #13-2nd CEC Grant Management
13	10/11/2018	ACH	Cortez, Michael	200.00	
14	10/11/2018	ACH	CPS HR Consulting	15,987.59	GM search services
15	10/11/2018	ACH	Cropper Accountancy Corporation	15,000.00	Annual Financial Audit and assisting in the preparation of Comprehensive Annual Report
16	10/11/2018	TBD	DAC Associates	8,945.00	Lower Miller Creek bank stabilization - Geotech study for rock cross vane area
17	10/11/2018	EFT	Direct Dental Administrators, LLC	140.00	
18	10/11/2018	EFT	Discovery Benefits	10.00	
19	10/11/2018	TBD	Discovery Office Systems	699.19	
20	10/11/2018	ACH	Gopher-It Trenchless Sewer Replacement	8,840.00	958 Las Pavadas; Lateral Assist Pgm
21	10/11/2018	TBD	GraphicSmiths	450.00	
22	10/11/2018	TBD	JC Tree Care, Inc.	42,075.00	Tree Removal - sludge pond; Secondary Treatment & RW Expansion; Remove 2 palm trees outside of sludge pond area
23	10/11/2018	TBD	Marin Ace	95.26	
24	10/11/2018	TBD	Marin County Ford	1,108.64	Ford C-Max - replacement of radiator, shutter and mounting bracket
25	10/11/2018	TBD	MWH Constructors, Inc.	20,122.43	Secondary Treatment Plant Upgrade; RWF Expansion
26	10/11/2018	TBD	North Bay Watershed Assn.	5,239.08	FY 18-19 CAT A Overhead and Cat B General Benefit Projects
27	10/11/2018	TBD	Pacific Gas & Electric	6,048.97	08/17-09/17/18; Pump Stations
28	10/11/2018	TBD	Pitney Bowes - Reserve Acct	900.00	
29	10/11/2018	ACH	Redwood Security Systems	186.00	
30	10/11/2018	ACH	Retiree Augusto	183.34	
31	10/11/2018	ACH	Retiree Burgess	592.00	
32	10/11/2018	ACH	Retiree Cummins	183.34	
33	10/11/2018	ACH	Retiree Cutri	528.52	
34	10/11/2018	ACH	Retiree Emanuel	249.30	
35	10/11/2018	ACH	Retiree Guion	212.97	

Las Gallinas Valley Sanitary District
Warrant List
10-11-18 DRAFT

	Date	Num	Vendor	Amount	Description for items > \$1000
36	10/11/2018	ACH	Retiree Johnson	624.35	
37	10/11/2018	ACH	Retiree Kermoian	183.34	
38	10/11/2018	ACH	Retiree Mandler	183.34	
39	10/11/2018	ACH	Retiree Memmott	338.25	
40	10/11/2018	ACH	Retiree Petrie	197.76	
41	10/11/2018	ACH	Retiree Pettey	592.00	
42	10/11/2018	ACH	Retiree Pickrel	366.68	
43	10/11/2018	ACH	Retiree Provost	249.30	
44	10/11/2018	ACH	Retiree Reetz	499.68	
45	10/11/2018	ACH	Retiree Reilly	183.34	
46	10/11/2018	ACH	Retiree Vine	183.34	
47	10/11/2018	ACH	Retiree Wettstein	592.00	
48	10/11/2018	ACH	Retiree Williams	592.00	
49	10/11/2018	TBD	Santa Venetia Neighborhood Association	30.00	
50	10/11/2018	TBD	SMART	800.65	
51	10/11/2018	EFT	Sun Life Financial - DISABILITY	1,551.05	Oct 2018 loan payment
52	10/11/2018	EFT	Sun Life Financial - LIFE	389.00	
53	10/11/2018	TBD	TMI Consulting, Inc	480.00	
54	10/11/2018	ACH	Vision Service Plan	333.60	
			TOTAL	\$ 205,987.00	

Agenda Item 2C
Date October 11, 2018

September 2018

Directors' Meeting Attendance Recap

<u>Name</u>	<u>Total Meetings</u>
Megan Clark	6
Rabi Elias	4
Russell Greenfield	4
Craig Murray	6
Judy Schriebman	<u>6</u>
Total	<u><u>26</u></u>

Meeting Date: 10/11/2018
Paydate 10/12/2018



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

BOARD MEMBER ATTENDANCE

Director's Name: MEGAN CLARK Month: SEPTEMBER 2018

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.

Date	REGULAR and SPECIAL MEETINGS Description of meeting	CHARGING DISTRICT	
		Yes	No
13 th	REG.	X	
14 th	SPECIAL - STRATEGIC PLAN	X	
27 th	REG.	X	
28 th	SPECIAL - GM INTERVIEWS	X	
TOTAL		4	

Date	OTHER MEETINGS Description of meeting	CHARGING DISTRICT	
		Yes	No
9 th	WATEREUSE CONF - AUSTIN	X	
10 th	"	X	
11 th	"		X
12 th	"		X
TOTAL		2	

TOTAL MEETINGS CHARGED: 6

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
10/5/2018
 Approved By/ Date

Oct. 5, 2018
 Date
10/17/18
 Pay Date



300 Smith Ranch Road, San Rafael, CA 94903

Office: 415.472.1734 Fax: 415.499.7715

BOARD MEMBER ATTENDANCE

Director's Name: Rabi Elias Month: Sept 2018

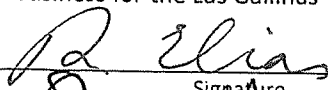
Board Members shall be compensated for up to the legal limit of six (6) meeting per month and one (1) per day. Board members are limited to four (4) conferences or seminars per year. For multi-day conferences, compensation shall be at a maximum of one (1) meeting per day.

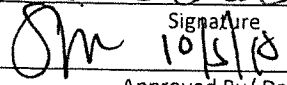
REGULAR and SPECIAL MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
9-13-18	Regular	✓	
9-27-18	Regular	✓	
TOTAL		2	

OTHER MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
9-14-18	strategic plan	✓	
9-28-18	Interviews GM	✓	
TOTAL		2	

TOTAL MEETINGS CHARGED: 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.



 Signature


 Approved By/ Date

 9/27/18

 Date

 10/17/18

 Pay Date

10/11/2018

**Russ Greenfield Director
Board Compensation**

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



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

BOARD MEMBER ATTENDANCE

Director's Name: MURRAY, Craig K. Month: September 2018

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
9/13/18	Regular Board Meeting	X	
9/27/18	Regular Board Meeting	X	
9/28/18	Special Meeting - General Manager Interviews – All Day	X	
TOTAL		3/3	

OTHER MEETINGS		CHARGING DISTRICT	
Date	Description of meeting	Yes	No
9/8,11/18	Travel Day Biosolids Conference, Seattle WA	XX	
9/8/18	National Electric Drive Week – EV Show/Test Drive Richmond CA		X
9/9,10/12	NW Biosolids Conference, Chelan, WA	XX	X
9/12/18	LAFCO Special Meeting - Strategic Plan		X
9/7,27/18	LAFCO Chair, Vice Chair, Interim EO and Immed.Past EO CALAFCO Coordinating Meeting.	XX	
9/16,30/18	Merrydale Road/Las Gallinas Creek Headwater Litter Removal c/o City of San Rafael: 9/16:2.0 Hours; 9/30: 4.0 Hours		XX
9/18/18	CASA Asset Management Workshop	X	
9/20/18	CASA Air Quality, Climate Change & Energy Workshop Meeting	X	
TOTAL		8/13	

TOTAL MEETINGS CHARGED:	11
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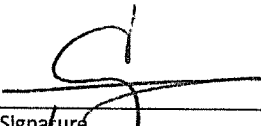
I hereby certify that the meetings as set forth above are true and correct and are for the purpose of conducting official business for the Las Gallinas Valley Sanitary District.

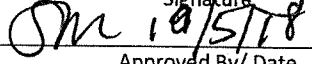


300 Smith Ranch Road, San Rafael, CA 94903

Office: 415.472.1734 Fax: 415.499.7715

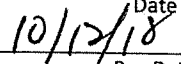
BOARD MEMBER ATTENDANCE



Signature


Approved By/ Date

September 30, 2018

Date


Pay Date



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

BOARD MEMBER ATTENDANCE

Director's Name: JUDY SCHRIEBMAN Month: SEPT 2018

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.

Date	REGULAR and SPECIAL MEETINGS Description of meeting	CHARGING DISTRICT	
		Yes	No
9/13	Reg mtg	✓	
9/14	Strategic Planning mtg	✓	
9/27	Reg mtg	✓	
9/28	interviews for GM	✓	
TOTAL		4 = 4	

Date	OTHER MEETINGS Description of meeting	CHARGING DISTRICT	
		Yes	No
9/5	GWC mtg	✓	✓
9/7	NBWA Board mtg	✓	✓
9/10-12	Austin water reuse Conference	✓✓	
TOTAL		2 = 4	

TOTAL MEETINGS CHARGED: 6

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.

Judy Schrieberman
 Signature
10/5/18
 Approved By/ Date

9-28-18
 Date
10/14/18
 Pay Date



Consent 2D
Staff/Consultant Reports _____
Agenda Item _____

Agenda Summary Report

Date **October 11, 2018**

To: Chris DeGabriele, PE, Interim General Manager CD
From: Michael P. Cortez, PE, District Engineer MC
Mtg. Date: October 11, 2018
Re: Award of Contract to Bellecci and Associates for Construction Management and Inspection Services for Miscellaneous Sewer Rehabilitation Projects

BACKGROUND:

On October 5, 2018, three (3) consultants submitted proposals in response to the Request for Proposals (RFPs) for Construction Management (CM) and Inspection Services issued by District staff for the following sewer rehabilitation projects scheduled for completion this fiscal year:

	<u>Construction Cost:</u>
1. Sewer Main Rehabilitation 2018	\$1,188,002 (awarded to K.J. Woods Construction)
2. Quail Hill CIPP Sewer Rehabilitation	\$ 177,881 (awarded to Lamassu Utility Services)
3. Marinwood-Hwy 101 Trunk Sewer Repair	\$ 170,000 (bid estimate, currently out to bid)

The three CM firms submitting proposals were AnchorCM, Bellecci and Associates, and CM Consolidated. After evaluation of the consultants' qualifications and responses to the objectives of the RFP, staff determined that Bellecci and Associates best meets the District requirements. The CM & Inspection fee estimate is not to exceed \$186,212 including materials testing by Miller Pacific Engineering Group.

Scope of services consists of pre and post-construction contract administration, field engineering support, Request for Information (RFI) and submittal review management, change order negotiation, progress payment verification, inspection services and oversight of contractors' activities, public relations, and coordination with County of Marin and City of San Rafael Department of Public Works and Caltrans.

The total fee estimate is within the current budget allocation for Sewer Rehabilitation and Capacity and Storage projects shown in the Las Gallinas Valley Sanitary District 2018-2019 Budget adopted on June 14, 2018.

STAFF RECOMMENDATION:

Board approve the award of a contract to Bellecci and Associates for Construction Management and Inspection Services in the amount of \$186,212.

FISCAL IMPACT:

\$186,212

PERSON(S) TO BE NOTIFIED:

Robert Broestl, PE – Bellecci and Associates



Consent _____ 2E _____
Staff/Consultant Reports _____
Agenda Item _____
Date __ October 11, 2018

Agenda Summary Report

To: Chris DeGabriele, Interim General Manager
From: Teri Lerch, District Administrative Assistant
Mtg. Date: October 11, 2018
Re: November / December Board Meeting Schedule

BACKGROUND:

Due to the upcoming November and December holidays, it is necessary to cancel and/or change some of the dates for upcoming regularly scheduled Board Meetings. The conflicting dates are listed below:

Thanksgiving Day: Thursday, November 22, 2018
Christmas Holiday Week: Thursday, December 28, 2017

Past practice has been to cancel both the Thanksgiving Day and Christmas week meetings.

STAFF RECOMMENDATION:

Board cancel the November 23, 2017 and December 27, 2018 Board Meetings.

FISCAL IMPACT:

Unknown at this time.

PERSON TO BE NOTIFIED:

Public noticing is required.

10/11/2018

Interim General Manager Report

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



Consent _____
Staff/Consultant Reports _____
Agenda Item 3A2
Date October 11, 2018

Agenda Summary Report

To: Board of Directors
From: Chris DeGabriele, PE, Interim General Manager *WD*
Mtg. Date: October 11, 2018
Re: Secondary Treatment Plant Upgrade & Recycled Water Expansion Project

BACKGROUND:

The Board approved requesting bids for the subject project (STPURWE) on July 26, 2018. Of the 9 prequalified general contractors, 3 submitted bids. Meyers & Sons Construction, LLC from Sacramento is the apparent low bidder with a base bid of \$46,426,453.97 and \$48,622,939 with bid alternatives included. The bid appears close to the District estimate of \$46M (base bid) and \$49M (base bid + bid alternatives). Bid evaluation is now underway and contract award is scheduled to be considered at the November 15th Board meeting.

Other activities related to the project that must be undertaken prior to the major construction include: PGE overhead power relocation (easements, contract and payment required prior to PGE relocation), Construction Management and materials testing contract execution, SCADA integration contract execution, and extension of process consultant Brown & Caldwell agreement. Staff will work on identifying the entire project cost needs, including contingency and intends to pursue additional funding with the California Infrastructure Economic Development Bank (IBank).

STAFF RECOMMENDATION:

Information only at this time.

FISCAL IMPACT:

TBD

PERSON TO BE NOTIFIED:

N/A

**Las Gallinas Valley Sanitary District
Treasurer's Report - Operating and Investment Accounts
For the month of September 2018**

I. Account Summary: Bank and Investment Accounts

Accounts Summary	September 30, 2018	August 31, 2018	Change from Previous Month
Summary of Bank and Investment Accounts			
Bank of Marin			
Operating	\$ 310,603	\$ 234,038	\$ 76,565
Operating Sweep	142,917	92,013	50,904
Zero Balance	80,547	18,085	62,462
Liquid Savings	1,592,662	2,315,247	(722,585)
Private Sewer Lateral Rehab	197,026	215,099	(18,073)
Surcharge-Marín Lagoon	102,984	102,961	23
Surcharge-Captains Cove	22,487	22,481	6
Connection Fee	45,609	45,598	11
Capital Project Reserve Fund	2,376,682	2,324,929	51,753
Petty cash	800	743	57
Investment Accounts			
Debt Service Reserve-Recycled Water	586,886	586,886	-
Debt Service Reserve-SRF Loan	294,054	294,054	-
Local Agency Investment Fund	18,375,824	18,375,824	-
Cash and Investments	<u>\$ 24,129,081</u>	<u>\$ 24,627,958</u>	<u>\$ (498,877)</u>

II. Account Activity for Bank of Marin Accounts

Bank of Marin operating account activity is for paying regular operating expenses of the District. Funds are transferred from the Liquid Savings to the Operating account as needed.

The quarterly buy in payment from MMWD was deposited to the Capital Project Reserve Fund.

Statement of Compliance:

The investments accounts are invested in compliance with the District's investment policy, adopted at the February 23, 2017 Board meeting and California Government Code Section 53600. In addition, the District does have the financial ability to meet its cash flow requirements for the next six months.

Prepared by: Susan McGuire
Susan McGuire, CPA Administrative Services Manager

Reviewed by: Chris DeGabriele
Chris DeGabriele, PE Interim General Manager

**Las Gallinas Valley Sanitary District
Treasurer's Report - 2017 Revenue Bonds
For the month of September 2018**

I. Summary of Bond Accounts and Cumulative Activities Since Inception

Accounts Summary	Starting Balance 4/28/2017	Total Activities Since Inception	Ending Balance 9/30/2018
1 Bond Project Fund	\$41,000,000	\$ (719,298) ^(a)	\$ 40,280,702
2 Cost of Issuance Fund	193,121	(193,111)	10
3 Bond Payment Fund	<u>-</u>	<u>748,416</u>	<u>748,416</u>
 Total	 <u>\$41,193,121</u>	 <u>\$ (163,993)</u>	 <u>\$ 41,029,128</u>

(a) Funds drawn to reimburse project costs were transferred to the Capital Project Reserve Fund.

II. Accounts Details for the month ended September 30, 2018

1 Bond Project Fund		
Beginning Balance September 1, 2018		\$ 40,280,702
Interest income from Local Area Investment Fund (LAIF) estimated annual yield of 1.9%		<u>-</u>
Ending Project Fund Balance at September 30, 2018		<u>\$ 40,280,702</u>
2 Cost of Issuance Fund		
Beginning Balance September 1, 2018		\$ 10
Funds transferred to Bond Payment Fund for scheduled principal and interest payment		-
Interest income from US Bank estimated to be an annual yield of 2.0%		<u>-</u>
Ending Cost of Issuance Fund Balance at September 30, 2018		<u>\$ 10</u>
3 Bond Payment Fund		
Beginning Balance September 1, 2018		\$ 748,404
Funds transferred to pay the scheduled principal and interest payment due		-
Interest income from US Bank estimated to be a 2.0% for annual yield		<u>12</u>
Ending Bond Payment Fund Balance at September 30, 2018		<u>\$ 748,416</u>



Consent _____
Staff/Consultant Reports _____
Agenda Item ____ 3A4 _____
Date ____ October 11, 2018

Agenda Summary Report

To: Board of Directors
From: Chris DeGabriele, PE, Interim General Manager
Mtg. Date: October 11, 2018
Re: Draft Strategic Plan Update

BACKGROUND:

Attached is the Draft Strategic Plan Update for you information and review. Please return any comments to me by Thursday October 18th. I'll then incorporate or address your comments and place the final Strategic Plan Update on the October 25th agenda for approval.

STAFF RECOMMENDATION:

Review the Draft Strategic Plan update and return comments to the Interim GM by October 18th.

FISCAL IMPACT:

N/A

PERSON TO BE NOTIFIED:

Interim GM



Strategic Plan

October 2018



**Come take a wastewater treatment plant tour
or visit our wildlife water reclamation area.**

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DIRECTORY OF OFFICIALS

GOVERNING BOARD OF DIRECTORS

Megan Clark, President
Craig Murray, Vice President
Rabi Elias, Director
Russ Greenfield, Director
Judy Schriebman, Director

DISTRICT MANAGEMENT

Chris DeGabriele, Interim General Manager
Michael Cortez, P.E. District Engineer
Mel Liebmann, Plant Manager
Susan McGuire, CPA Administrative Services Manager
Greg Pease, Collection System/Safety Manager

CONSULTANT

Chris Sliz, Regional Government Services (RGS)

INTRODUCTION

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. Upon adoption it serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what a district plans to accomplish by selecting a rational course of action. This Strategic Plan (Plan) update incorporates an assessment of the present state of Las Gallinas Valley Sanitary District (District) operations; required gathering and analyzing information; goal setting; and making decisions for the future. Time has been taken to gather input from various sources to add to the veracity of the plans herein. The Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This Plan also identifies actions, activities, and planning efforts that are required to successfully accomplish the goals identified.

DEFINITIONS

1. **Mission Statement:** A declaration of an organization's purpose, why the organization exists. Ideally, all activities of the District should be in support of the Mission Statement.
2. **Vision Statement:** A statement that articulates where the organization would like to be over the term of the Plan. It should outline important aspects of the organization as described within the planning term. The Vision should create strategy and tactics in order to be met.
3. **Core Values:** Guides what we value when faced with options and alternatives for our future. We use these as decision filters each time we make decisions as a District.
4. **Strategic Goals:** Strategic Goals are specific and measurable activities or targets that address changes the District is pursuing in the next 3 – 5 years. Day-to-day actions and projects that are routinely part of District operations are not included in the Strategic Plan.

PLAN DEVELOPMENT AND ON-GOING PLANNING PROCESS

In 2018, the Board of Directors retained Regional Government Services (RGS) to facilitate and coordinate this Strategic Plan development. The strategic planning process was designed to maximize participation of both Board and Staff. At a series of workshops the following items were discussed: mission statement, vision statement, core values, District accomplishments, strengths, weaknesses, opportunities and threats, current and future issues and important future projects.

Board and staff workshops were held over the course of approximately eight weeks following the process outlined in Appendix One. The 2018 update expanded the participants to include all District staff pursuant to a recommendation in the 2017 FutureSense Employee Climate

Report. The intent of the work flow was to take advantage of both Board and Staff expertise: the Board's vision of the future and responsiveness to the needs of the community and the staff's expertise in operations that is instrumental in developing a strategic plan that is achievable.

A key part of an enduring Strategic Planning process is to conduct a periodic review and update of the Plan. These reviews allow for maintenance of the Plan so that it reflects the actual progress, current operational conditions and needs of the District. Over the next 3 – 5 years the District will pursue a number of strategic goals, by far the most important goal is the Secondary Treatment Plant Upgrade and Recycled Water Expansion project. As a result, this Strategic Plan focuses on specific District goals rather than day-to-day operations.

A three to five-year planning horizon is maintained. This document represents the updated plan prepared in September 2018 facilitated by Regional Government Services (RGS).

The Board is responsible for establishing the strategic direction for the organization by identifying key strategic goals. District staff is responsible for the operational implementation of the work plans that will lead to the accomplishment of the goals.

MISSION STATEMENT, VISION STATEMENT, CORE VALUES

Our Mission

The Mission of the Las Gallinas Valley Sanitary District is to protect public health and our environment, providing effective wastewater collection, treatment, and resource recovery.

Our Vision

Recognizing that sanitation and wastewater treatment is vital to protecting the public health, the District will:

- 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.

Our Core Values

- Protect Public Health and the Environment.
- Provide High Quality Customer Service.
- Use Public Funds Responsibly.
- Maintain a Safe, Challenging, Positive Workplace.

STRATEGIC GOALS

Strategic Goals represent the vital areas of the District's operation, planning, and management over the next five years. Strategic goals are derived from the Mission and Vision statements of the District and take into consideration the changes, opportunities and challenges facing the District in the next three to five years. They are supported by key dates and actions that support the accomplishment of the Strategic Goals. The Department that holds the key responsibility for goal achievement is identified for each goal as well as those Departments who will provide assistance, information and advice.

The Strategic Goals are:

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

An upgrade of the Secondary Treatment Plant and Recycled Water Expansion has been in the planning phase for a number of years. Facility construction is by far the most urgent and important goal for the District in the next 3-5 years. The new facilities are intended to reduce primary sewage blending, reduce effluent metals and other contaminants and increase recycled water production to reduce discharge to the bay.

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

A job description update is already in process. Periodic classification and compensation reviews will inform future labor agreement negotiations and ensure the District remains competitive as an employer.

Goal 3: Support Wildlife Habitat

The District Reclamation Maintenance plan will be updated to maintain Regional Water Board compliance and enhance opportunities for public participation and education.

Goal 4: Real Property Management

The District's real estate interests and utilization will be placed in a database that will be utilized to optimize and protect the use of District property.

Goal 5: Perform Organizational Analysis for All Organizational Elements of the District and update the Organization Chart.

An analysis of the organizational structure and staffing requirements will be conducted to maintain an effective and cohesive workforce.

Goal 6: Continue Lateral Program

The District program for Private Sewer Lateral Rehabilitation Assistance which allows property owners within the District to replace their laterals with an advance from the District will be continued and the District's lateral specifications and ordinance will be updated in cooperation with adjacent agencies to reduce I&I.

Goal 7: Perform Rate Analysis and Consider Rate Increase

2015 Rate study and plan remains valid through FY 2019/2020. An updated plan is needed to assure financial stability and to fund future projects.

Goal 8: Seek Appropriate Grant Funding

The District has successfully secured federal and state grant funding in the past and will continue to pursue grant funding for future projects.

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

The Emergency Response Plan and Force Main Study will be reviewed and revised to pursue a zero spill/zero waste vision.

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

A review of security needs will be conducted and a plan developed to provide security at all levels (cyber security as well as physical security) to protect facilities, finances and workforce.

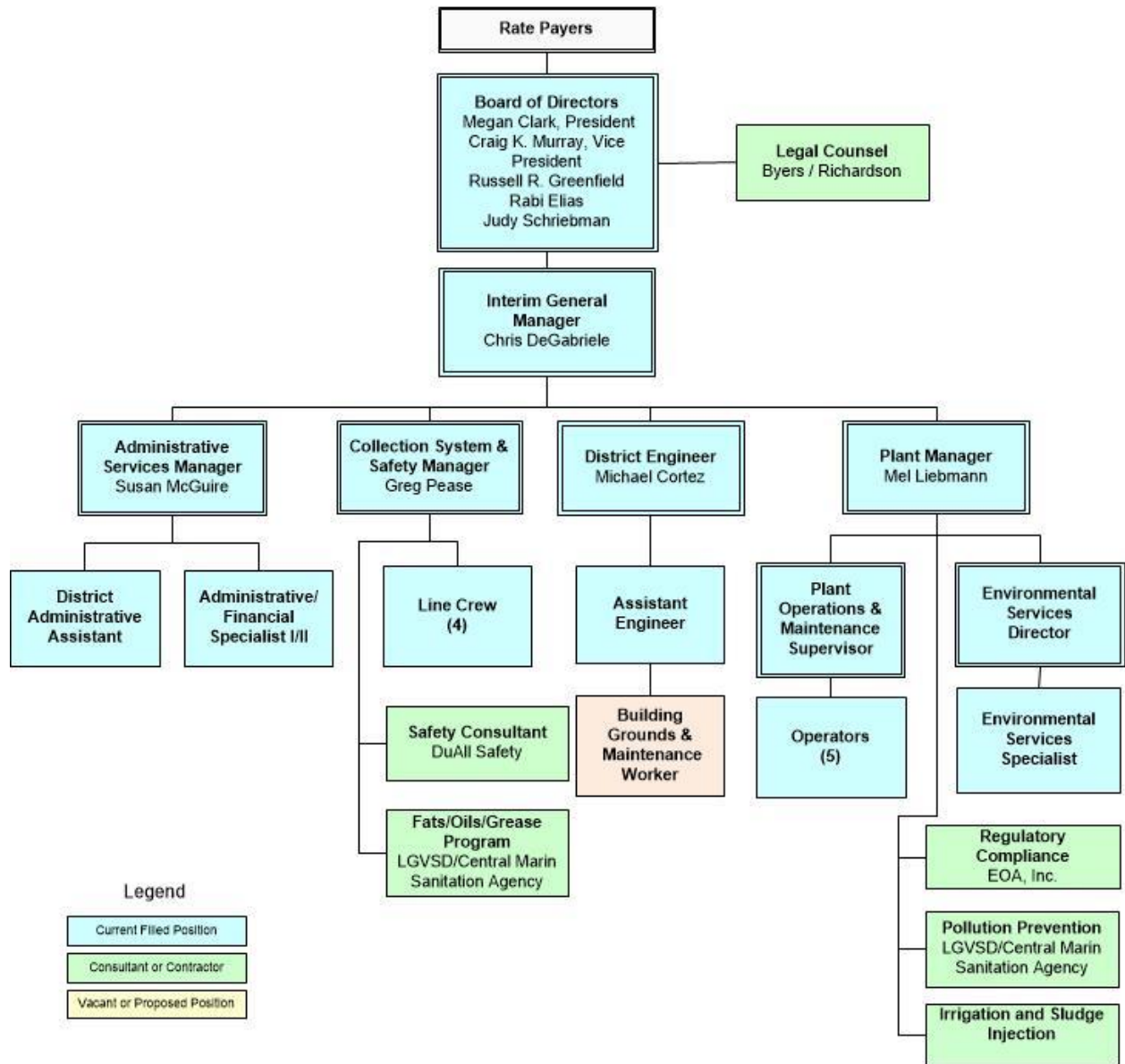
Goal 11: Biosolids Program, Optimize Energy and Achievement of Carbon Neutrality

The District will continue to engage in practices that utilize emerging technologies to reduce its carbon footprint and leverage benefits from those practices where possible

Goal 12: Awards and Recognition

The District will continue to pursue recognition for excellence from the state, and professional associations.

ORGANIZATION CHART



GLOSSARY OF TERMS AND ACRONYMS

In order to help the reader better understand the terms and abbreviations used in this document, management is providing a list of acronyms and their definitions.

ACRONYM	FULL NAME	DEFINITION
CSRMA	California Sanitation Risk Management Association	A joint powers authority which provides broad coverage and risk management services to its members who are primarily local government agencies that provide water and wastewater services.
CWEA	California Water Environment Association	A not-for-profit association of 9,000-plus professionals in the wastewater industry. We are committed to keeping California's water clean. We train and certify wastewater professionals, disseminate technical information, and promote sound policies to benefit society through protection and enhancement of our water environment.
FOG	Fats, Oils and Grease	Substances than can cause overflows of sanitary sewer systems if not disposed of properly.
GIS	Geographic Information System	A system designed to capture, store, manipulate, analyze, manage, and present all types of geographic data.
GFOA	Government Finance Officers Association of the United States and Canada	An organization with a mission to enhance and promote the professional management of governments for the public benefit.
GWC	Gallinas Watershed Council	A group of concerned citizens who live and work in Las Gallinas Valley and are committed to using the Watershed Approach to protect and manage the environment.
I&I	Infiltration and Inflow	Infiltration is groundwater entering sanitary sewers through defective pipe joints and broken pipes. Inflow is water entering sanitary sewers from inappropriate connections such as roof drains, cellar drains, and yard drains.
LAFCO	Local Area Formation Commission	Political subdivisions of the State of California and provide regional growth management services in overseeing the formation and development of local governmental agencies in all 58 counties

ACRONYM	FULL NAME	DEFINITION
MCWS	Miller Creek Watershed Stewards	A group of concerned citizens that desired to establish a community based group that plays a role in determining the future of the Miller Creek Watershed.
MGD	Million Gallons per Day	Measurement unit used for calculating volume of wastewater treated at the plant.
MMWD	Marin Municipal Water District	Water agency for Marin County serving areas south of Ignacio.
NBWA	North Bay Water Reuse Authority	A coordinated regional group of water and sanitation agencies in Sonoma, Marin, and Napa Counties to offset potable water demand by promoting water reuse for agriculture, urban, and environmental uses.
NMWD	North Marin Water District	Water agency for Marin County serving areas north of Ignacio and some coastal communities.
Point Blue	Point Blue Conservation Science	Point Blue Conservation Science, founded as the Point Reyes Bird Observatory (PRBO), is a California-based wildlife conservation and research non-profit organization.
OSHA	Occupational Safety and Health Administration	An agency of the United States Department of Labor whose mission is to "assure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance".
SCADA	Supervisory Control and Data Acquisition Systems	A type of industrial control system. Industrial control systems are computer-controlled systems that monitor and control industrial processes that exist in the physical world
SSMP	Sewer System Management Plan	A report that documents a program to properly operate and maintain a sanitary sewer system.

ACRONYM	FULL NAME	DEFINITION
STRAW	Students and Teachers Restoring a Watershed	The STRAW Project coordinates and sustains a network of committed teachers, students, restoration specialists, landowners and managers, and other community members to implement a minimum of 40 planting days annually on “shovel-ready” habitat restoration projects in most watersheds within the North Bay BAIRWMP region. STRAW supports teachers from the North Bay, East Bay and West Bay BAIRWMP regions in conducting project-based environmental education curriculum. STRAW features professionally designed and implemented habitat restoration projects integrated with an innovative and time-tested education program that provides water quality benefits, habitat improvement and positive impacts on economic, social and environmental sustainability.

Appendix 1

Work Plan**July 25, 2018, Management Team**

- Overview and planning

August 3, 7 – 9 a.m. Staff Kick-off

- The strategic planning process and timeline
- Future regulatory changes
- Finances and financial projections
- Accomplishments from the last strategic plan

August 24, 8:30 – 11:30 Board Kick-off

- The strategic planning process and timeline
- Future regulatory changes
- Finances and financial projections
- Accomplishments from the last strategic plan
- Review and update vision and mission

September 7, 7 – 9 a.m. Staff Meeting

- Review results of Board vision and mission update – give input re: key items
- Perform SWOT (strengths, weaknesses, opportunities and threats) analysis

September 14, 8 – 12 Board Meeting

- Review employee feedback on vision and mission – determine if additional changes are necessary - finalize
- Conduct SWOT (strengths, weaknesses, opportunities and threats) analysis with Board
- Compare results of Board SWOT with results of employees SWOT
- Discuss differences/similarities
- Identify key strategic goals for the next 5-year period covered by the strategic plan

September 19 and 21, 7 – 11, Staff Meeting

- Review strategic goals defined by the Board
- Break strategic goals into smaller annual objectives
- Begin development of work plan to address key strategic goals

Board Meeting

- Present plan for Board approval

Appendix 2

Accomplishments Since the Last Strategic Plan Update

Accomplishments Identified by the Board

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

Accomplishments Identified by Staff

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

Appendix 3

Strengths, Weaknesses, Opportunities and Threats Identified by the Board

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

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

Strengths, Weaknesses, Opportunities and Threats Identified by the Staff

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

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

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

Appendix 4

Work Plan

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

Leads Responsible: General Manager and Engineering
Assist: Operations and Administration

Key Dates and Actions

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

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

Lead Responsible: Administration

Assist: All Departments

Key Dates and Actions

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

Goal 3: Support Wildlife Habitat

Leads Responsible: General Manager and Operations

Key Dates and Actions

<u>Dates</u>	<u>Actions</u>
November 2018	Meet with Regional Water Board and obtain extension to submit plans.

March 2019 Hire consultant (ensure compliance). Review and revise reclamation maintenance plan – maintain regular Board compliance
 Include Straw, Audubon and other stakeholders in process

January 2019 Progress report to Regional Board

Goal 4: Real Property Management (in process)

Lead Responsible: Engineering

Assist: Operations and Collections

Key Dates and Actions

Key Dates

Actions

June 30, 2019

Restart process

Revisit the system R.P.M scope and timeline

Determine outside resources for assistance in gathering documents (e.g. Nute Engineering, County of Marin, Title Companies)

Report to Board with documentation required for maintenance

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

Lead Responsible: General Manager

Assist: Managers/Supervisors from all Departments

Key Dates and Actions

Key Dates

Actions

Calendar year 2019
 recommendations

Identify and select consultant to perform analysis and make

Evaluate timeline

End of Calendar

Present recommendation to the Board

2019

Feed new positions into the rate review (Goal 7)

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

Goal 6: Continue Lateral Program (in process)

Leads Responsible: Collections and Administration

Assist: Engineering

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
January 2019	Pass ordinance / approve specifications Conduct public hearing
On-going	Evaluate funding for assistance program
January 2020	Evaluate enforcement for non-compliance

Goal 7: Perform Rate Analysis and Consider Rate Increase

Lead Responsible: Administration

Assist: All Departments

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
Fall 2019	Determine whether to outsource or perform internally Comply with Prop 218 timeline and requirements Conduct 5 year Capital Plan update Conduct public outreach
June 30, 2020	Adopt

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

Goal 8: Seek Appropriate Grant Funding

Lead Responsible: General Manager and Administration

Assist: Engineering and Operations

Key Dates and Actions

<u>Key Dates</u>	<u>Actions</u>
FY 19/20	Hire outside entity to identify and submit grants and conduct follow-up reporting and compliance Develop plan for pursuit of grants

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

FY 21/22

Bi-annual evaluation to determine effectiveness

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

Leads Responsible: Operations and Collections

Assist: Engineering

Key Dates and Actions

Key Dates

Actions

Review emergency response plan for each facility – Identify gaps

Identify potential spill locations for key areas

January 2020

Locate, review and revise Force Main Study

Develop procedures

Develop implementation plan

Estimate cost of implementation

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

Lead Responsible: Operations

Key Dates and Actions

Key Dates

Actions

Review existing security and develop scope of work

Identify future needs

Determine cost—get funding

Beginning of 2020

Plan implementation (roll-out)

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

Lead Responsible: Operations

Key Dates and Actions

Key Dates

Actions

In Process

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

Learn about LCFS calculator

On-going

Report to Board

Consider Engineering Review/Registration

Identify credit purchasers and enter into agreements

Determine funding requirements (grants?)

2023

Measure carbon foot print

Goal Twelve: Awards and Recognition

Lead Responsible: General Manager

Assist: All Departments

Key Dates and Actions

Key Dates

Actions

Talk to Engineering Consultants and Professional Organizations regarding potential recognition for project

Annually review awards list with staff and apply for awards as appropriate



Consent _____
Staff/Consultant Reports _____
Agenda Item 3A5
Date October 11, 2018

Agenda Summary Report

To: Board of Directors
From: Chris DeGabriele, PE, Interim General Manager
Mtg. Date: October 11, 2018
Re: Update on FutureSense Recommendations from 2017 Employee Climate Report

BACKGROUND:

The June 28, 2018 Board meeting agenda included an information item from Sheila Repeta (FutureSense) updating the Board on Recommendations from the 2017 Climate Report (Attachment 1). At that time 9 of the 12 FutureSense recommendations had been addressed.

One of the FutureSense recommendations (#12) was “for the Board to take some dedicated training and invest in education on governance practices relating not just to effective operations, but effective governance practices of human capital management.” I requested FutureSense review the curriculum from the Special District Leadership Academy (SDLA) Conference recently attended by 3 LGVSD Board members (Clark, Elias, Schriebman, Attachment 2) to determine if this training met the criteria to fulfill recommendation #12. The reply from FutureSense (Jim Finkelstein, email included as Attachment 3) advises that the SDLA “curriculum fits the need identified in recommendation 12 and you should encourage all other Board members to attend the conference and this session next time it is offered.”

Thus I believe that 10 if the 12 FutureSense recommendations from the 2017 Climate Report have now been addressed and I recommend that other LGVSD Board members attend the SDLA Conference next scheduled for April 7, 2019 in San Diego or July 7, 2019 in Napa.

STAFF RECOMMENDATION:

The Board of Directors concur with FutureSense review of SDLA Conference curriculum and that other Board members attend the conference. Once all Board members have attended, a Board workshop should be held to collectively review the material.

FISCAL IMPACT:

TBD once conference attendance is scheduled.

PERSON TO BE NOTIFIED:

N/A

memo

Attachment 1

Las Gallinas Valley Sanitary District

To: Board of Directors
From: Sheila Repeta
CC: Chris DeGabriele, Susan McGuire
Date: June 19, 2018
Re: Update on Recommendations from 2017 Employee Climate Report

Comments: This provides the board an update on the actions taken in response to the recommendations from the 2017 Employee Climate Report conducted by FutureSense.

Recommendation 1: Harassment Training for All Employees

- *Action:* On January 31, 2017 all staff and managers went through a 2-hour harassment training provided by Liebert Cassidy Whitmore.

Recommendation 2: GM and/or Key Leader Coaching

- *Action:* In conjunction with *Recommendation 9* (Build a Leadership Model), all key leaders have undergone a 360 review from their peers, staff, and supervisor and have received 90-minutes of 1:1 coaching. In addition, each manager and/or supervisor has created an individualized action plan to improve their leadership skills.

Recommendation 3: Energize Staff in Strategic Plan

- *Action:* Board is planning a strategic plan update including participation with staff.

Recommendation 4: Staff & Leadership Communication Training

- *Action:* Beginning in mid -February 2018 and concluding in late May, all staff participated in a series of 5 communication trainings with consultants from Regional Government Services. RGS sessions included:
 - Communication Basic Principles
 - Giving/Receiving Feedback
 - Communication Styles
 - Conflict Resolution
 - Tailoring Your Message



-
- Review of Topics Covered

Recommendation 5: Staff Newsletter from Board

- *Action:* TBD

Recommendation 6: HR Audit of Roles & Responsibilities

- *Action:* In the Spring of 2018, an HR audit was conducted with FutureSense to identify who is responsible for transactional, tactical, and strategic HR responsibilities.

Recommendation 7: Re-evaluate the HR Reporting Structure & Redefine Responsibilities

- *Action:* After the audit was completed, a comprehensive responsibility matrix for all HR practices was completed identifying key stakeholders and who is responsible, accountable, consulted, and/or informed for HR practices.

Recommendation 8: Develop an HR Scorecard to Inform the Board

- *Action:* A scorecard has been developed for HR to provide feedback to the HR Subcommittee or the board to monitor the current state of HR operations.

Recommendation 9: Build Leadership Model

- *Action:* Using the feedback from staff and managers, a leadership model with behavioral criteria was established for the managers and supervisors (leaders) of LGVSD. Managers and supervisors participated in a 360-review process and were provided feedback on their scores [see note on Recommendation 2]. Each leader also participated in a coaching session and created a leadership action. Additionally, interview screening questions based on the model have been created and provided to the GM and ASM to use for screening candidates for managerial or supervisory roles in the future.

Recommendation 10: Repeat Employee Climate Survey

- *Action:* The board should consider running an employee climate survey again in the future and should continue to do so at regular intervals to monitor the state of employees in the future on an annual or semi-annual basis.

Recommendation 11: Review General Manager Performance Review Process

- *Action:* The performance review process and template should be reviewed. The current GM will be asking for ASM and staff feedback to update the form and ensure that there is feedback from multiple sources to inform the review process.

Recommendation 12: Governance Training for Board

- *Action:* To be determined by the board. Several Board members are scheduled to attend the Special District Leadership Academy Conference in July.



CSDA's 2018
**Special District
Leadership Academy Conference**

Attachment 2

Sunday, July 8

5:30 – 7:00 p.m.
REGISTRATION AND NETWORKING RECEPTION
LOCATION: THE TERRACE
Sponsored by the California Special Districts Alliance



Monday, July 9

8:30 a.m. – 12:30 p.m.
BUILDING A FOUNDATION FOR GOOD GOVERNANCE
David Aranda
LOCATION: CHARDONNAY
Break for all attendees from 10:00 – 10:30 a.m.



12:30 – 1:30 p.m.
NETWORKING LUNCH
*Sponsored by the Special District
Leadership Foundation*
LOCATION: ATRIUM

1:45 – 4:30 p.m.
FULFILLING YOUR DISTRICT'S MISSION-
CHARTING THE COURSE
Brent Ives, BHI Management Consulting
LOCATION: CHARDONNAY
Break for all attendees from 3:00 – 3:30 p.m.

5:30 – 7:00 p.m.
SIP AND SAVOR EVENING RECEPTION
LOCATION: THE TERRACE



*Sponsored by Special District Risk
Management Authority*

Tuesday, July 10

8:30 – 10:00 a.m.
DEFINING BOARD AND STAFF ROLES AND RELATIONSHIPS, PART 1
Jack Hughes, Liebert Cassidy Whitmore
LOCATION: CHARDONNAY

10:00 – 10:30 a.m.
BREAK FOR ALL ATTENDEES

10:30 a.m. – 12:00 p.m.
DEFINING BOARD AND STAFF ROLES AND RELATIONSHIPS, PART 2
Jack Hughes, Liebert Cassidy Whitmore
LOCATION: CHARDONNAY

12:00 – 1:00 p.m.
NETWORKING LUNCH
LOCATION: ATRIUM

1:15 – 4:00 p.m.
GET THE WORD OUT! BEST PRACTICES FOR COMMUNICATION AND OUTREACH
Marty Boyer, Communication Advantage
LOCATION: CHARDONNAY
Break for all attendees from 2:45 – 3:00 p.m.

OPEN EVENING

Wednesday, July 11

8:30 a.m. – 12:00 p.m.
SHOW ME THE MONEY! WHAT DO BOARD MEMBERS NEED TO KNOW ABOUT
DISTRICT FINANCES?
David Becker, James Marta & Company LLP, Certified Public Accountants
LOCATION: CHARDONNAY
Break for all attendees from 10:00 – 10:15 a.m.

12:00 p.m.
GRADUATION – CERTIFICATE DISTRIBUTION
LOCATION: FOUNTAIN COURT

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WELCOME

DEFINING BOARD AND STAFF ROLES AND RELATIONSHIPS

Agenda for the Day

- The Board's Role and Responsibilities in HR
- Overview of HR Issues Impacting Your District
- Evaluating the General Manager

The Board's Role and Responsibilities in HR

What Does a Board Member Need to Know?

- History of the district. *Labor relations history / staff*
- Understand the physical and economic limitations of the district. *labor/union negotiators*
- Human resources policy is a board responsibility, not an individual activity.
- Understand the district's human resources policies, past practices, and procedures.

"For cause" employees vs "at will" employees *[probationary period + mgmt]*

Why is the Board's Role in Human Resources ^{*critical*} Important?

- It shapes workplace culture at the district:
 - Defines the kind of place the district is as either a positive work environment or a negative, repressive place to work.
 - Establishes a framework of expectations.
- Helps ensure compliance with HR rules and regulations, and HR related laws.
- Ensures a stewardship role for the board. *HR.*

pd: holding mgmt responsible for Board's policy

*Administrators responsible for dealing w/
poor behavior @ every level*

What is the Board's Role in HR?

To be an HR policy maker:

- By developing HR policies based upon board values.
- To focus on the "what" and not the "how" of HR.

Not Administration. Set the standard

*Strong philosophy & legally compliant
Be sure policies are enforced & followed*

*Ex: succession planning as long term
strategy applied by GM, other mgmt.
employees*

SCLA CSAA
Central States
University Alliance

SLIDE 7

*Show up & talk to employees from time to time
A presence to see what's going on; Day to Day
functionality*

What is the Board's Role in HR? (CONTINUED)

Board members learn the "what" by:

- Board member orientation.
- Meeting the staff. *Mingling not fact finding*
- Reading key district documents.
- Touring district facilities.
- Talking to the public.

*Business "need to know" re: any
employee complaint*

*Do District-wide Employee survey
Safety Picnic w/ Board in vte*

SCLA CSAA
Central States
University Alliance

SLIDE 8

** Acknowledge the GM when going to talk
to staff - heads up & closing them in*

What is the Board's Role in HR? (CONTINUED)

To know what NOT to do in personnel issues:

- There should be no direct intervention by a board member into day-to-day personnel issues.
- If board member becomes aware of an issue, the board informs the general manager of the issue and then holds the general manager accountable, for appropriately managing the issue.

What is the Board's Role in HR? (CONTINUED)

To know district HR philosophy and to be able to talk about it.

- Learn HR policies from:
 - *District policy manual.*
 - *Job descriptions.*
 - *Employee handbook.*
 - *New hire employee packet.*

need to review all this

Can then make suggestions on GM/HR updating policies

What is the Board's Role in HR? (CONTINUED)

- To ensure HR policies are consistent with the district philosophy and mission statement.
- To ensure HR policies are updated.
- To ensure the adoption of new HR policies.

Labor Relations Law is grey -
Risk management is overriding strategy
And things change

What is the Board's Role in HR? (CONTINUED)

- To set clear expectations so the GM and staff can implement HR policies according to law and district goals.
- To ensure your district has appropriate systems of due process in place. *to ensure/enforce employee rights.*
- To approve a compensation policy and review it regularly. *what is our policy philosophy? Reviews how that process works.*

Discipline section = multi-step due process procedure - Arbitration does a mini-trial. Costly; often split decision. *use Admin Law judges instead*

Overview of HR Issues Impacting Your District

Determining the HR Health of the District

Class Exercise:

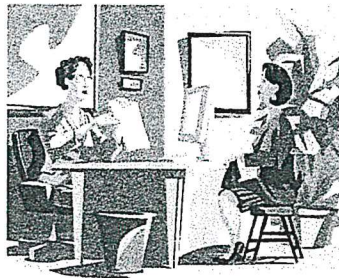
- Come up with "red flag" indicators of a problem in the HR environment.
- Come up with the positive indicators of a healthy HR environment.

Red flag Neg: *grievances against GM; seeing staff @ mtgs; public comments, personnel turnover, complaints, poor attendance; conflict in RSPs. Attendance @ work. Long labor agreements w/ people's names attached to the sections. Always promoting from inside or never doing so. Surge in safety issues.

Healthy = GM's actively instigating mingling confidential GM - annual employee survey - All hands mtgs quarterly - if employees free to talk - labor leaders call HR to work things out together = level of trust -

Establishing a Positive Human Resources Culture

- Why is this important to a board member?
- What does a positive HR culture look like?



SELA
CASA
Central Oregon
University Academy

SLIDE 15

Why Have a HR Board Philosophy?

Public Service as Value goal

- To get top quality personnel.
- To hire people with strong integrity.
- To offer training and employee support.
- To have a competitive pay schedule.
- To be proactive in problem solving.
- To ensure employees are customer service oriented.
- To function as team players.

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Supervisory skills - leadership. Lead sets the example. Not the boss but the coach of the players. Teach how to avoid problems - not focus on mistakes & criticism - mentoring + modeling.

An HR Board Philosophy Requires an Understanding of HR Issues

- Employment Terms and Definitions
 - Salaries and Benefits *Hourly wage not salary*
 - Support and Advancement
 - Working Environment [NOT DRAMA]
 - Disciplinary Procedures
 - Confidentiality and Legal Requirements
- Fair Labor Standards Act*

Do You Know These HR Employment Terms?

- Job Announcement/Job Advertisement *& why you should work for vs*
- Application, Screening, and Hiring Process *Need to screen the Q's Legally*
- Pre-employment Physical - after an offer of employment / *Drug Testing*
- Fitness for Duty Exam - *only w/ people we've hired of no personal health info*
- Reasonable Accommodation/Interactive Process *[ADA empowering tool]*
- Probationary Period - *Last step of hiring process - (6-12mo) (probation)*
- At-Will Employment
- For Cause Employment
- Performance Evaluations
- Disciplinary Action
- Promotions/Demotions *[Pay Reductions/Suspensions]*

Rules are heavily regulated.
Background checks are "credit" checks -
Have to explain what the background check is for
to the applicant's final candidate(s) -

tolerance as it impacts someone's ability to do the job - 3A5.14

*Law enforcement
OR safety issue
Driving, sewage
TX; do it for
everyone +
late in the
hiring process*

Do You Know These HR Salary and Benefit Concepts?

- Competitive Salaries and Benchmarking
- Recruitment and Retention
- Performance Based Periodic Reviews *To help enforce the coach/ team player POV.*
- Job Modifications
- Public Records *6254 govt code Exceptions to PRA*
 - Personnel records exemption.
 - Disclosure of salaries and benefit packages.
- Retirement and Pension Plans

Do You Know Disciplinary Terms?

- Progressive Discipline *Punishment fits the crime but we try to encourage good behavior, lower level*
- Just Cause *(one & done - auto termination) disciplinary tools.*
- Performance Improvement Plan
- Due Process Rights ("Skelly Rights") *How to give lawful Due Process [4#] to employee; you will have these rules; in employee handbook*
- Appeal Procedures
- Confidentiality Rights *→ stringent expectations + tracking procedures. Documented + verbal notification.*

"For Cause" job is a piece of property legally. Can't take it away w/o documentation

No Right is absolute.

State and Federal Laws that Impact HR

- The Meyers–Milius–Brown Act (MMBA) *Labor Negotiations Law*
- The Public Employees Relations Board (PERB)
- The Fair Labor Standards Act (FLSA)
- Fair Employment and Housing Act (FEHA)/Title VII
- FMLA/CFRA Family Medical Leave Laws *Unpaid leave*
- Pregnancy Disability Leave Law (PDL) *16 weeks paid leave*
- Paid Sick Leave Law (PSL) *3 days*
- Confidentiality in Medical Information Act (CMIA) *HIPPA = Fed; (CMIA is CA)*
- Public Employee Retirement Law (PERL)/'37 Act (CERL)
- The Brown Act
- Public Records Act

Legal Trainings that Impact HR

- AB 1234 – Ethics/Conflicts of Interest Training
- AB 1825 – Supervisor Harassment Training
- AB 1661 – Elected/Appointed Officials Harassment Training

Labor Negotiations and HR Issues

What do these terms mean?

- *Collective Bargaining Units*
- *Meet and Confer Processes* - Negotiations - Legal Standards
- *Labor Contracts* → Individual contract
- *"Memorandum of Understanding"*
- *Unrepresented Employees Compensation Resolution*
developed by Staff/Board

What is the Board's role in the process? *Closed session discussion*

Litigated HR Areas:

- Termination of Employment
 - Documentation of performance deficiencies; progressive discipline.
- Harassment and Discrimination = *non-job related/extra-curricular bad behavior*
= *job related decisions*
 - Must have and enforce policy, and complaint and investigation procedure; provide prevention training.
- Disability Accommodation (ADA/FEHA)
 - Must engage in interactive process to determine reasonable accommodation.

Don't cut people loose until we do an investigation

Litigation HR Areas (CONTINUED)

*suggests
FLSA audit every 2-3 years*

- Overtime (FLSA)
 - Must ensure overtime-eligible employees are not performing “off-the-clock” work.
- Unfair Labor Practices (MMBA)
 - Must meet and confer with represented bargaining units before changing wages, hours, and working conditions.

Prevention, Prevention, Prevention

Avoid lawyers

Professionalism

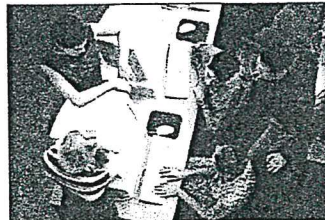
- Zero tolerance for inappropriate behavior (e.g. harassment, bullying, etc.)
- Professionalism and respect at all times.
- Empower management to hold staff accountable.
- Performance evaluations on a regular and timely basis.
- Supportive training for supervisors- performance management; “supervisor boot camp”
- Update personnel policies and forms.

Does Your HR Budget Support Training and Continuing Education?

- Additional Employee Job Training
 - Mandatory Training
 - Voluntary Training
- Encourage Employees to Attend New Educational Programs
- Funds for Staff to Attend Workshops
- Encourage Conference Attendance and Networking

How Can Board Members Affect the Workplace?

- Be a role model in the office and community.
- Be polite and friendly with staff.
- Visit departments that you seldom see.
- Start board meetings on time and be respectful to fellow board members and the general manager.



Organization Trouble Signals-aka "Indicators of an HR Problem"

Red flags → ask SM more probing questions

- Gaps in employee evaluations *reg. merit increases?*
- Morale problems
- Unrealistic expectations
- Lack of checks and balances
- Unusual events occur more regularly
- Lack of transparency
- Unclear goals and objectives

Why Should the Board Adopt HR Policies?

**TO PROTECT YOUR
DISTRICT!**

TO provide effective leadership

Why Should the Board Adopt HR Policies?

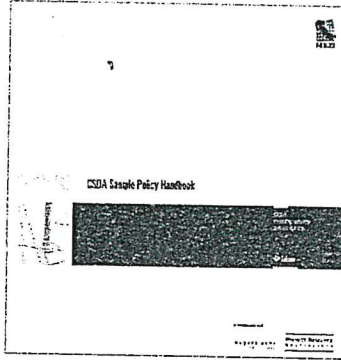
Your district should have updated HR policies that address:

- Discrimination, harassment and retaliation.
- Disability Reasonable Accommodation/Interactive Process.
- Leaves (including Paid Sick Leave, PDL, and FMLA/CFRA if applicable.
- Payment of Wages and Overtime
- Disciplinary Action
- Separation from employment.
- Equipment use.
- Email, Computer and Electronic Information System use.

Why Should the Board Adopt HR Policies? (CONTINUED)

- To keep your HR policies current.
- To be a knowledgeable board member so that you do not cross the proverbial line.
- To ensure that the policies are in line with the district's mission and goals.

CSDA Sample Policy Handbook



Evaluating the General Manager

p132
TOC of Sample
Policy handbook
Subscription
service for
updates

Evaluating the General Manager

How many of the agencies here today do a formal evaluation of the general manager?

AT LEAST
Annually

- If "no"...Why not?
- If "yes"...Why do you do it?

→ When hiring a new GM, when interviewing negotiating, ~~that~~ discussion of Board's expectations + a agreement on them - GM then brought back in for eval @ 30/60/90 days bc "we don't know what's going on in our district." Eval = time to ask if other employees are being evaluated. Frank discussion time. So do evals every quarter, to get in-depth discussion of how things are going.

SELA

SLIDE 35

Why Evaluate the General Manager?

Updates help everyone

- To improve the BOD-GM working relationship.
- To clarify BOD expectations of the GM. & vice versa.
- To check progress on goals set last year.
- To justify salary increases.
- To tell GM what he/she is doing correctly. or areas for improvement. For GM + Board -

SELA

SLIDE 35

To make decisions about contract

8/14/11
GM eval
Criteria

Criteria of the Evaluation Document

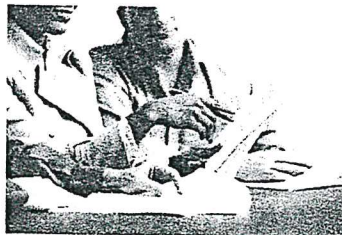
The evaluation should be based upon specific criteria:

- Relationship with the board
- Management skills and abilities
- Knowledge about community served
- Fiscal management
- Personal and professional attributes
- Community and public relations
- Effective leadership of staff
- Accomplishments

p143 ff
sample docs

Criteria of the Evaluation Document (CONTINUED)

- The board and general manager should agree on the criteria.
- There should be a specific timeline for the evaluation process.



2-3 Board mtgs to set criteria. Board talks just amongst themselves Bd Pres. compiles a list & finalize the eval. Does not need to be pushed.

Also send out form to employees to ^{submit} eval the G.M. & include that

Who Should Evaluate the General Manager?

The board of directors and the general manager in a three step process:

- Step #1: As "individual board members"
- Step #2: As the "entire board of directors"
- Step #3: As a "team" the board and GM

Evaluation Documents

Where can board members get evaluation documents?

- Board Member's own employment
- Professional services department at the library
- The general manager's professional organization
- Other agencies in same service area
- Board can write their own document

Common types of evaluation documents are:

- Numerical style
- Narrative style
- Combination of both

Additional Ways to Evaluate the GM

- Watch the general manager and the staff interactions within the office.
- Look for district “red flags.”
- Evaluate reports that come to the board.
- Look for general manager recommendations with agenda action items.

Principals of the Evaluation Process

- There should be “no surprises”
- The process should be “objective” (not “subjective”) and outcome based.
- The process is public but the evaluation content is private
 - The evaluation process must be established in advance, and formalized as a board policy.

Principals of Evaluation Process (CONTINUED)

- The process must be geared to measure the general manager's activities.
- The evaluation process is the responsibility of the entire board of directors and not individual board members.
- The evaluation document should be approved by both the board and general manager.

Question of the Day!

- What is the last step in a formal evaluation process?
- Conclusion:
 - If your district is using a GM evaluation process, the Leadership Academy applauds you.
 - However, if your district is not currently doing an evaluation, we strongly encourage your board to begin the process.

Summary

- The board has no direct intervention in personnel issues.
- The Board's role in personnel is that of a "policy maker".
 - The board focuses on the "what" of human resources and not the "how."
 - HR policies are value driven.

Reference Materials

HOW DOES THE BOARD DETERMINE THE HUMAN RESOURCES HEALTH OF ITS DISTRICT?

Red Flags

Negative or "red flag" indicators of the HR environment would be:

- Grievances— look at the quantity and type of grievances filed
- Rates of employee turnover
- Number of HR-related lawsuits
- Number of claims filed against the district, including worker's compensation claims
- Employee attendance issues

Positive Indicators

Positive indicators of the state of the HR environment would include:

- Compliance with industry staffing ratios
- Good employee retention rates
- Competitive salary and benefit packages
- Good applicant pools during recruitments
- General manager reports detailing strong HR activity

SKELLY RIGHTS

What is a Skelly hearing?

A "Skelly" is a hearing which must be provided to an employee prior to the imposition of discipline. Generally, Skelly's must be provided in the case of termination, demotion, suspension, reduction in pay and transfer with an accompanying loss in pay.

An employee's Skelly rights entitle the employee to due process consisting of:

- (1) notice of the intended disciplinary action;
- (2) a copy of all materials upon which the action is based (including material which was available for review by the individual responsible for imposing discipline, regardless of whether such information was, in fact, reviewed); and,
- (3) an opportunity to respond orally or in writing to an impartial reviewer prior to the effective date of the disciplinary action.

Pursuant to State Personnel Board Rule 52.3 an employee must be served with a Notice of Adverse Action at least five (5) days prior to the effective date. The "Skelly" Officer must have the authority to modify (or at a minimum recommend modification) of the adverse action.

What are my rights if the disciplinary action is not resolved as a result of the Skelly hearing?

Employees whose discipline is not resolved at the Skelly stage are entitled to an evidentiary hearing before an Administrative Law Judge employed by the State Personnel Board. The administrative hearing is very similar to a civil trial. The burden of proof rests with the agency to demonstrate there was just cause for the discipline as well as the appropriate penalty for such conduct. Each side has the right to conduct discovery, to make opening statements and closing arguments, to call and cross-examine witnesses, and introduce documentary and other evidence.

The accused employee also has the right to testify in his or her own behalf. At the conclusion of the hearing, the administrative law judge will prepare a proposed decision for consideration by the five (5) member State Personnel Board. The SPB need not accept the administrative law judge's decision and may make modifications consistent with the SPB Rules. The Board is also free to make changes relative to the penalty recommended by the administrative law judge or to reject the recommended decision and hear the case itself. Once any changes are made to the decision, the Board will adopt the decision as its own. Both the employee and the agency have the right of appeal to Superior Court if they are dissatisfied with the Board's decision.

Excerpt from the California Statewide Law Enforcement Association www.cslea.com/legal_faq.asp

Closed Sessions

The Brown Act recognizes that not all local agency business should be conducted in the open and provides limited exceptions termed “closed sessions” for sensitive matters such as litigation, security threats and certain personnel matters. If a matter is not listed in the Brown Act as an appropriate subject for a closed session, the matter must be discussed in public even if the subject is sensitive, embarrassing or controversial. In addition to the listing the permissible subjects for closed sessions, the Brown Act outlines how such matters should be agendized, and when and how the matters must be disclosed in an open meeting or otherwise made public.

Matters appropriate for closed session and applicable agenda description.⁶⁷

1. Public employment. A closed session may be held to appoint, employ, evaluate the performance of, discipline, or dismiss a public employee.⁶⁸ A closed session may also be used to hear specific complaints or charges brought against a public employee unless the employee requests a public session upon 24 hours’ advance written notice.⁶⁹ The applicable safe harbor agenda descriptions for these matters are:

PUBLIC EMPLOYMENT

Government Code section 54957

Title: (Specify description of position to be filled)

PUBLIC EMPLOYEE PERFORMANCE EVALUATION

Government Code section 54957

Title: (Specify position title of employee being reviewed)

PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE

Government Code section 54957

(No description is required.)

Note: The public employment exception only applies to “public employees.” This includes independent contractors that function as an officer or employee such as a contract general counsel or human resources officer. Discussions or action taken on persons other than employees (e.g., elected officials, appointed members of a committee, and independent contractors that do not function as an officer or employee) must be taken in open session unless there is another applicable exception such as potential litigation.⁷⁰



Compliance Tip

Interviews for appointments to district legislative or advisory bodies must be conducted in open session. While candidates for such positions cannot be compelled to stay outside the room where the interview is held while other candidates are being interviewed, most will comply with a request to do so.

As noted below, a legislative body may address compensation of an unrepresented employee, such as a general manager, under the labor negotiation exception.

Closed Sessions (continued)

Note: The personnel exception does not authorize action on proposed compensation in closed session, except for a reduction in pay as a result of proposed disciplinary action. Reviewing an employee's job performance and making threshold decisions about whether any salary increase should be granted is permissible for closed session, but any action concerning the amount of any salary increase must be held in an open session.⁷¹ As noted below, a legislative body may address compensation of an unrepresented employee, such as a general manager, under the labor negotiation exception.

2. Labor negotiations. A closed session is appropriate to discuss, with the agency's bargaining representative, salaries, salary schedules, fringe benefits, funding priorities and other matters within the statutory scope of employee representation for both represented (e.g., union or other recognized employee organization) and unrepresented employees (e.g., management). Final action must be taken in open session.⁷² The applicable safe harbor agenda description is:

CONFERENCE WITH LABOR NEGOTIATORS

Government Code section 54957.6

Agency designated representatives: (Specify names of designated representatives attending the closed session)

Employee organization: (Specify name of organization representing employee or employees in question)

or

Unrepresented employee: (Specify position title of unrepresented employee who is the subject of the negotiations)

Note: The Brown Act was recently amended to require an oral report in open session at the meeting where final action is to be taken that summarizes the recommendation for final action on the salary, salary schedule, or compensation paid in the form of fringe benefits of a "local agency executive" as that term is defined in Government Code section 3511.1 (e.g., management and department heads, including persons serving under an employment contract).⁷³ The intent appears to be to preclude placing such items on a consent calendar or similar action item that may involve no discussion of the matter.

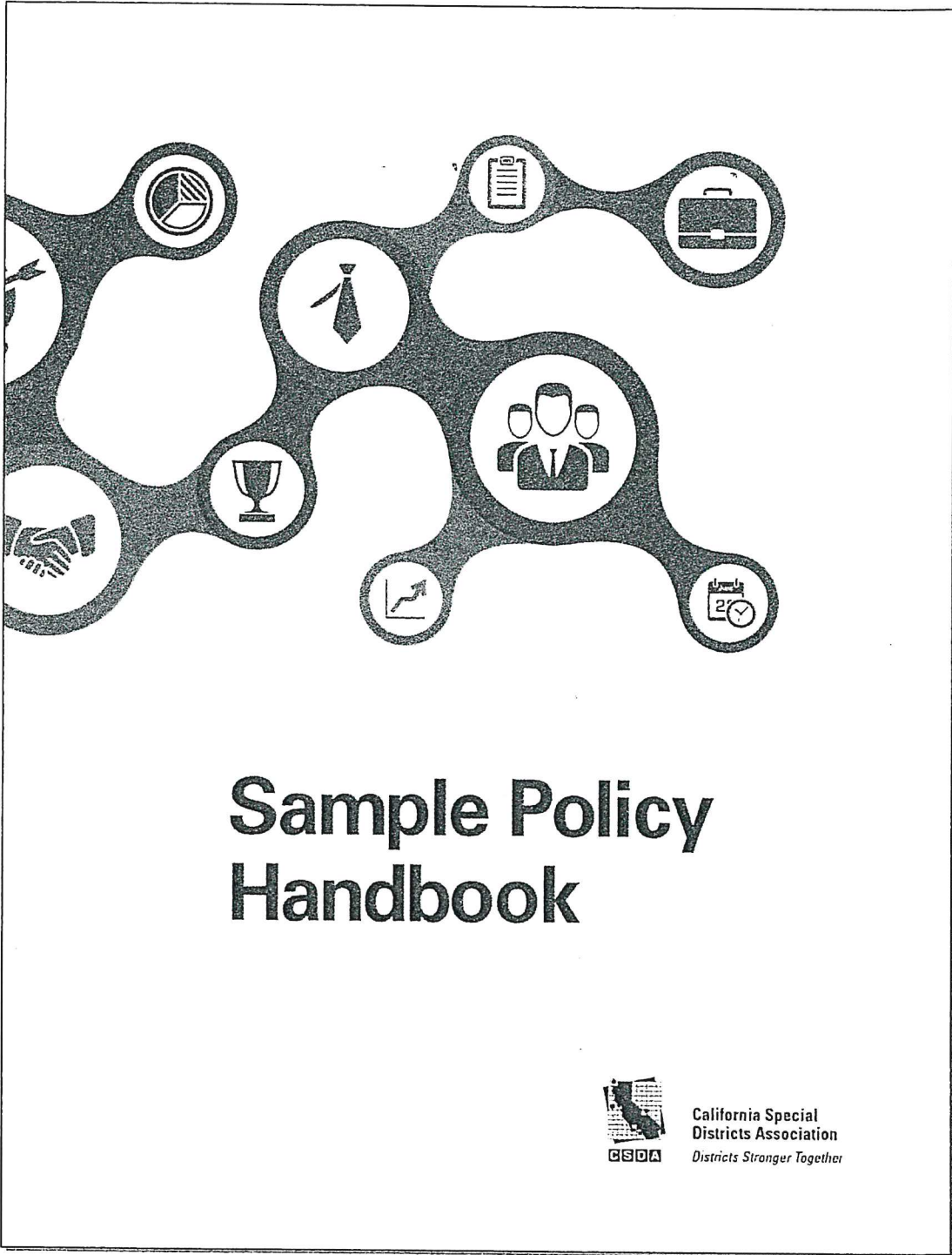
Sample Policies

SAMPLE HUMAN RESOURCES POLICY CHECKLIST

Does your board have the following policies established for your district?

SAMPLE HUMAN RESOURCES POLICY CHECKLIST

HR Policy Area	Does Policy Exist?	Is District in Compliance?	Is The Policy Current?
Discipline			
Separation/Termination			
Appeals			
Working Conditions			
Salary and Benefits			
Legal Issues			
Labor Issues			



Sample Policy Handbook


California Special
Districts Association
Districts Stronger Together



SECTION 1000

GENERAL

- Policy 1000 Adoption/Amendment of Policies
- Policy 1005 Association Memberships
- Policy 1010 Basis of Authority
- Policy 1015 Board Secretary
- Policy 1020 Board/Staff Communication
- Policy 1025 Claims Against the District
- Policy 1030 Code of ethics
- Policy 1035 Conflict of Interest
- Policy 1040 Correspondence to the Board
- Policy 1045 Legal Counsel and Auditor
- Policy 1050 Overview of the General Manager's Role

SECTION 2000

ADMINISTRATION

Section 2100

Financial Management

- Policy 2100 Accounts Receivable Policy
- Policy 2105 Asset Protection and Fraud in the Workplace
- Policy 2110 Budget Preparation
- Policy 2115 Credit Card Use
- Policy 2120 Employment of Outside Contractors and Consultants
- Policy 2125 Expense Authorization
- Policy 2130 Investment of District Funds
- Policy 2135 Purchasing
- Policy 2140 Receiving/Depositing Remittances
- Policy 2145 Records Retention
- Policy 2150 Reserve Policy

Section 2200

Inventory & Property Management

- Policy 2200 Disposal Surplus Property or Equipment
- Policy 2205 District Electronic Resources Policy and Procedures
- Policy 2210 Use/rental of District Facility

Section 2300

Risk Management

- Policy 2300 Emergency Preparedness
- Policy 2305 Emergency Response Guideline for Hostile or Violent Incidents
- Policy 2310 Workers' Compensation

Section 2400

Communications & Technology



-
- Policy 2400 Customer Relations
 - Policy 2405 Press Relations
 - Policy 2410 Public Complaints
 - Policy 2415 Social Media Use
 - Policy 2420 Webpage

SECTION 3000 PERSONNEL

Section 3100 Employment Practices

- Policy 3100 Accommodations for Disability
- Policy 3102 Demotion – Nondisciplinary
- Policy 3104 Disciplinary Action
- Policy 3106 Driver Training and Record Review
- Policy 3108 Drug and Alcohol Testing
- Policy 3110 Employee Information/Emergency Data
- Policy 3112 Employee Promotion
- Policy 3114 Employee Records
- Policy 3116 Employee Status
- Policy 3118 Equal Opportunity
- Policy 3120 Grievance Procedure
- Policy 3122 Hours of Work and Overtime
- Policy 3124 Letters of Recommendation
- Policy 3126 Nepotism
- Policy 3128 Payroll Deductions for Salaried Employees
- Policy 3130 Performance Evaluation
- Policy 3134 Recruitment & Hiring (waiting for it)
- Policy 3136 Separation from District Employment
- Policy 3138 Temporary Reclassifications
- Policy 3140 Unlawful Harassment
- Policy 3142 Whistleblowing Policy

Section 3200 Standards of Conduct

- Policy 3200 Dress Code & Personal Standards
- Policy 3205 Housekeeping
- Policy 3210 Outside Employment
- Policy 3215 Receipt of Gifts
- Policy 3220 Uniforms and Protective Clothing

Section 3300 Communications

- Policy 3300 Internet, E-Mail and Electronic Communications



Section 3400 Compensation & Benefits

- Policy 3400 Authorized Leave
- Policy 3405 Bereavement Leave
- Policy 3410 Catastrophic Time Bank
- Policy 3415 Compensation
- Policy 3420 Educational Assistance
- Policy 3425 Family and Medical Leave
- Policy 3430 Holidays
- Policy 3435 Jury Duty
- Policy 3440 Leave for Crime Victims and Family Members
- Policy 3445 Military Leave
- Policy 3450 Pregnancy Disability Leave
- Policy 3455 Rest & Meal Periods
- Policy 3460 Sick Leave
- Policy 3465 Time Keeping/Time Records
- Policy 3470 Time off for Children – School Activities
- Policy 3475 Time off to Vote
- Policy 3480 Unauthorized Voluntary Absence
- Policy 3485 Use of Make up Time
- Policy 3490 Vacations
- Policy 3495 Workers' Compensation Leave

Section 3500 Health, Safety & Security

- Policy 3500 Employee Assistance During Response to Emergency Situations
- Policy 3505 Health and Welfare Benefits
- Policy 3510 Illness and Injury Prevention Program
- Policy 3515 Smoke-free Workplace
- Policy 3520 Substance Abuse
- Policy 3525 Workplace Violence Prevention Policy

Section 4000 BOARD

Section 4100 Board of Directors

- Policy 4100 Attendance at Meetings
- Policy 4105 Committess of the Board of Directors
- Policy 4110 Duties of Board President
- Policy 4115 Ethics Training
- Policy 4120 Members of the Board of Directors



Policy 4125 Training, Education and Conferences

Section 4200 Board Meetings

- Policy 4200 Board Actions and Decisions
- Policy 4205 Board Meeting Agenda
- Policy 4210 Board Meeting Conduct
- Policy 4215 Brown Act Compliance – Open Meeting Requirements
- Policy 4220 Minutes of Board Meetings
- Policy 4225 Review of Administrative Decisions
- Policy 4230 Rules of Order for Conduct of Board and Committee Meetings
- Policy 4235 Types of Board Meetings



POLICY TITLE: Association Memberships
POLICY NUMBER: 1005

Purpose: This policy sets forth the rules for membership in associations and establishes who may represent the District.

1005.1 Appropriate Memberships. To take advantage of in-service training opportunities, the District may hold membership in industry related associations. Board Members and staff may attend meetings of national, state, and local associations directly related to the purposes and operations of the District. Decisions to continue, discontinue, or add new memberships shall occur through the annual budget process.

1005.2 Appointment of Representatives. The President shall appoint Board Members as representatives and alternates, as appropriate, to serve as contacts between the District, stakeholder groups, associations and others. The representatives and alternates shall report to the Board in a timely manner on their activities involving these associations. In some cases members may be allowed certain expenses for travel and membership in such associations. This shall be determined and approved by the full Board.

1005.3 District Manager Memberships. The President may designate the District Manager as the appropriate representative or alternate in connection with memberships in any association. The District Manager may designate those associations or industry specific organizations with which his/her association is necessary or desired.



POLICY TITLE: Conflict of Interest
POLICY NUMBER: 1035

1035.1 The Political Reform Act, Government Code §81000, et seq., requires state and local government agencies to adopt and promulgate conflict-of-interest codes. The Fair Political Practices Commission ("FPPC") has adopted a regulation (2 Cal. Code of Regs. §18730) which contains the terms of a standard conflict of interest code. It can be incorporated by reference and may be amended by the FPPC after public notice and hearings to conform to amendments in the Political Reform Act. The Board approved and adopted the FPPC's standard conflict of interest on [insert meeting date or year]. Therefore, the terms of 2 Cal. Code of Regs. §18730 and any amendments to it duly adopted by the FPPC are hereby incorporated by reference and, along with the attached Appendix , in which members of the Board of Directors and employees are designated, and in which disclosure categories are set forth, constitute the conflict of interest code of the [DISTRICT] District.

1035.2 Designated employees shall file statements of economic interests with the Clerk of the County of [name of county].



POLICY TITLE: Expense Authorization
POLICY NUMBER: 2125

2125.1 All purchases made for the District by staff shall be authorized by the General Manager [FINANCE DIRECTOR or other responsible managing employee], and shall be in conformance with the approved District budget.

2125.2 Any commitment of District funds for a purchase or expense greater than \$20,000.00 [or other appropriate amount] shall first be submitted to the Board of Directors for approval, or shall be in conformance with prior Board action and/or authorizations.

2125.3 A "petty cash" fund shall be maintained in the District office having a balance-on-hand maximum of \$200.00 [or other appropriate amount].

- a) Petty cash may be advanced to District staff or Directors upon their request and the execution of a receipt for same, for the purpose of procuring item(s) or service(s) appropriately relating to District business. After said item(s) or service(s) have been obtained, a receipt for same shall be submitted to the District Treasurer [FINANCE DIRECTOR, or other responsible managing employee], and any remaining advanced funds shall be returned. The maximum petty cash advance shall be \$50.00 [or other appropriate amount].
- b) No personal checks shall be cashed in the petty cash fund.
- c) The petty cash fund shall be included in the District's annual independent accounting audit.

2125.4 Whenever employees or Directors of the District incur "out-of-pocket" expenses for item(s) or service(s) appropriately relating to District business as verified by valid receipts, said expended cash shall be reimbursed upon request from the District's petty cash fund or by warrant request if needed. In those instances when a receipt is not obtainable, the requested reimbursement shall be approved by the General Manager [DISTRICT TREASURER, FINANCE DIRECTOR or other responsible managing employee] before remuneration. The District may establish a reimbursement request form and, if it does, no reimbursement will be made without submission of a request on that form.

2125.5 Requests for reimbursement to the District must have a good faith basis. Submission of a request for a reimbursement without such a basis shall subject the requestor to appropriate sanctions, up to and including termination of employment and referral to an appropriate law enforcement agency for prosecution.





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2125.5 Requests for reimbursement to the District must have a good faith basis. Submission of a request for a reimbursement without such a basis shall subject the requestor to appropriate sanctions, up to and including termination of employment and referral to an appropriate law enforcement agency for prosecution.



POLICY TITLE: Brown Act Compliance – Open Meeting Requirements
POLICY NUMBER: 4215

4215.1 The Brown Act. The Legislature adopted the Brown Act, commonly referred to as California's "Open Meetings Laws" in 1964. The Brown Act is contained in Government Code section 54950 et seq. The Brown Act is broadly construed and compliance is constitutionally mandated.

4215.2 Compliance with Brown Act. All meetings of the Board of Directors shall comply with the Brown Act.

4215.2.1 Meetings occur whenever the majority of the Board of Directors meets to discuss District business.

4215.2.2 Member of the Board includes newly elected and appointed officials prior to assuming office.

4215.2.3 All Board meetings shall be open and freely accessible to the public, including those with disabilities.

4215.2.4 Meetings through the use of intermediaries, serial communications, or emails are prohibited.

4215.2.5 The Board shall only take action during a properly noticed meeting.

4215.3 Committees. Committees created by formal action of the Board shall comply with the Brown Act

Sample General Manager Evaluation Forms

GENERAL MANAGER EVALUATION CRITERIA - share w/ GM

Relationship with the Board

- Keeps board informed of district activities, progress and problems
- Receptive to board member ideas and suggestions
- Provides options and sound recommendations for board action
- Follows through on board directives
- Facilitates the decision-making process with the board
- Reports to board regularly about progress toward district objectives
- Accepts board criticism as constructive suggestions for improvement
- Follow up on all problems and issues brought to his/her attention
- Delegates to staff appropriate tasks
- Encourages a team effort between board, management and staff

Management Skills and Abilities

- Maintains a smooth-running administrative office
- Oversees preparation of agendas, district reports and accurate record keeping
- Speaks and writes clearly
- Proposes district goals and objectives prior to each fiscal year
- Annually provides district report regarding objectives met during past year
- Identifies short-term and long-term issues that need to be addressed
- Formulates action plans to implement these issues
- Is progressive in attitude and action
- Consults with attorney on all legal aspects of district operations
- In cases of emergency or disaster, acts in accordance with situation and then makes a report of these actions to the board

Effective Leadership

- Hires and retains competent staff members
- Encourages staff development through education and growth opportunities
- Works to maintain high employee morale
- Knows and follows district personnel policies
- Maintains high staff productivity
- Contributes to a team effort with staff
- Promotes safety, addresses potentially unsafe issues immediately and notifies board of these issues

PEOPLE SKILLS ARE MOST IMPORTANT, MORE THAN TECH

GENERAL MANAGER EVALUATION CRITERIA CONTINUED

Fiscal Management

- Prepares a balanced budget
- Completes the year with a balanced budget
- Displays common sense and good judgment in business transactions
- Demonstrates knowledge of physical plant operations
- Approves purchases and expenditures within limits of board-approved budget
- Provides information to board regarding purchases and expenditures
- Reports to board regularly regarding financial status of district
- Supervises district's accounting practices
- Works with auditor to make accounting practices more efficient

Services to Public Served

- Understands and stays current with the needs of the community served
- Accepts criticism from constituents and responds appropriately
- Notifies board of community/management criticisms

Community and Public Relations

- Represents the district in a positive and professional manner
- Actively promotes the district to the public
- Promotes public understanding of district services available
- Publishes district accomplishments
- Continually evaluates programs and facilities to meet need of community

Personal and Professional Attributes

- Adheres to professional codes of ethics
- Maintains professional and technical knowledge by attending workshops, networking, reviewing publications and participating in professional organizations

B. Management Skills and Abilities

- 1. ____ Maintains a smooth-running administrative office.
- 2. ____ Oversees preparation of agendas, district reports and accurate record keeping.
- 3. ____ Speaks and writes clearly.
- 4. ____ Proposes district goals and objectives prior to each fiscal year.
- 5. ____ Provides annual report regarding objectives met during past year.
- 6. ____ Identifies short term and long term issues that need to be addressed.
- 7. ____ Formulates action plans to implement these issues.
- 8. ____ Is progressive in attitude and action.
- 9. ____ Consults with attorney on all legal aspects of the district operations.
- 10. ____ In case of an emergency or disaster, acts in accordance with the situation and then makes a report of these actions to the board.

Comments:

C. Services to People Served

- 1. ____ Understands and stay current with the needs of the community served.
- 2. ____ Accepts criticism from the people served and responds appropriately.
- 3. ____ Notifies board of community/management criticisms.

Comments:

D. Fiscal Management

- 1. ____ Prepares a balanced budget.
- 2. ____ Completes the year with a balanced budget.
- 3. ____ Displays common sense and good judgement in business transactions.
- 4. ____ Demonstrates knowledge of physical plant operations.
- 5. ____ Approves purchases and expenditures within limits of board approved budget.
- 6. ____ Provides information to board regarding purchases and expenditures.
- 7. ____ Reports to board regularly regarding financial status of district.
- 8. ____ Supervises district's accounting practices.
- 9. ____ Works with auditor to make accounting practices more efficient.

Comments:

E. Personal and Professional Attributes

- 1. _____ Adheres to professional code of ethics.
- 2. _____ Maintains professional and technical knowledge by attending workshops, net-working, reviewing publications, and participating in professional societies.

Comments:

F. Community and Public Relations

- 1. _____ Represents the district in a positive and professional manner.
- 2. _____ Actively promotes the district to the public.
- 3. _____ Promotes public understanding of district services available.
- 4. _____ Publishes accomplishments of district.
- 5. _____ Continually evaluates programs and facilities to meet needs of community

Comments:

G. Effective Leadership of Staff

- 1. _____ Hires and maintains competent staff members.
- 2. _____ Encourages staff development through education and growth opportunities.
- 3. _____ Works to maintain high employee morale.
- 4. _____ Knows and follows district personnel policies.
- 5. _____ Maintains high staff productivity.
- 6. _____ Contributes to the team effort within staff.
- 7. _____ Promotes safety, addresses potentially unsafe issues immediately, and notifies the board of these issues.

Comments:

BOARD CHAIR

DATE

BOARD VICE CHAIR

DATE

BOARD SECRETARY

DATE

BOARD MEMBER

DATE

BOARD MEMBER

DATE

(NAME OF DISTRICT)

GENERAL MANAGER EVALUATION

General Manager: _____ For Calendar Year: _____

*Rating scale: 1 to 5 with 1=very poor and 5=exceptional and Narrative Comments
Please provide numerical rating and comments below.*

I. The General Manager's Relationship with the Board

Rating:

Comments:

II. The General Manager's Management Skills and Abilities

Rating:

Comments:

III. The General Manager's Relationship to People Served

Rating:

Comments:

IV. The General Manager's Fiscal Management Knowledge

Rating:

Comments:

V. The General Manager's Personal and Professional Attributes

Rating:

Comments:

VI. The General Manager's Community and Public Relations Skills

Rating:

Comments:

VII. The General Manager's Leadership

Rating:

Comments:

VII. Recommendations

Comments:

BOARD CHAIR _____ DATE _____

BOARD VICE CHAIR _____ DATE _____

BOARD SECRETARY _____ DATE _____

BOARD MEMBER _____ DATE _____

BOARD MEMBER _____ DATE _____

(NAME OF DISTRICT) (BOARD OF DIRECTORS)

GENERAL MANAGER PERFORMANCE EVALUATION

General Manager: _____ Evaluation Period: _____

Instructions

Assign a numerical value from 1 to 10 representing the overall rating for each performance factor listed below. The performance factor statements are not all inclusive. Please elaborate on strengths and weaknesses in the space provided, or attach additional pages as necessary.

<u>Excellent</u>	<u>Above Average</u>	<u>Satisfactory</u>	<u>Needs Improvement</u>	<u>Unsatisfactory</u>
10 – 9	8 – 7	6 – 5	4 – 3	2 – 1

PERFORMANCE FACTORS

I. MANAGEMENT OF THE ORGANIZATION

OVERALL RATING:

Does the Manager effectively assume responsibility of leadership? Does he/she coordinate and monitor individual departments and follow through to assure productivity? Does the Manager communicate performance expectations clearly while maintaining a team environment? Is the Manager decisive and firm when need be confronting problems promptly, and providing timely and comprehensive follow through? Does the Manager accurately appraise and correct the strengths/weaknesses of the organization and individuals? Is the Manager flexible and innovative in managing problems and does he/she communicate well at all levels?

II. FINANCIAL MANAGEMENT

OVERALL RATING:

Does the budget show planned effort and thought? Are expenditures within available resources? Is the financial data presented to the board in a clear and concise manner? Is the budget prepared in time to allow the board necessary time to review and make comments?

III. COMMUNITY RELATIONS

Does the Manager skillfully represent the district to the community and other agencies? Does the Manager properly avoid district politics and partisanship? Does the Manager show an honest interest in the community and properly defend the district's reputation?

OVERALL RATING:

IV. PROFESSIONAL GROWTH AND DEVELOPMENT

Does the Manager demonstrate the professional skill and knowledge needed to perform the job? Does he/she keep informed of developments in the professional field and communicate and apply this knowledge to the job? Is the Manager active in professional organizations? Does the Manager assess his/her own strength and capabilities, identify needs for knowledge, skills, and experience, and design and implement a self-development plan when appropriate?

OVERALL RATING:

V. BOARD RELATIONS

Is the Manager providing the board with adequate information to make decisions? Is the board provided with sufficient alternatives to avoid being forced into a decision? Is technical data presented in an understandable manner? Does the Manager respond to individual and collective board concerns in a timely manner? Is the staff responsive to board's direction? Does the Manager respond in a positive way to assignments, suggestions and guidance from the board?

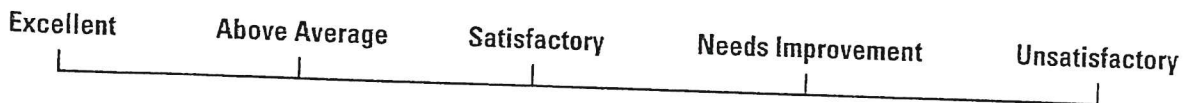
OVERALL RATING:

VI. GOALS AND OBJECTIVES (FROM CURRENT REVIEW PERIOD)

How well did the Manager meet the goals and objectives for this review period as established by the board and as identified under separate document?

OVERALL RATING:

OVERALL EVALUATION



ADDITIONAL COMMENTS:

Teresa Lerch

To: Teresa Lerch
Subject: FW: SDLA Conference Material

Attachment 3

Importance: High

From: Chris DeGabriele
Sent: Monday, October 8, 2018 6:48 AM
To: Teresa Lerch
Subject: FW: SDLA Conference Material
Importance: High

Teri
Please include as an information item on this agenda.
Thanks,
Chris

From: Jim Finkelstein [<mailto:jim@futuresense.com>]
Sent: Sunday, October 07, 2018 9:09 AM
To: Chris DeGabriele
Cc: Susan McGuire
Subject: Re: SDLA Conference Material
Importance: High

Hi Chris,

Sorry for the delay in responding to your request for your review of the curriculum from the Special District Leadership Academy Conference pertaining to Human Resources.

Per our report, Recommendation #12 from our September 2017 report was:

Recommendation 12

Another consideration is for the Board to take some dedicated training and invest in education on governance practices relating not just to effective operations, but effective governance practices of human capital management.

The curriculum from the session focused on several key points re the Board and their role in Human Resources:

1. HR shapes workplace culture; Board oversight and stewardship of HR helps to shape the culture of the organization – both positively and negatively.
2. Helps to ensure compliance with HR rules and regulations (the risk management side of the business)
3. Ensures a stewardship role and seemed to define the line between defining policy (Board) and having the administration execute the policy and deal with issues that come up.
4. Define an HR Board philosophy

The session appears to be extremely robust and covered HR basic education – employments, salary and benefits, discipline, state and federal laws, labor negotiations, litigation, etc.

Based on my review of the slide deck you shared, this curriculum fits the need identified in recommendation 12 and you should encourage all other Board members to attend the conference and this session the next time it is offered. Then, as appropriate, the Board members, in an educational session, should collectively review what they learned from this session in order to ensure that the principles are put into action. As I like to say, “education without repetition is entertainment.”

If you have any questions or need any support with this recommendation, please let me know.

Onward and upward!

Cheers,

Jim Finkelstein
President and CEO | FutureSense, LLC
*Thoughtful. Responsive. Authentic.*SM
Mobile 415.299.4456 | Office 888.336.0909 x102 | Fax 888.316.3886
jim@futuresense.com | www.futuresense.com

From: Chris DeGabriele <cdegabriele@lgvsd.org>
Date: Thursday, September 27, 2018 at 12:35 PM
To: Jim Finkelstein <jim@futuresense.com>
Cc: Susan McGuire <smcguire@lgvsd.org>
Subject: FW: SDLA Conference Material

Jim,

Per our discussion yesterday, attached are excerpts from the Special District Leadership Academy Conference pertaining to Human Resources.

Three LGVSD Board members attended this conference in July. (The attachment includes hand annotated notes from one of the Directors.)

I’m hoping that the topics covered at this conference address recommendation 12 from the 2017 Employee Climate Report prepared by FutureSense: “...take some dedicated training and invest in education on governance practices relating not just to effective operations, but effective governance practices of human capital management.”

Please let me know if you believe this curriculum fits the need identified in recommendation 12 and if so I’ll encourage the other Board members to attend the conference when it is scheduled again (April 2019).

Chris DeGabriele
Interim General Manager
Las Gallinas Valley Sanitary District
(415)472-1734

From: Teresa Lerch
Sent: Thursday, September 27, 2018 11:17 AM

To: Chris DeGabriele
Subject: SDLA Conference Material

For you.
T

Teri

Teri Lerch
Secretary of the Board/District Administrative Assistant
Las Gallinas Valley Sanitary District
300 Smith Ranch Road
San Rafael, CA 94903
Ph. 415-472-1734

10/11/2018 BOARD REPORTS

Agenda Item 3B1

Human Resources Subcommittee

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

Agenda Item 3B2

LAFCO

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

Agenda Item 3B3

Gallinas Watershed Council/Miller Creek Watershed Council

- Separate Item to be distributed at Board Meeting
- Separate Item to be distributed prior to Board Meeting
- Verbal Report
- Presentatio3

Agenda Item 3B4

JPA Local Task Force on Solid and Hazardous Waste

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

Agenda Item 3B5

NBWA

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

Agenda Item 3B6

NBWRA/North Bay Water

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

Agenda Item 3B7

Engineering Subcommittee

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

Agenda Item 3B8

Other Reports –

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

Agenda Item 3B5
Date October 11, 2018



North Bay Watershed Association

Board Meeting Notice

October 5, 2018

9:30 am– 12:30 pm
Petaluma Community Center
320 N. McDowell Blvd.
Petaluma, CA 94954

Board Meeting Agenda

- 1. Call to Order** 9:30 am
Jack Gibson, Chair
- 2. Public Comment**
- 3. Approval of Agenda** 1 min.
Approve
- 4. Approval of Minutes** 1 min.
Approve
- 5. Treasure's Report** 1 min.
Approve

- 6. NBWA's Strategic Plan Process** 9:45 am
Introduction and Group Input
Lori Lewis, Sen. Consultant.
Chaordic Balance

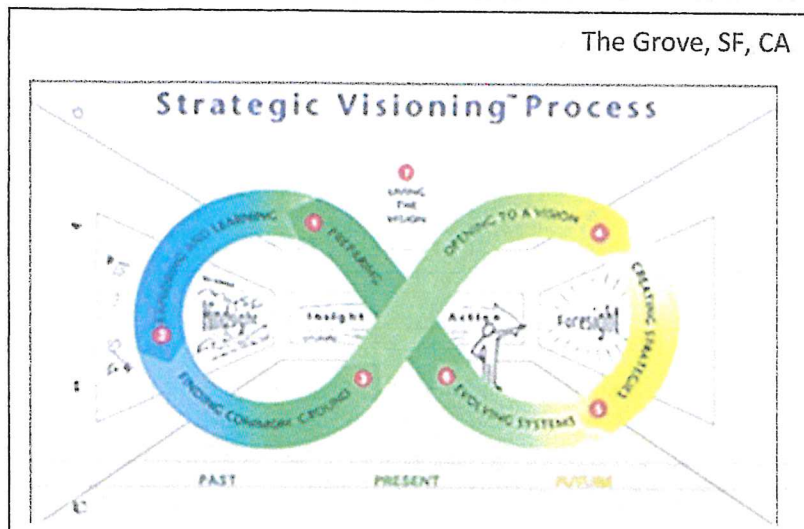
- 7. Items of Interest** 12:25 pm
Description

- 8. Next Agenda**
Part II Strategic Plan

Next Meeting
November 2nd, 2018
9:30 am – 12:30 pm
Marin Municipal
Water District
220 Nellen Ave.
Corte Madera, CA
94925

NOTE SPECIAL THREE HOUR
MEETING FOR STRATEGIC
PLANNING SESSION

The Grove, SF, CA



NBWA Mission: Facilitate partnerships across political boundaries that promote stewardship of the North San Pablo Bay watershed resources.

Agenda 9:30 – 12:30

- Opening
- Review of NBWA mission
- Learning from our Past – Our History and Learnings
- Break
- Assess and Understand our Current Environment (internal and external)
- Identifying our Assumptions
- Next Steps and Closing

NBWA History:

Ideas and Thoughts...Links and Connections...Learnings

Internal and External Environment – Ideas and Thoughts

**What does our current state of affairs say to us? Links or connections?
What assumptions are we making that we might want to think about?**

**Looking Forward: What do I want to remember and take away from today?
What ideas do I want to remember for next time?**

If you have additional thoughts or comments that you want to share before next meeting, please feel free to email Lori at Lori@LJLewis.com or call her at 510-816-3399



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. and
returning on _____ day of _____ from _____ a.m. / p.m.

Actual meeting date(s): _____

Purpose of Meeting: _____

Frequency of Meeting: _____

Estimated Costs of Travel (if applicable): _____

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

For Office Use Only

Request was Approved Not Approved at the Board Meeting held on _____.

10/11/2018

BOARD AGENDA ITEM REQUESTS

Agenda Item 4B

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

Teresa Lerch

Agenda Item 5
Date October 11, 2018

Subject: FW: The Best Biogas Projects of 2018

From: Irene Huang
Sent: Monday, October 08, 2018 10:00 AM
To: Chris DeGabriele; Greg Pease; Susan McGuire
Subject: FW: The Best Biogas Projects of 2018

FYI

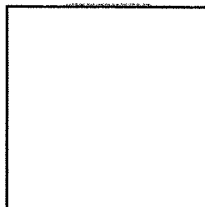
From: Bernardini, Jessica [mailto:Jessica.Bernardini@Cornerstoneeg.com]
Sent: Monday, October 08, 2018 9:56 AM
To: Uy, Kevin@Energy; Irene Huang; Mike Cortez; Mel Liebmann
Subject: FW: The Best Biogas Projects of 2018

Hi everyone – Please see the email below! We’re finalizing the project description with ABC now. I believe we have some of our East coast colleagues going to the conference on the 16th.

Will keep you updated on any other news we get.

Thanks
Jessica

From: American Biogas Council <info@americanbiogascouncil.org>
Sent: Monday, October 8, 2018 9:47 AM
To: Stout, Paul <Paul.Stout@Cornerstoneeg.com>
Subject: The Best Biogas Projects of 2018



2018 Project of the Year Finalists Named

ABC Biogas Industry Awards and Dinner | October 16

We are thrilled to announce this year's finalists for the Project of the Year Award, part of the 2018 ABC Biogas Industry Awards. This year, we received many nominations for great projects across the nation and sectors of the industry. These finalists each offer a unique example of how innovative approaches, technologies, or partnerships can further advance

the biogas industry.

CR&R Anaerobic Digester Facility | Perris, CA

ABC Members: CR&R Incorporated, Eisenmann, Greenlane Biogas

The CR&R Anaerobic Digestion Facility was born out of a vision for CR&R to comprehensively solve the organics recycling needs of its some 3.5 million residential municipal solid waste customers in Southern California. The facility anaerobically digests the yard waste and food scraps from its contracted residential collection routes which produces Renewable Natural Gas (RNG), and high quality soil products. The project's first two phases are fully operational and producing RNG that fuels CR&R's collection fleet of about 450 CNG vehicles. The project produces and injects 99 percent plus, pure Biomethane into the SoCalGas pipeline that enables optimal RNG fuel portability.

Edaleen Cow Power | Lynden, WA

ABC Members: Regenis, DVO, Inc., Dresser-Rand/Guascor

Edaleen Dairy is an 1,800 wet-cow dairy in Northwest Washington State. Their scraped-manure is pumped to a DVO mesophilic mixed plug-flow digester that practices limited co-digestion with off-farm organics (<5% volume). Effluent is sent to a GEA/Houle separator and then a DVO modified DAF separator for recovery of coarse and fine solids and production of a thin tea-liquid. Coarse fiber is used as cow bedding/soil amendment, DAF solids and teas water are field applied. Biogas is utilized in a Dresser-Rand Guascor engine/generator set packaged by Martin Energy Group for production of grid electricity. Regenis supplied construction and on-going operations.

FPE Renewables | Lynden, WA

ABC Members: Regenis, DVO, Inc., Dresser-Rand/Guascor

The FPE Renewables project was installed in 2004 and was the first farm-based anaerobic digester in Washington State and one of the first US farm-based digesters to secure carbon credits as well as successfully demonstrate a notable co-digestion, tipping-fee model. The facility has had a notable partnership with Washington State University, producing multiple publications, extension documents, transparent financial/business plans, and field days. It has also served as a test-bed for numerous emerging technologies like ammonia stripping and value-added upgrading of fiber to peat moss replacement. Now entering its 14th year of operation, the project is a poster-child for successful US farm-based AD, having had a 13-year historical 100% digester run time until just this last year when upgrades to its roof were completed. Engine up-time during the last 5-years, with the newly installed larger engine set is at an impressive 97.7%.

LGVSD Biogas Recovery System | San Rafael, CA

ABC Members: Tetra Tech, Unison Solutions

The Las Gallinas Valley Sanitary District developed a Biogas Energy Recovery system (BERS) facility at the Las Gallinas Valley Sanitary District (LGVSD) wastewater treatment plant, located in San Rafael, California. The District requested the design for the pre-commercial BERS to recover 100 percent of the methane produced from anaerobic digestion of wastewater sludge and condition it for on-site combined heat and power (CHP) generation and transportation fuel use. The system design includes the integration of a BioCNG gas conditioning system, microburbiners, hydronic boiler, and renewable natural gas fueling station to achieve 100 percent utilization of the conditioned digester gas, and to generate power for the WWTP, as well as provide a heating source for the digester sludge. The District received several grants through the California Energy Commission and the California Alternative Energy and Advanced Transportation Financing Authority. This included receiving \$999,000 in California Energy Commission funding for the project.

LimeLakes | Barberton, OH

ABC Member: quasar energy group

The LimeLakes digester, built at the PPG LimeLakes Reclamation Project; supports the land reclamation work which has been on-going by PPG for many years to bring glass making spoils back to a condition where the soil can support ground covers (grass, trees, etc.) PPG glass making spoils had resulted in hundreds of acres of land adjacent to their plant as non-arable. To bring the soil back to support grasses, biosolids are blended into the soils. With the digester, this process was able to be accelerated.

Opequon Water Reclamation Plant - Green Energy Facility | Winchester, VA

ABC Member: Unison Solutions

Frederick Winchester Service Authority is a utility serving the City of Winchester and Frederick County, VA. The green energy facility was completed in January 2017 to anaerobically digest municipal biosolids and trucked in organic waste. The Authority hired ESG to design and construct the facility under a performance contract which included guarantees for energy savings and new revenue. Additional work included aeration and dewatering improvements, and a struvite recovery process to reduce phosphorus in the effluent and produce a renewable fertilizer. The plant is net-zero 80% of the year.

Optima KV | Kenansville, NC

ABC Members: Cavanaugh & Associates, Unison Solutions

In May 2016, Optima KV obtained an agreement with Duke Energy who will use the gas generated at 5 contiguous swine farms (directed biogas) at existing combined cycle plants, which will help Duke Energy satisfy the agricultural RPS requirement in the state. North Carolina is one of many states in the U.S. with a Renewable Energy Portfolio Standard, but the only one with a specific requirement for a portion of the renewable energy requirement dedicated to the derivation of energy from swine farming and poultry farming wastes.

Warrior Project | Dodge City, KS

ABC Member: City of Dodge City

The City's WWTP has been producing raw biogas since the plant went on line in 1982. In the mid 1990's the anaerobic lagoons were covered and any raw gas produced was flared. Proposals were requested to utilize the gas in 2014. In March 2016, two years after first requesting proposals for biogas reuse, the City of Dodge City selected Eco-Engineers to spearhead the project. During that same month Jacobs agreed to operate the Warrior Biogas Reuse Project. Unfortunately, a final agreement could not be made with Eco-Engineers due to guarantee issues the City cut ties and decided to take on the project on its own. The City selected the team above to construct and operate the Warrior Biogas Project. The raw gas is cleaned to pipeline quality and injected into a northern Natural Gas Pipeline.

Zanesville Energy | Maysville, OH

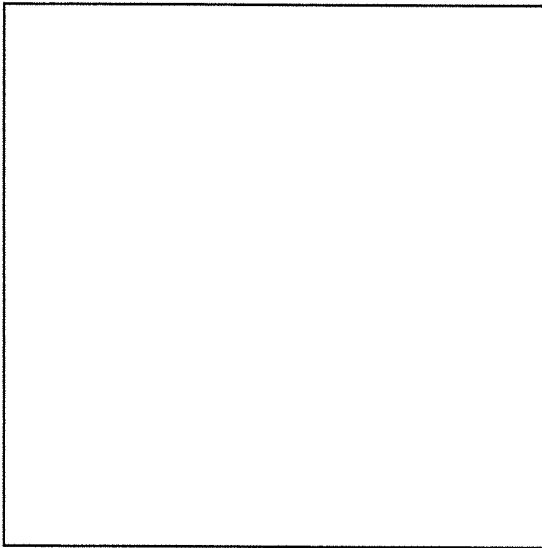
ABC Member: quasar energy group

This rural merchant digester was built on the site of an abandoned cement plant, serves as a regional alternative waste management technology, currently constructing medical marijuana growing and processing facility on the same site, the new facility will be using electricity produced by the digester to provide some of the load required by the plant (this is the only growing facility we know of who has a renewable energy source for electricity).

Of these eight projects, four will receive a Project of the Year Award at the [ABC Biogas](#)

Industry Awards Dinner. Along with the Project of the Year awards, one technology will be awarded an Innovation of the Year award and projects that have been in continuous operation for 5+ and 10+ years will receive a certificate and award, respectively. New this year, the judges have decided to recognize projects that have helped grow the industry by opening their doors to legislators and fellow industry members for the purpose of education with the Hospitality Award.

The winners will be announced at the ABC Biogas Industry Awards Dinner. Make sure to [buy your tickets now >>](#)



**ABC Biogas Industry
Awards Dinner**
Tuesday, October 16,
6:30 - 9:30 PM

[Buy Tickets >>](#)

American Biogas Council | 1211 Connecticut Avenue, NW, Suite 650, Washington, DC 20036

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Mergers debated in sanitary district races

NOV. 6 ELECTION

By Matthew Pera

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A Marin County Civil Grand Jury report released this year that urged the eventual consolidation of the county's many sanitary districts has thrust the sewage disposal agencies into the spotlight, and the issue could impact races for seats on four districts' boards of directors in November.

Four candidates are vying for three seats at the Richardson Bay Sanitary District, serving parts of Tiburon and unincorporated Marin County. The grand jury report suggested that district soon merge with six others in Southern Marin to create two large entities.

Incumbent Frank Trusheim, a technical salesman, is running for his first full term after he was appointed to the board in 2016. The candidate said he'd like more information about the benefits of consolidation, which he said the grand jury report didn't adequately depict.

"We recognized that there were good intention, but they didn't necessarily come through with the proper benefits," he said.

Ronald Kosciusko, a retired project manager in the banking industry, has served as a Richardson Bay director for six years.

The incumbent said he opposes consolidation and is looking forward to the benefits of a plant upgrade at the Sewerage Agency of Southern Marin, which refurbishes the district's waste.

"This is a very severe undertaking for SASM," he said. "I'm very excited about it."

Sue Benvenuti is running for her second term.

"The district has been so well-managed and run by the wonderful staff we have," she said.

Benvenuti said the district's efficient team helps keep costs low for ratepayers. She'd like to keep it that way.

Sudhir "Sid" Daru, a retired engineer and current project manager for a risk management company, is hoping to join the board as a new challenger this year.

If elected, Daru said he'd promote fiscal responsibility during the refurbishing plant upgrade.

"I want to see if the funds that are being used are appropriate and that there are no significant increases to cost while they are getting these systems upgraded," he said.

Sanitary District 5

Portions of Tiburon and Belvedere are served by Sanitary District 5 of Marin, which has three candidates vying for two seats on its board of directors.

Omar Arias-Montez is a challenger to two incumbents running in the up-

coming election. An operations superintendent for the Sausalito Sanitary District, where he has worked for 25 years, the candidate hopes to bring his extensive experience to District 5.

“What better way to bring that experience and expertise to the place where I live than serve on this board?” he said.

Incumbent Tod Moody has served as director since 2015.

“My main concern is maintaining high-quality infrastructure and value for our voters,” he said.

A civil engineer, Moody said his professional experience informs his duties as a district director.

Catharine Benediktsson, a retired civil engineer, said she’s focused on working with the district to pay off unfunded pensions during her time as a director.

The incumbent said she’d carefully consider the idea of consolidation, which she called a “hot topic.”

“I’m elected by the residents of Tiburon and Belvedere for this position, and I would do everything in the best interest of the people who elected me, whatever that entails,” she said.

Novato District

Three seats are open on Novato Sanitary District’s board.

Incumbent Bill Long, one of four candidates, has served as a director since 2001. Long has pushed for more water recycling during his time on the board.

“My interest has been on recycling water, which we are doing now to a greater extent than ever,” he said.

Brant Miller is running for his second term. A retired engineer, the candidate has pushed the district to update its master plan, he said.

“I’ve been rattling the cage with regards to the collection system master plan, and I’ll be interested to see how that comes out,” he said.

Carole Dillon-Knutson, running for her second term, has a long history in local politics. She served on the Novato City Council for 16 years.

“I like the idea of making a difference in my own town,” she said.

The candidate said she’d like to ensure the district continues running smoothly, which she said is evident in the fact that Novato was able to recently remodel its treatment plant without major financial hardships.

Gary Butler, a challenger in the race, isn't new to the district. He was appointed director in 2014, but didn't run when his seat was up for election.

The insurance agent wants to serve on the board as a way to contribute to his community, he said.

"I think sanitary is the most impactful way to affect our local environment," he said.

Las Gallinas

Four candidates are running for three open seats at the Las Gallinas Valley Sanitary District, which serves portions of San Rafael.

The district this year appointed an interim general manager after its board of directors investigated accusations that Mark Williams, a former manager, threatened district employees.

Megan Clark is running for her fifth term on the board. Retired from a career in information services and technology, she's focused on creating a better workplace for staff in light of the experiences described by employees under Williams' management.

"I want us to be the best employer we can," she said.

Incumbent Russell Greenfield, a retired maintenance supervisor and inspector who worked for more than 30 years with the Ross Valley Sanitary District, is running for another term on the Las Gallinas board. The candidate pushes for environmentally friendly practices and fiscal responsibility, he said.

"I'm really proud of the green energy initiatives we're doing," he said.

Rabi Elias has served as director for five years. A retired public works director for Ross and San Anselmo, the candidate hopes to push the district's technology and infrastructure into the future. Elias said he'd support district consolidation down the road.

"Everything is going to consolidate," he said. "Things are going to get more expensive and harder to do. It's coming."

Challenger Crystal Yezman has been in the water business for over 20 years. A registered civil engineer, she hopes to bring her experience and knowledge to the board.

"The incumbents have been on the board for more than a decade," she said. "I would venture to guess they're not up to date on the newer technologies."

Water district incumbents face election challengers

ELECTION 2018

Financial issues fuel contests at Marin Municipal, North Marin

By Will Houston

whouston@marinij.com @Will_S_Houston on Twitter

Two longtime incumbents on the Marin Municipal Water District Board of Directors who have a combined tenure of 38 years are facing two challengers this November who are critical of how the district has handled its finances and rates.

At the same time, the North Marin Water District Board of Directors is set to have its first contested election since 2007. Two incumbents are running against a district customer who is hoping to bring a consumer voice to the board, as well as be the first woman to have served on the board since 2004.

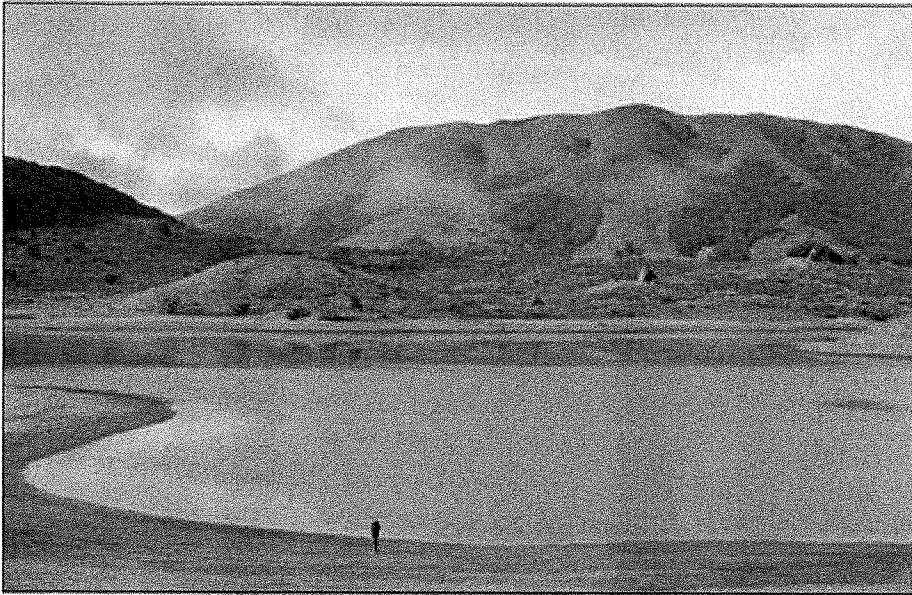
MMWD election

Local attorney Jack Gibson, a 24-year incumbent serving as the district's Division I director and the longest serving member on the board, is facing a challenger in longtime San Rafael Board of Education member Greg Knell.

Meanwhile, attorney Cynthia Koehler is being challenged for the Division IV seat she's held since 2004 by commercial real estate broker and consultant Joby Tapia.

The four candidates spoke with the Independent Journal to discuss water rates, fire preparedness and other topics. Gibson said he's promoted regionalism and cooperation with other agencies that manage and use water, such as forming the North Bay Watershed Association. He said he is focused on protecting the Mount Tamalpais watershed and enhancing the district's fire prevention and detection efforts.

"I want to be on the board," Gibson said. "Frankly, it's a community activity that is



Nicasio Reservoir is one of seven reservoirs in the Marin Municipal Water District system, which serves about 190,000 customers. The North Marin Water District serves about 61,000 residents.

ALAN DEP — MARIN INDEPENDENT JOURNAL

very satisfying and interesting.”

Knell says his ability to balance budgets for San Rafael City Schools will translate well to the water district, which he feels has become complacent. He said the district is “constantly raising rates rather than making the hard decisions” such as adjusting benefits for employees or considering operational changes such as working to cease water fluoridation.

“The bottom line is we need new leadership in this district with new ideas,” Knell said. “Being there for 28 years, you get set in your ways and I just think it’s time to bring in somebody who has run a larger district very successfully with a lot of different approaches and put them on this board.”

Koehler said her success on the board has come through shifting the district’s focus from investing in new, traditional infrastructure to environmentally sustainable and affordable distribution infrastructure. These efficiency programs have resulted in significant water use reductions, she said. “We are, as a result, not going much more affordable in terms of rates in terms for our customers, but much more resilient in the face of climate change,” Koehler said. “So for me, continuing along that path is very important. We have made tremendous strides, but we have significantly further to go.”

Tapia said these efficiency measures have resulted in less water being used, meaning less revenue to the district. With the district’s debt-coverage ratio at about 1.3, he said it will make it more expensive for the district to secure bonds in the future.

As a result, Tapia said, the district can’t be run the same way it has in the past, especially as it struggles to pay its employees enough money to afford to live within the district.

“I think there has been great work done to deliver safe, clean water,” Tapia said, “but we need to continue to focus on doing that at a cost that is reasonable so that our water bills don’t skyrocket just to carry the load of current operational costs as well as capital improvements.”

Last year, the district approved rate increases of 5 percent to the average residential customer effective July 2017 and a second increase of 7 percent effective July 1, 2019, according to the district. The estimated \$10.1 million in revenue collected during the three-year period is set to be used to pay for infrastructure improvements.

Koehler said these rate increases would make them typical with every water district in the state, but said the district does have issues with communicating to customers how alternative water source options such as desalination would increase rates even more.

“We are paying a little bit more for using less, but the alternative would have been paying substantially more,” she said.

Koehler said the district can improve communicating to customers that their rates are not for water, but for the distribution system that gets it to them as well as other programs such as fire prevention.

Tapia said the district has had a lack of communication on why it is spending money on issues not related to water delivery.

“I don’t have a problem with raising rates on Tier 1 (customers) because people do need to pay for what they use, but we also need to be a little bit better about really going after the people that are a little bit more excessive,” Tapia said.

In the big picture, Gibson said, he does not think the rates are out of hand because the district has to maintain 900 miles of pipes and water storage infrastructure. He said running a water district is not analogous to running a school district because the water district needs to generate revenue to pay for its costs.

“The prices are based on how much water you use for no other purpose than to encourage conservation,” Gibson said. “But it also sends an enormously misleading signal to the public.”

Knell said the board passed the “incumbent protection act” when it set the next rate increase to take effect in 2019 rather than during an election year.

For cost savings measures, he said the district should appeal to the state to drop the requirement to fluoridate its water, introduce a cap on employee lifetime medical care benefits and introduce the idea of shared benefits.

“The rates are on an upward trend and there are no cost controls sufficient in my mind compared to what we do in the school district,” Knell said.

What candidates could agree on is that the district can do more to address the fire dangers, especially after last year’s North Bay fires.

Knell, who said he was inspired to run after seeing the devastation in Santa Rosa’s Coffey Park, said the district’s vegetation management plan is in serious need of an update. Additions he’d like to see are mapped out staging areas, preplanned escape routes for firefighters and an eight-camera fire spotting system such as those in Sonoma County.

“They seem to be dealing with old information,” Knell said of the district. “This is the new normal. Their own employees say they’re not doing enough.”

Gibson said the district has installed hundreds of new hydrants, has over 1,000 acres of fuel breaks and has been increasing funding for fire prevention by about \$400,000 per year since 2016. Now, it’s looking at two new infrared fire detection cameras, he said.

“The entire board is focused on this as an issue and it is something that is full force forward to do something,” he said. “We’re not afraid to spend money on this.”

Tapia said one of the motivating factors for him to run was the buildup of fire fuels along a reservoir near Edgewood. He said the district needs to continue using non-pesticide vegetation management, encourage more community involvement and consider the costs of reducing fuels.

“We need to get a little bit more volunteer action to go out there and help with it because we can’t rely on the water district to take on all the costs to reduce it all,” Tapia said.

Koehler said Knell’s description of the district being complacent is “outside of the fact-based world entirely,” with the district having earmarked \$400,000 in its budget for fire prevention. While the district has coordinated with local fire chiefs, utilities and parks officials in the past, she said more can be done.

“We’re never going to be done in Marin County addressing this issue,” she said. “But I think this is an agency that is on it, that has been on it and will continue to be.”

NMWD election

Longtime North Marin Water District board member Richard Fraites, his fellow board member James Grossi and Novato resident and district customer Tina McMillan are vying for two seats.

Fraites has not faced a challenger since being elected to the board since 2003, and says he wants to continue with the work the district has accomplished. Issues he hopes to tackle if re-elected include replacing aging pipes, looking for new water wells in West Marin and continuing to implement the district’s advanced meter information system.

“I think we’ve done a lot of great things at the water district since we’ve been on the board and I want to continue that,” Fraites said.

With his knowledge in civil engineering including for water infrastructure, Grossi — who was appointed to the board in 2017 — said he feels he is well-suited for the position and can impart some of his knowledge.

“I might as well use some of this history that I’ve got and experience I’ve got to some good,” Grossi said.

Grossi says some of the issues he will work to address include securing backup sources of water for the district other than the two sources from the Sonoma Water Agency and Stafford Lake; preparing for salt water intrusion on West Marin water wells caused by sea level rise; and finding affordable housing for district employees.

McMillan said she wants to be a consumer voice on the board. If elected, McMillan would be the first woman to serve as an elected board member since Barbara Munden in 1991.

McMillan said she'd like the district to better engage and communicate with the public about its capital projects, address housing affordability for district employees, create plans to protect infrastructure from fire damage and focus on recycling and reusing water in the face of climate change.

"I think I can be a very strong consumer voice to the board and it would be an incredible honor to be able to serve," McMillan said. One of the issues the district faces is a \$4.2 million deficit budgeted for this fiscal year.

Fraites said the district has had similar debt in the past, such as more than \$4.3 million in 2014, from needed capital improvement projects. He said there is a steady stream of income from ratepayers, and said the district also has capable auditors who are able to secure lowinterest loans.

"We incur debt, but we pay it down and we don't go on to the next project," Fraites said. "It doesn't look good on paper but that is just the process. And we're in good financial shape."

McMillan said she met with the district's general manager to discuss the financial status of the district. She said being inquisitive is not limited to certain degrees, and said she will continue to question why rates should be changed in the future and look at how the district's decision will impact its financial future.

"What I can do for voters and consumers is I can ask questions to better understand what the financial condition is of the district and how they are planning ahead," she said.

Grossi said because they look at three-year budgets, some projects will be included in the budget that may not be built in the current fiscal year. He said he does not see a problem with the deficit considering they have revenue from ratepayers, have competent staff and are becoming more successful at obtaining state and federal grants for projects.

"The trick is figuring out what the priorities will be and what can be put off," Grossi said.

As for fire threat, Grossi said the district needs to create an "area-specific" emergency plan for its infrastructure and to provide redundancy should its equipment be damaged.

"What we need is board and public input into that," Grossi said.

McMillan said the district needs to look at defensible space for infrastructure and to study what state funding could trickle down to the district rather than put it solely the backs of ratepayers.

"It's the kind of project that I believe could involve other agencies that might reduce the cost," McMillan said.

Fraites said they are going to continue replacing older water storage tanks with stronger material and monitoring systems.

"But I think we're doing pretty good here as far as the district itself and the services we provide," Fraites said. "You don't get a lot of complaints."

