



101 Lucas Valley Road, Suite 300
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MANAGEMENT TEAM
General Manager, Mike Prinz
Plant Operations, Mel Liebmann
Collections/Safety/Maintenance, Greg Pease
Engineering, Michael P. Cortez
Administrative Services, Dale McDonald

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

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.

SPECIAL BOARD MEETING AGENDA

September 20, 2021

In accordance with Government Code Section 54956

Crystal J. Yezman, Board President, has called for a Special Meeting

LOCATION OF SPECIAL MEETING

EMBASSY SUITES HOTEL – OUTSIDE PATIO

101 McInnis Parkways

San Rafael, CA. 94903

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

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

Estimated
Time

OPEN SESSION:

8:30 AM to
9:00 AM

BREAKFAST

9:00 AM

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.

9:05 AM

2. DISTRICT ORGANIZATIONAL ROLES

Kendall Flint to facilitate discussion regarding Board and General Manager/staff roles.

11:30 AM
to 12:30 PM

LUNCH BREAK

12:30 PM

3. STRATEGIC PLAN DOCUMENT

Chris Sliz from Regional Government Services, the Board and staff will review the updated Strategic Plan Document including initiatives 1, 2, 3, 5 and 6.

2:30 PM

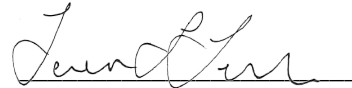
4. ADJOURNMENT

FUTURE BOARD MEETING DATES: OCTOBER 7 AND OCTOBER 21, 2021

AGENDA APPROVED:	Crystal J. Yezman, Board President	Patrick Richardson, Legal Counsel
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CERTIFICATION: I, Teresa Lerch, District Secretary of the Las Gallinas Valley Sanitary District, hereby declare under penalty of perjury that on or before September 17, 2021 posted the Agenda for the Board Meeting of said Board to be held September 20, 2021 , at the District Office, located at 101 Lucas Valley Road, Suite 300, San Rafael, CA.

DATED: September 15, 2021



Teresa L. Lerch
District Secretary

The Board of the Las Gallinas Valley Sanitary District meets regularly on the First and Third Thursday of each month. The District may also schedule additional special meetings for the purpose of completing unfinished business and/or study session. Regular meetings are held at the District Office, 101 Lucas Valley Road, Suite 300, San Rafael, CA. 94903

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.

AGENDA ITEM 1

9/20/2021

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.



Agenda Summary Report

To: LGVSD Board of Directors
 From: Mike Prinz, General Manager *MP*
 (415) 526-1511 mprinz@lgvsd.org
 Meeting Date: September 20, 2021
 Re: District Organizational Roles
 Item Type: Consent Action Information Other
 Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Staff recommends that the Board consider the presentation by Kendall Flint regarding Board and Staff Organizational roles and establish agreement on a range of role related topics including the revised version of Policy B-20. Policy B-20 is recommended to be adopted either as written or after revisions, if requested.

BACKGROUND

During the Board’s retreat held on November 15, 2019 and December 13, 2019, a number of topics were discussed, including District Organizational Roles (see attached workshop notes.) Discussion of policy B-20, Board Member Interaction with Staff, was discussed. Board Members discussed with the General Manager and Chris Sliz of Regional Governmental Services templates for interactions between Board Members and Staff and reviewed a simplistic table highlighting certain types of interactions and associated guidelines. The Board expressed interest in potential incorporation of the guidelines into policy B-20. The table has been refined since the retreat and is proposed to be appended to Policy B-20 as section B-20-50.

Additional input received from FutureSense and Pacific Crest Group has encouraged further discussion and consideration of Board, General Manager, and Staff Roles. The goals are to reinforce usage of normal public sector communication channels and complaint procedures, enhance communication accuracy, improve confidentiality, and preserve functionality of the District’s organizational structure. Per the January 2020 Employee Cultural Assessment Report by FutureSense, the following recommendation for a Board and GM Educational Retreat was made.

Recommendation 9 – Board and GM Educational Retreat

As LGVSD continues to foster this positive environment it is recommended that the Board and GM attend an educational retreat in order to best define the role of the board versus the GM. This educational retreat should include communication styles, ownership areas, set board position metrics and create an understanding between governance and operations. This should be a facilitated discussion and should augment conversations that have already occurred.



PREVIOUS BOARD ACTION

Policy B-20 was last revised by the Board in July, 2009. Discussion of policy B-20 occurred in the aforementioned Board retreat however no action was taken during the retreat. The Board held retreat discussions on November 15, 2019 and December 13, 2019. A revised version of Policy B-20 was brought to the Board on January 9, 2020, but the Board deferred action on the revised policy.

The Board received a briefing of the January 2020 FutureSense report on January 9, 2020.

ENVIRONMENTAL REVIEW

None

FISCAL IMPACT

None

December 13, 2019

Board Retreat

Summary - Notes

Discussion HR Committee

There was consensus on establishing an ad hoc HR committee to be convened as needed to:

- Conduct a climate survey
- Discuss HR issues
- Safety
- Risk management
- Emergency response
- Maximize the health of all employees

Board Norms

The Board generally agreed on the following “norms”

- Any Board member can call legal counsel
- At public meetings, make it clear you are attending as an individual – not a Board member
- Don’t make commitments on behalf of the Board unless you’re authorized to do so

Board/GM – How We Will Redirect Each Other

The Board and GM agreed to “redirect” each other when one party or the other unintentionally acts outside their role by:

- Saying something like “Ouch, yikes, hey! I’m feeling encroached upon...”
- Ask “Can we back up a minute...? How is this an operational issue? A policy issue?”
- Refer to past agreement and validate the conversation – redirect
- Sub-committees need to be clear about decision-making when making a recommendation (and rationale)
- Board – refer to the strat plan and budget
- Refer to policy when there is a question
- If it’s a new project – vet it first – stay focused on what problem we are trying to solve
- Depending on what it is
- Resolve it one-on-one
- Bring it up in a meeting
- Don’t take it personally

Action Items

Who	What	By When
GM/Board	Establish HR Ad Hoc Committee	January 9 Board meeting
Teri	Add to Board calendar District Counsel evaluation (start in July – September) and Strat Plan retreat for February	
GM	**Revised Action Item Create Clear Table of Contents for Ordinances (in a searchable word doc)	End of Fiscal Year

Before You Engage, Ask Yourself

1. Does this require a discussion with the full Board?
2. Should I even be having this conversation?
3. Is it covered under policy?
4. Is it about a technical issue?
5. Is the issue related to a staff member's performance?
6. Is it related to the GM's performance?
7. Are you interacting with staff about a substantive District issue without the knowledge of the GM?
8. Do we have a policy that tells us who is supposed to handle this? Does the policy tell us who has the authority to handle it?
9. Is this an operational issue?
10. Does this issue have to do with signature authority? Does it fall within staff's signature authority?
11. Does a policy need to be developed?
12. Do I have the information I need to respond to the situation?
13. Am I undermining the authority of the GM by having this conversation?

Table B-20, 1. Board/Staff Communication - For the Board

If	Then
A. Board member has a specific piece of work to request staff to perform	Talk to the GM who will determine the priority and delegate the work to staff (Policy B-20-30, -40; B-120-70)
B. a staff member approaches a Board member and prefaces the conversation with “can you keep something confidential?”	Tell them you cannot. Given your role in the District, you can’t guarantee something will remain confidential. If it is an issue that impacts the District, you will have to (at minimum) talk with the GM about it. Whether or not they proceed to talk with you, report the conversation to the GM for possible follow up.
C. a staff member approaches a Board member with an allegation of harassment, discrimination, or other illegal activity	Listen to the employee’s explanation. Immediately follow up with the GM and encourage the employee to do the same. As soon as possible, write down the date, time and key elements of the conversation (Policy B-180 and Whistleblower Policy) and forward to the GM and District Counsel.
D. a staff member approaches a Board member with a complaint described in the Whistleblower Policy	Refer the employee to the steps outlined in the Whistleblower Policy 9 (Personnel Policy and Procedures), including timing and documentation specifics, and refer them to the GM.
E. a staff member approaches a Board member with a non-Whistleblower complaint or a non-harassment related complaint about another staff member	<p>Ask if the employee has talked with their boss, the GM, and/or their union rep about the issue.</p> <p>1. If the employee <u>has not</u> spoken with their boss and/or GM, <u>don’t engage</u>. Explain why you can’t get involved (chain of command/operational issue/Board must maintain its role as an appeal body). Encourage the employee to follow the chain of command and, if needed, discuss the issue with their union rep if they think a grievance may be warranted.</p> <p>2. If the employee <u>has</u> spoken with their boss but <u>not</u> the GM, <u>don’t engage</u>. Encourage the employee to follow the chain of command and to discuss the matter with the GM.</p> <p>3. If the employee <u>has</u> spoken with their boss <u>and</u> the GM, ask if the response was documented, and if it is part of a formal grievance. If it is part of a grievance, direct them to their union rep and <u>do not engage further</u> in order to preserve the Board role as an appeal body. If it is not part of a grievance, refer them to the grievance procedure in the MOU. Tell them you will notify the GM of the conversation and potential need for follow up.</p>
F. a staff member approaches a Board member with a complaint about the General Manager	Direct the employee to the President and District Counsel and follow up with Board President separately. Document the date and time of the conversation and nature of the allegation(s).

Table B-20, 2. Board/Staff Communication - For Staff

If	Then
a Board member approaches you and asks you to do a specific piece of work	Refer them back to the GM (Policy B-20)
a Board member contacts you with a request for information	Forward to GM for delegation, or, if minor, confirm with GM before responding and copy GM (Policy B-20-10 and B-20-30)
a Board member contacts you about personnel issues or hearsay	Don't discuss. You can say "I'm sorry, but I can't discuss that information," and inform the GM immediately. (Policy B-80-20 and B-80-30)

*Please follow the chain of command when bringing forward issues. Give your supervisor and the GM an opportunity to work with you to resolve an issue before escalating it to the Board or talking negatively about the organization and your supervisors/managers.



Agenda Summary Report

To: Mike Prinz, General Manager *MP*
From: Dale McDonald, Administrative Services Manager *DM*
 (415) 526-1519 dmcDonald@lgvsd.org
Meeting Date: September 20, 2021
Re: 2020-2025 Strategic Plan
Item Type: Consent Action Information Other
Standard Contract: Yes No (See attached) Not Applicable

STAFF RECOMMENDATION

Board to review and discuss wording and content of the draft 2020-2025 Strategic Plan (attached) and provide direction to staff. The focus of this workshop is for all initiatives except initiative 4, which will be discussed in a future workshop.

BACKGROUND

The Board established new strategic initiatives in 2019 and subsequently approved, through the FY 20/21 budget approval and General Manager Performance Review processes, both the 2020 and 2021 tactical goals. The current District Strategic Initiatives are:

1. Improve Operational Efficiency
2. Establish Beneficial Use of Biosolids
3. Improve Operational Resilience
4. Conduct Organizational Review
5. Develop Asset Management System
6. Improve Facility Use, Access and Planning

The Board has made significant strides in defining the District's current strategic initiatives, which Staff have been actively pursuing since 2019. The District's Strategic Plan document has not been updated until recently, primarily due to workload impacts associated with the coronavirus pandemic, and the extended vacancy of the Administrative Services Manager Position through the summer of 2020. Staff have worked with Chris Sliz of Regional Governmental Services (RGS) to develop the attached, draft Strategic Plan, which is intended to exist for at least the 2020-2025 strategic planning period, with intermittent strategy updates during this timeframe as needed. Strategic initiatives are intended to be overarching objectives which are incrementally attained through pursuit of the associated tactical goals. By their very nature, tactical goals are shorter lived than strategic initiatives and, therefore, are intended to be defined annually during the 5-year planning period.

The current draft strategic plan has been streamlined substantially and includes explicit clarification regarding the concepts of strategic initiatives, tactical goals, and the District's vision statement. It now includes a new section titled 'Commitments to the Community,' which had previously been referenced as the District's vision statement. To clarify, a vision statement, by definition, is a time dependent statement intended to embody the District's vision for the current



planning period, in contrast to the more general and essentially permanent quality of the District's previous vision statement. Due to the inherent time dependency of a vision statement, it should be a unifying statement of the collective essence of the current group of strategic initiatives. Chris Sliz worked with Executive Management to develop the following proposed 2020-2025 vision statement with the intent to capture the collective intent of the current strategic initiatives:

"Strengthen the District utilizing practical operations and staffing standards that focus on efficiency, optimization of resources, resilience, and organizational health."

PREVIOUS BOARD ACTION

The Board conducted Strategic Planning Workshops on May 21, June 27, and August 28, 2019, held budget workshops on April 17, and April 27, 2020. The Board also discussed 2020 and 2021 tactical goals when it conducted General Manager performance evaluations in May and December 2020. On April 1, 2021 and June 3, 2021, the Board reviewed the draft 2020-2025 Strategic Plan and provided input to staff.

ENVIRONMENTAL REVIEW

Certain tactical goals may require environmental review prior to completion, however many are purely administrative in nature and will not require review. Considering this, approval of the strategic planning document itself does not require environmental review.

FISCAL IMPACT

There are no direct fiscal impacts of a strategic plan approval, however numerous tactical goals associated with the strategic initiatives cannot be attained without budgetary allocations, some of which are potentially substantive. Such allocations would be subject to budget approval and, frequently, award of contracts to consultants and vendors.



2020-2025 Strategic Plan

March May, 2021



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

TABLE OF CONTENTS

	Page
Directory of Officials.....	2
Introduction.....	3
Definitions.....	3
Plan Development and On-going Planning Process.....	3
Mission Statement, Vision Statement, Community Commitments.....	4
Strategic Initiatives.....	5
Tactical Goal Status.....	7
Glossary of Terms and Acronyms.....	15

DRAFT

DIRECTORY OF OFFICIALS

GOVERNING BOARD OF DIRECTORS

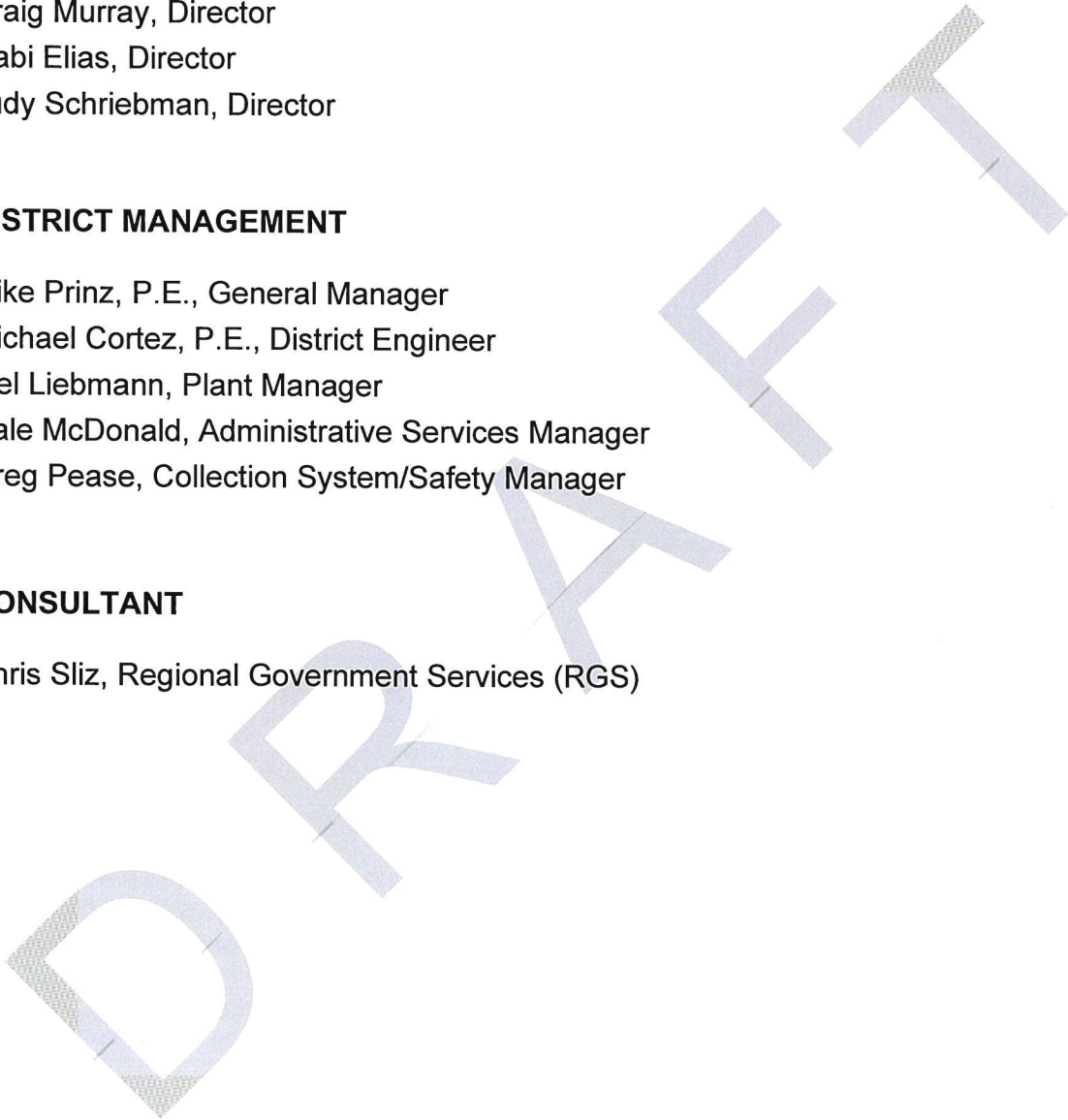
Crystal Yezman, 2021 President
Megan Clark, 2021 Vice President
Craig Murray, Director
Rabi Elias, Director
Judy Schriebman, Director

DISTRICT MANAGEMENT

Mike Prinz, P.E., General Manager
Michael Cortez, P.E., District Engineer
Mel Liebmann, Plant Manager
Dale McDonald, 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 strategic and tactical aspects of its mission. Upon adoption, it serves as a framework for decision making over a five-year period.

This Strategic Plan (Plan) update incorporates an assessment of the present state of Las Gallinas Valley Sanitary District (District) operations. Its development required gathering and analyzing information; goal setting; and making decisions for the future. The Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

DEFINITIONS

1. **Mission Statement:** A declaration of the organization's purpose and ultimately why the organization exists. Ideally, all activities of the District should be in support of the Mission Statement.
2. **Vision Statement:** A time-dependent statement that articulates how the District intends to change and grow over the term of the Plan.
3. **Commitments to the Community:** Commitments that reflect 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 Initiatives:** Broad areas of emphasis that are anticipated to last as long (or longer than) the strategic planning period, subject to Board review.
5. **Tactical Goals:** Specific activities or targets that address changes the District is pursuing. These are updated annually. Day-to-day actions and projects that are routinely part of District operations are not included in the Strategic Plan.

The Board is responsible for establishing the strategic direction for the organization by identifying key strategic initiatives.

PLAN DEVELOPMENT AND ON-GOING PLANNING PROCESS

The Board conducted Strategic Planning Workshops, facilitated by RGS, on May 21, June 27, and August 28, 2019, and held budget workshops on April 17, and April 27, 2020, during which tactical goals were discussed. The Board also discussed 2020 and 2021

tactical goals when it conducted General Manager performance evaluations in May and December, 2020. The General Manager meets with District Managers periodically throughout the year to delegate, develop, and track status of all tactical goals. The 2020-2025 Plan was developed with support from RGS.

A key part of an enduring Strategic Planning process is to conduct a periodic/annual 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. As a result, this Strategic Plan focuses on specific District goals rather than day-to-day operations.

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

MISSION STATEMENT, VISION STATEMENT, COMMUNITY COMMITMENTS

Our Mission

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

Our 2020-2025 Vision (PROPOSED)

Strengthen the District utilizing practical operations and staffing ~~models~~ standards that focus on efficiency, optimization of resources, resilience, and organizational health.

Our Commitments to the Community (Previously referenced as 'Vision Statement')

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;
- consider climate change, sea level rise and flooding when developing and designing new-projects;
- provide high quality customer service; *(moved from past “Core Values” statement)* and
- use public funds responsibly *(Moved from past “Core Values” statement)*

STRATEGIC INITIATIVES

Strategic Initiatives represent the vital areas of the District’s operation, planning, and management over the next five years. Strategic Initiatives are defined by the Board of Directors and set overall areas of focus for the current strategic planning period, 2020-2025.

The 2020-2025 Strategic Initiatives are, in prioritized order:

1. Improve Operational Efficiency

The District consumes a wide range of material, supplies, staff time, and energy as a result of normal operations. Developing a greater understanding of the use patterns and quantities of each will allow the District to operate more efficiently, ~~effectively getting the same job done with less cost.~~

2. Establish Beneficial Use of Biosolids

Biosolids are a residual material normally generated through the wastewater treatment and solids digestion process. Biosolids generated by the District are not currently utilized for a beneficial purpose, however District biosolids are a resource that can be used to support agriculture in the District’s reclamation area and/or utilized in a compost operation.

3. Improve Operational Resilience

All utility systems encounter changes that affect continuity of operations, whether they are related to infrastructure failures, disasters, operational emergencies, or material

supply problems. The District can improve operational resilience by anticipating changes and preparing for them in advance.

4. Conduct Organizational Review

The organization of the District has undergone changes over the past several years for a variety of reasons and it will likely continue to change just as most organizations do. Understanding how the organization is changing and what administrative responses are appropriate is necessary in order to keep the District Team operating at its best.

5. Develop Asset Management System

The District's operational systems are comprised of interwoven webs of assets – infrastructure components and equipment - that must interact, be tracked, operated and maintained in a coordinated way to ensure efficient and reliable operations. Developing and maintaining an asset management system is necessary to achieve an optimum level of coordination for minimizing costs and maximizing value. ~~—and optimization of the total cost of asset ownership and ratepayer value is the result.~~

6. Improve Facility Use, Access and Planning

The District owns and operates numerous facilities at various locations throughout the District. ~~Some~~ Some of ~~which these~~ may not be used to their fullest potential due to long range planning challenges and deferred access improvements. Improvements are being pursued on some of the facilities owned by the District. In some situations, access improvements require coordination with other agencies and/or property owners.